

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIRST TRIMESTER (Batch 2025-27)
END TERM EXAMINATIONS, OCTOBER 2025
SET-2

Course Name	Organizational Behaviour	Course Code	20301
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. All the questions are compulsory to answer, carrying 10 marks each.
- b. **Permissible Similarity is 10%, Penalty Clause: 11-20% - Minus 5 Marks, > 20% - Reappear.**
- c. Be precise and objective in your answers, limiting those to 750-1000 words only.

1. You have recently taken over as the manager of a customer service department in a large retail company. Employee turnover has been high, and many team members have expressed dissatisfaction during exit interviews. Upon investigation, you find that while salaries and working conditions are adequate, employees complain about a lack of recognition, limited opportunities for growth, and unclear career paths. Additionally, some employees feel that their work is monotonous and lacks meaning.

Apply Herzberg's Two-Factor Theory and reflect how these factors might be contributing to employee dissatisfaction and lack of motivation. (10 Marks)

2. You've recently been promoted to project manager in a consultancy firm, leading a team that includes several employees who applied for the same role but were not selected. One senior team member, Ravi, has significant influence in the office due to his long-standing relationships with upper management. He subtly undermines your authority by questioning your decisions in informal settings and aligning others to his point of view. You've also noticed that some decisions are being made without your involvement.

Analyze this situation in terms of power and organizational politics with respect to the types of power being exercised by Ravi and yourself and propose strategies to manage this political environment while maintaining team effectiveness. (10 Marks)

3. Arjun, a young analyst, joins a consulting firm. In his first week, he submits a report with a few calculation errors. His manager immediately concludes that Arjun is careless and poor with numbers, without considering that Arjun was working late nights adjusting to a new project. Later, during a team meeting, Arjun presents a creative idea. However, because of the manager's earlier impression, the idea was dismissed without discussion. Some colleagues also begin to label Arjun as "weak in analytics," despite not having worked with him directly.

Using Arjun's case, identify his manager's perceptual shortcuts that have influenced his judgments impacting Arjun's performance and motivation. Apply ways of avoiding errors in perceptual shortcuts in the workplace to minimize the occurrence of such cases. (10 Marks)

4. A rapidly growing tech startup Just-4-Tech decides to transition from a traditional hierarchical structure to a flat organizational structure to foster innovation. Hearing the news, employees have mixed reactions. Some folks say it's a constructive move while others are skeptical about it. Top management and key stakeholders had a series of meetings on several unseen challenges and pay-offs, as this is going to be a big shift from a hierarchical organizational structure to a flat-one impacting employee motivation and collaboration in a technology startup.

Analyze how this structural change might impact employees' behaviour, communication and collaboration considering the potential pros and cons with suitable business examples. (10 Marks)