

Seat No. /Enrollment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA-SEMESTER-1-EXAMINATION-SUMMER-2026**

**Subject Code: MB01000011**

**Date: 15/06/2026**

**Subject Name: Essentials of Organisational Behaviour**

**Time: 02:30 PM TO 05:30 PM**

**Total Marks: 70**

**Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

| <b>Q. No.</b> | <b>Question Text and Description</b>                                                                                                                 | <b>Marks</b> |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Q.1</b>    | Explain the following terms<br>(a) OCB<br>(b) Emotion<br>(c) Perception<br>(d) Virtual Teams<br>(e) Conflict<br>(f) SBUs<br>(g) Resistance to change | <b>14</b>    |
| <b>Q.2</b>    | (a) Analyse various models of Organisational Behaviour.                                                                                              | <b>07</b>    |
|               | (b) Examine the major job-related attitudes and their impact on Organisational Behaviour.                                                            | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                            |              |
|               | (b) Analyze Big 5 personality framework, evaluating their influence on individual behaviour.                                                         | <b>07</b>    |
| <b>Q.3</b>    | (a) Identify the stages of communication process and discuss.                                                                                        | <b>07</b>    |
|               | (b) Explain various stages of group development.                                                                                                     | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                            |              |
| <b>Q.3</b>    | (a) Compare and contrast Team and Groups.                                                                                                            | <b>07</b>    |
|               | (b) Identify and discuss common barriers to effective communication in the workplace.                                                                | <b>07</b>    |
| <b>Q.4</b>    | (a) Examine various factors influencing Organisational structure.                                                                                    | <b>07</b>    |
|               | (b) Discuss various approaches to manage Organisational change.                                                                                      | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                            |              |
| <b>Q.4</b>    | (a) Explain globalization and evaluate the effectiveness of global structure.                                                                        | <b>07</b>    |
|               | (b) Discuss various strategies implemented to create and sustain a positive organisational culture                                                   | <b>07</b>    |

**Q.5**

**CASE STUDY:**

Ram, the CEO of a mid-sized IT firm in India, is known for his approachable demeanor and strong ethical values. He emphasizes collaboration, actively listens to his team, and promotes an inclusive work environment. Under his leadership, the company has seen significant improvements in employee morale and productivity.

In the earlier years of his tenure, Ram focused on clear structures, set performance goals, and rewarded employees for meeting targets. This approach helped stabilize the organization during its initial growth phase. However, as the tech industry transformed and challenges increased, Ram began to inspire his team with a vision for innovation, fostering creativity and encouraging risk-taking. This shift aimed to adapt to rapid technological changes while keeping the team motivated.

Yet, with the current pressures and constant changes in the industry, Ram faces challenges in balancing these styles. He struggles to implement necessary organizational changes while maintaining employee productivity and motivation, leading to questions about the effectiveness of his current approach.

- |            |                                                                                                                                                                 |           |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>(a)</b> | Discuss the key personality traits of Ram as a leader that contribute to positive organizational behaviour. How do these traits foster a collaborative culture? | <b>07</b> |
| <b>(b)</b> | Analyse Ram's leadership style using the Blake and Mouton Leadership Grid. Where does he fall on the grid, and what are the implications for his effectiveness? | <b>07</b> |

**OR**

- |            |            |                                                                                                                                                                                                       |           |
|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Q.5</b> | <b>(a)</b> | Discuss Ram's qualities as a leader. How does his leadership style support or hinder his role as a change manager?                                                                                    | <b>07</b> |
|            | <b>(b)</b> | Analyze whether Ram needs to change his leadership style? Considering the current challenges, determine whether transactional or transformational leadership style would be more appropriate for him? | <b>07</b> |

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**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA-SEMESTER-I-EXAMINATION-SUMMER-2025**

**Subject Code: MB01000011****Date: 09/06/2025****Subject Name: Essentials of Organisational Behaviour****Time: 02:30 PM TO 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

| <b>Q. No.</b> | <b>Question Text and Description</b>                                                                                                                                                                   | <b>Marks</b> |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Q.1</b>    | Explain the Following Terms:<br>(a) Group Discussion<br>(b) Learning<br>(c) Organizational Structure<br>(d) Semantic Barriers<br>(e) Resistance to Change<br>(f) Organizational Behaviour<br>(g) Power | <b>14</b>    |
| <b>Q.2</b>    | (a) Discuss the disciplines contributing in the field of OB.                                                                                                                                           | <b>07</b>    |
|               | (b) Explain the types and components of Attitude in detail.                                                                                                                                            | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                                                                              |              |
|               | (b) What do you mean by Organizational Design? How organizational design affects employee behaviour?                                                                                                   | <b>07</b>    |
| <b>Q.3</b>    | (a) What is Motivation? Explain Maslow's need hierarchy theory in detail.                                                                                                                              | <b>07</b>    |
|               | (b) What is Emotion? What are the types of emotion and explain how emotions affect at workplace.                                                                                                       | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                                                                              |              |
| <b>Q.3</b>    | (a) What is Perception? Discuss the factors which affect the perception.                                                                                                                               | <b>07</b>    |
|               | (b) Explain the types of Personality with suitable example.                                                                                                                                            | <b>07</b>    |
| <b>Q.4</b>    | (a) Define Group. Explain the types of group in detail.                                                                                                                                                | <b>07</b>    |
|               | (b) What do you mean by Conflict? Discuss the conflict resolution strategies in detail.                                                                                                                | <b>07</b>    |
|               | <b>OR</b>                                                                                                                                                                                              |              |
| <b>Q.4</b>    | (a) What are the approaches you should use in managing Organizational Change? Explain with practical examples.                                                                                         | <b>07</b>    |
|               | (b) What is Communication? Explain the process of communication in detail.                                                                                                                             | <b>07</b>    |

**Q.5 CASE STUDY:**

Mr. Reddy CEO of Hyderabad chemicals limited (HCL). Hyderabad established an open communication link with managers and workers. The first communication from Mr. Reddy on his very first day of assuming office to employees was in Telugu. This outlined the Co's policies and also sought the suggestions of the employees for improving the performance of HCL.

Mr. Reddy met the managers and office bearers of unions separately and listened to their grievances. He did a quick SWOT analysis and identified many key result areas for concentration.

The CEO sent educative circular on effective management practices to managers and also personally participated in management development programmes. Managers were encouraged to get higher academic qualifications. By his own behaviour Mr. Reddy set an example of punctuality. He was also prompt in taking decisions. He insisted that performance requirements be met by agreed time schedules. He stressed integrity and resisted improper political interference.

The overall strategic plans of the company were discussed in open meetings of top managers to give them a broad picture of where the organization stood and where it planned to go. This created among them an awareness of corporate levels matters gave them a sense of involvement. The employees were moved around to make best use of the available talent.

Managers were entrusted the responsibility of both operations and maintenance of plants. This resulted in fewer breakdowns.

Mr. Reddy called in a consultant to review the Co's management practices and reorganize the set up and train its employees in modern management concepts.

- |     |                                                                                              |           |
|-----|----------------------------------------------------------------------------------------------|-----------|
| (a) | What type of leadership style of Mr. Reddy? Comment.                                         | <b>07</b> |
| (b) | What kind of motivational strategies would help in retaining employees of the organizations? | <b>07</b> |

**OR**

- |            |     |                                                                              |           |
|------------|-----|------------------------------------------------------------------------------|-----------|
| <b>Q.5</b> | (a) | If you were the consultant, what are the changes you would like to bring in? | <b>07</b> |
|            | (b) | What is the organizational culture prevailing in HCL? Discuss.               | <b>07</b> |

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**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA-SEMESTER-I-EXAMINATION-WINTER-2024**

**Subject Code: MB01000011****Date: 09/01/2025****Subject Name: Essentials of Organisational Behaviour****Time: 10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Define the following terms: **14**
- (a) Anthropology
  - (b) Attitude
  - (c) Surface acting
  - (d) Leadership
  - (e) Group think & group shift
  - (f) Power tactics
  - (g) SBUs
- Q.2** (a) In today's dynamically changing work environment, understanding human behavior has become very important. What are the challenges and opportunities that managers have in applying OB concepts? **07**
- (b) Explain the various factors affecting OB? **07**
- OR**
- (b) Explain any three organizational behaviour models. **07**
- Q.3** (a) Compare and Contrast the Major Job Attitudes. **07**
- (b) In an organization, individuals have their own perceptions. Apply the process of perception for individuals for the any situation they come across? **07**
- OR**
- Q.3** (a) Sohan and Mohan graduated from the same batch. Sohan was selected in the AB corporation in 2022 and Mohan got the job in the same company in 2023. Mohan got the higher package despite selected one year later. Analyze the motivation level of Sohan from the equity theory perspective. **07**
- (b) Explain the key traits in the Big Five personality model **07**
- Q.4** (a) Ms. Pooja wants to apply for the post of clerk in a reputed in a bank. Help her to write an application letter. **07**
- (b) Compare and contrast NGT and Delphi method of group decision making. **07**
- OR**
- Q.4** (a) Explain any three group properties in detail **07**

- (b) Examine the different Power tactics do people used to influence their bosses.

**Q.5**

**CASE STUDY:**

In ten years, GreenScapes had grown from a one-person startup into the largest landscaping and nursery business in its area. The company was founded by Lara Lee, who combined a passion for plants with a degree in botany to offer personalized customer service. Even with twenty full-time employees and multiple work crews, Lara maintained the open and friendly culture that characterized her business from the beginning. She made sure to connect with every employee, remembering their birthdays and making personal accommodations to help them balance work and life.

However, a major business decision almost led to the company's downfall. Lara provided extensive landscaping services to a new mall on credit, but the mall never opened, and its owners went bankrupt. GreenScapes was left with significant debt, most of the plants unsalvageable, and little cash to cover the expenses.

In a Friday meeting, Lara informed her employees of the difficult situation: they could either forgo a month's pay or the company would fold. The employees were deeply affected, not just by the financial hardship but by their loyalty to Lara. They understood the gravity of the situation, but many of them were concerned about Lara's dream and how hard she had worked for them. Lara gave them the weekend to decide, allowing them the option to leave and take their pay or dig into their savings and stay.

On Monday morning, Lara arrived to find all of her employees there, ready to work harder to help GreenScapes survive. Their commitment was not just to their pay checks, but to Lara's vision and leadership.

- (a) Describe the culture of GreenScapes and how it affected the company. 07
- (b) How would you describe the leadership style of Lara Lee? Explain with reference to Hersey and Blanchard's Situational Leadership Theory 07

**OR**

- Q.5** (a) What role had Lara Lee played in designing the culture of GreenScapes? 07
- (b) How would you describe the leadership style of Lara Lee? Explain with reference to the Ohio and Michigan Studies. 07

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