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BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)

EXAMINATION: DECEMBER- 2024

SEMESTER - III

Sub.: Organisational Behaviour (BBA23-311)

Date : 18/12/2024

Total Marks : 60

Time: 2.00 pm To 4.30 pm

- Instructions:** 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. Which of the following is the first step in the decision-making process?
 - a) Identifying alternatives
 - b) Gathering information
 - c) Defining the problem
 - d) Evaluating the alternatives
2. Which of the following is the most basic level of needs according to Maslow's Hierarchy of Needs?
 - a) Esteem needs
 - b) Self-actualization
 - c) Physiological needs
 - d) Safety needs
3. Which of the following is a key trait in the Big Five personality model that describes a person's willingness to take risks and try new things?
 - a) Neuroticism
 - b) Extraversion
 - c) Conscientiousness
 - d) Openness to experience
4. The "Locus of Control" refers to:
 - a) The extent to which a person believes they can control their own destiny
 - b) The degree of emotional stability a person has
 - c) The level of social skills a person possesses
 - d) A person's tendency to perform in high-stress situations
5. According to Maslow, when an individual's basic needs (such as food and safety) are not met, which of the following is most likely to occur?
 - a) They will focus on achieving self-actualization
 - b) They will seek to fulfill higher-level needs like esteem
 - c) They will primarily focus on satisfying lower-level needs
 - d) They will attempt to form social connections

Q. 2. State True / False (05)

1. Organizational behavior is concerned with understanding how individuals and groups act within an organization.
 - a) True
 - b) False
2. Personality traits have no significant impact on an individual's performance in an organization.
 - a) True
 - b) False
3. Extraverted individuals tend to be reserved, introverted, and avoid social interaction.
 - a) True
 - b) False
4. Perception in organizational behavior refers to how individuals interpret and make sense of the world around them.
 - a) True
 - b) False
5. The effectiveness of a group is solely determined by the size of the group.
 - a) True
 - b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Individual and Group Decisions
2. Programmed and Non-Programmed Decisions
3. Importance of working in groups
4. Abraham Maslow's Hierarchy of Needs
5. Types of perception

Q. 4. Answer in detail (Any Two) (20)

1. What are the various Personality Attributes Influencing Organisational Behaviour?
2. Define Perception and explain the Perceptual Process in detail.
3. Explain The Big Five Personality Model with diagram.
4. Define groups. What are the various Types of groups?

Q. 5. Case study (15)

In a mid-sized marketing company, the working environment has become increasingly tense under the leadership of the company's CEO, Mr. Robert Turner, who adheres to an autocratic leadership style. This leadership approach, which is characterized by centralized decision-making, control, and minimal employee involvement, has created a significant disconnect between the employees and management.

The employees, a dedicated team of creative professionals, have long been frustrated with Mr. Turner's management approach. His autocratic style leaves little room for collaboration or independent decision-making. Every project, from the smallest task to the largest campaign, requires his approval before any action can be taken. This rigid structure has made the work environment feel more like a dictatorship than a place for innovative thinking and teamwork.

One particularly telling incident occurred when the marketing team was tasked with developing a new social media campaign for a major client. The team, excited to showcase their creative ideas, had prepared a comprehensive proposal. They had researched the client's needs, trends in the market, and customer preferences. However, before they could present their ideas, Mr. Turner called for a last-minute meeting, stating that he had already "finalized" the campaign strategy himself. The team's ideas were dismissed without much as a discussion. Mr. Turner made it clear that he did not value input from his employees and expected them to execute his vision without question.

Over the past few months, similar situations have arisen where employees feel their expertise is undervalued. This has caused frustration to build up, and the once enthusiastic employees have become de-motivated. Rather than feeling like an important part of the company, they now feel like cogs in a machine, expected to blindly follow orders without contributing their creativity or experience.

The atmosphere in the office has grown increasingly hostile. Employees no longer engage in lively discussions or brainstorming sessions. Instead, they do their work quietly, without offering suggestions or ideas, fearing that they will be rejected outright by Mr. Turner. Productivity has decreased, as employees no longer feel a sense of ownership over the projects they work on. There is a noticeable lack of passion in the office; tasks are completed, but with minimal enthusiasm.

One day, a group of employees some from the marketing team, others from sales and customer service decided to address their concerns during a meeting with Mr. Turner.

They respectfully explained that they felt their morale had dropped due to his top-down approach. They emphasized how an inclusive environment where they could share ideas and collaborate would improve both creativity and job satisfaction.

However, Mr. Turner dismissed their concerns quickly. He told them that their role was to follow instructions and that his experience and knowledge far outweighed anything they could contribute. "I know what's best for the company," he said, "and you are here to execute my vision. End of discussion." The meeting ended abruptly, leaving the employees feeling even more disheartened.

As weeks went by, employee turnover began to increase. Talented individuals, frustrated with the lack of autonomy, started leaving the company for positions where they could contribute meaningfully. Those who remained did so out of necessity, not passion.

The company's culture, once dynamic and full of promise, now felt stifling and oppressive. The employees, fed up with the autocratic leadership, began to disengage further. The lack of open communication, collaboration, and respect for their professional opinions had taken its toll. The company was at a crossroads, with a choice between embracing a more inclusive and empowering leadership style or continuing down the path of stagnation and discontent.

Questions:

1. How does Mr. Turner's autocratic leadership style impact the creativity and motivation of the employees, and what long-term consequences might this have on the company's performance?
2. What are the key reasons behind the employees' frustration with Mr. Turner's management approach, and how could these issues be addressed to improve morale and productivity?
3. How does the lack of employee involvement in decision-making contribute to a decline in team dynamics and overall job satisfaction, and what steps could the company take to foster a more collaborative and empowering work environment?