

4. (a) Define Organizational Behavior. How does OB differ from Organizational Theory? (9)
- (b) What is reinforcement theory of learning? How does scheduling of reinforcement helps improving the learning? (9)
- 5 (a) Discuss the concept of personality. How do the Personality Traits influence job performance and job satisfaction? (9)
- (b) What are the stages Perceptual Process, and how do they affect the interpretation of stimuli? (9)
6. Write short notes on **any two** of the following: (9*2=18)
- (a) Organizational Power
- (b) Group Cohesiveness
- (c) Halo effect

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 4691 J

Unique Paper Code : 2924000002 /2924000016

Name of the Paper : Fundamentals of Organizational Behaviour (GE)

Name of the Course : **Bachelor in Management Studies**

Semester : IV/VI

Duration : 3 Hours Maximum Marks : 90

Instructions for Candidates

1. Write your Roll. No. on the top immediately on receipt of this question paper.
2. Question No. 1 is mandatory.
3. Attempt any 4 questions from Question No. 2 to Question No. 6.
1. Nova Logistics Ltd., a leading supply chain management company, is planning a major operational overhaul to modernize its logistics with AI-driven

systems. As part of this transformation, the leadership behaviors of key managers, grounded in different leadership theories, are under careful review.

- Mr. Ethan Brooks (Director of Operations): He believes that the success of a leadership style depends on the situation. In high-pressure environments like warehouse management, he adopts a task-oriented approach, giving clear directives and demanding high performance. In flexible projects, such as redesigning transport routes, he shifts to a relationship-oriented style, empowering employees to suggest improvements.
- Ms. Olivia Martin (Head of Corporate Strategy): She is often described as a “born leader” possessing exceptional charisma, courage, and decision-making ability under uncertainty. Senior management credits much of NovaLogistics’ early expansion success to her bold, visionary leadership. Her presence during high-stakes negotiations often leads to better outcomes, inspiring immense loyalty among her teams.
- Mr. Lucas Bennett (Regional Manager - North Zone): He continuously adapts his leadership style based on the maturity and competence of his teams. For experienced staff, he uses a delegating

style, allowing autonomy. For less experienced employees, he adopts a coaching or directing style to build skills and confidence. His flexibility helps manage different regional teams effectively.

As Nova Logistics prepares for large-scale restructuring, the board debates which leadership style will ensure the smoothest transition, balancing speed, employee morale, and long-term strategic success.

1. (a) Identify the leadership theory followed by each manager. Who should lead the restructuring project and why? (9)
- (b) State the strengths and weaknesses of each leadership theory in handling organisational change. (9)
2. (a) Discuss the concept of Motivation. Explain the Expectancy theory of motivation. (9)
- (b). What are the Ego States in Transactional Analysis, and how do they impact Communication? (9)
3. (a) How does Group Think impact decision-making in an Organisation? (9)
- (b) What do you mean by Conflict? How can it be managed effectively within Teams? (9)