

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2024-25)
END TERM EXAMINATION (TERM -I)**

Subject Name: **Management Concepts and Organizational Behaviour**

Time: **02.00 hrs**

Sub. Code: **PG11**

Max Marks: **40**

Note: All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

<u>SECTION - A</u>		
Attempt all questions. All questions are compulsory.		1×5 = 5 Marks
Questions	CO	Bloom's Level
Q. 1: (A). What is the role of 'Reinforcement' in the OB modification process, and how does it contribute to sustaining behavior changes within an organization? Q. 1: (B). Which field closely relates to organizational behavior? Q. 1: (C). What does the evolution of management focus on? Q. 1: (D). What is the process of changing organizational behavior called? Q. 1: (E). What does the principle of 'Scalar Chain' refer to in Fayol's management principles?	CO1	L4 L1 L2 L1 L2
<u>SECTION – B</u>		
All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice)		7 x 3 = 21 Marks
Questions	CO	Bloom's Level
Q. 2: (A). Imagine you are the manager of a team facing low morale and high turnover. Using Herzberg's Two-Factor Theory, how would you redesign the work environment to improve both hygiene factors and motivation factors? Provide specific examples of changes you would implement. Or Q. 2: (B). You witness a colleague making an unethical decision that conflicts with their previous statements about valuing integrity. Using Cognitive Dissonance Theory, explain why this colleague might rationalize their behavior and how they might try to resolve the dissonance. How would you address this issue as their peer or manager? Q. 3: (A). You are asked with forming an international team with members from different cultural backgrounds. How would you approach the group formation process to address the potential influence of cultural diversity on communication, decision-making, and role expectations? How can you ensure the group moves successfully through the stages of development? Or Q. 3: (B). Based on Leadership Trait Theory, identify five leadership traits that you think will be crucial for leading this multicultural team through the change process.	CO2 CO3	L4 L4

<p>-Explain why each of these traits is particularly important in a multicultural, high-pressure environment. -How would these traits help you overcome resistance to change and motivate your team to achieve project success?</p> <p>Q. 4: (A) You are managing a team that has recently faced declining performance and morale after a major restructuring. -Identify how each component of the MARS Model might be impacting your team's performance and morale after the restructuring. -Propose one intervention for each MARS component to address the performance and morale issues. -How would you measure the effectiveness of these interventions?</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B) You are managing a team that has just received feedback on their recent project. The feedback includes positive comments from some stakeholders but critical remarks from others. Team members are divided in their reactions: some feel encouraged by the positive feedback, while others are demotivated by the criticism. This division is affecting team cohesion and productivity. -Analyze how the perceptual process (attention, organization, interpretation) could explain why team members have differing reactions to the feedback. -What is one approach you could use to address these differing perceptions and help the team integrate both positive and negative feedback constructively?</p>	CO4	L4
<p><u>SECTION - C</u></p> <p>Read the case and answer the questions 7×02 = 14 Marks</p>		
Questions	CO	Bloom's Level
<p>Q. 5: Case Study:</p> <p>In 2023, GreenLeaf Enterprises decided to expand its product line and enter the international market. This strategic move required the company to integrate new teams and adapt its culture to a more global context. The expansion involved the acquisition of EcoWorld Ltd., a company with a similar focus on sustainability but with a markedly different organizational culture. EcoWorld Ltd. has a more hierarchical structure, with a formal approach to management and a strong emphasis on established processes and protocols. The integration aimed to blend GreenLeaf's innovative and participative culture with EcoWorld's structured approach.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. Cultural Differences: Employees from EcoWorld Ltd. were accustomed to formal procedures and a top-down management style, which clashed with GreenLeaf's informal, collaborative culture. 2. Communication Barriers: The shift to a global context introduced new communication challenges. Employees had to adapt to different time zones, communication styles, and expectations. 3. Resistance to Change: Some employees from both companies resisted the cultural changes, leading to a slowdown in integration efforts and a dip in morale. 	CO5	L5

Strategies Implemented:

To address these challenges, GreenLeaf Enterprises implemented several strategies:

1. **Cultural Integration Workshops:** The company organized workshops to help employees understand and appreciate the different cultural backgrounds and work styles. These workshops aimed to bridge gaps and foster mutual respect.
2. **Enhanced Communication Channels:** New communication tools and practices were introduced to facilitate better interaction across different time zones and cultural contexts. Regular virtual meetings and collaborative platforms were established.
3. **Leadership Development Programs:** Leaders from both GreenLeaf and EcoWorld participated in joint training programs to develop skills for managing cross-cultural teams and implementing the blended organizational culture effectively.
4. **Feedback Mechanisms:** GreenLeaf introduced regular feedback sessions to gather employee insights and address concerns. This helped in making necessary adjustments to the integration process and improving overall engagement.

Questions:

(A) Evaluate how the strategies implemented by GreenLeaf Enterprises to integrate EcoWorld Ltd.'s culture with its own could address the cultural differences and communication barriers. How effective are these strategies likely to be in overcoming the challenges and achieving a successful cultural integration?

(B) What additional measures could GreenLeaf Enterprises take to maintain and enhance employee engagement during the integration process? Consider both the immediate needs of the employees and long-term strategies for sustaining a positive work environment.

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	5
CO2	7
CO3	7
CO4	7
CO5	14

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create