

JK Lakshmipat University Jaipur
INSTITUTE OF MANAGEMENT
End Term Examination, December, 2025
BBA- Semester V

Roll No.....

BS1101- Organizational Behavior

Time: 2 hours

Max. Marks: 30

Instructions to students:

1. Do not write anything other than your roll number on question paper.
 2. Mention all the rationale for your answers clearly.
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- Q1. HealthyLife Pvt. Ltd., a wellness products company, recently hired a new team leader. The leader heavily relies on his expert knowledge and technical skills to guide the team. However, team members often follow his instructions not just because of his expertise, but also because they respect him personally and admire his character. 4 marks
(CO1, 3)

Based on the above caselet, identify and explain two sources of power used by the leader. Support your answer by linking each source of power directly to the situation described.

- Q2. Using organizational example, explain how employees use impression management tactics. Also discuss one ethical concern associated with these tactics

OR

Explain Hackman and Oldham's Job Characteristics Model in detail. Describe the relationship between core job dimensions, psychological states, and work outcomes. Give examples

5 marks
(CO3, 4)

- Q3. In a digital and AI-driven workplace where technology is rapidly reshaping decisions, discuss why values-driven leadership inspired by ancient Indian wisdom is essential. 5 marks
(CO 1,3)

OR

"Remote work, hybrid work culture, and the rise of the gig economy are reshaping how organizations function and how employees experience work". Discuss the implications of these emerging trends for both organizations and employees.

- Q4. Explain any two from the following

- a. Trait theory of leadership
- b. Herzberg's two-factor motivation theory
- c. Kurt Lewin change model

6 marks
(CO4)

- Q5. Nexora Tech Solutions, a rapidly growing IT firm in Bangalore, expanded from 150 to 800 employees within three years. While the company celebrated its market success, the internal work environment began showing signs of strain. Employees mentioned slow decision-making, confusion about responsibilities, and reluctance of teams to work together during crucial project phases. The HR Head, Neha Sharma, sensed that the company's culture was not keeping pace with its growth. She decided to observe employees across departments for a month to understand what was truly happening beneath the surface.

10 marks
(CO4)

Many junior employees said they were comfortable sharing new ideas with their peers but felt uneasy expressing concerns in front of senior managers. During meetings, everyone agreed quickly, yet many employees voiced different opinions informally later. Teams avoided confronting issues directly, waiting until problems grew serious. In some departments, managers empowered employees and encouraged them to take charge. But in others, employees felt constantly monitored and had to take approvals even for minor tasks. This inconsistent autonomy became a source of frustration. The bonding within individual teams was strong, but collaboration across departments was weak. Marketing blamed IT for delays, IT blamed Operations, and Operations often said HR did not understand their requirements. Ideas to improve processes existed, but employees were reluctant to experiment because earlier mistakes had been criticized more than appreciated. Neha also realized that most initiatives happened only when something went wrong. Planning ahead or anticipating challenges was rare, and employees seemed scared of taking risks. Despite the company's slogan "Innovate Tomorrow," failure was treated as a setback rather than a learning opportunity.

With rapid growth and increasing competition, Neha knew the company needed a cultural shift. But she wondered how to help employees feel more genuine in interactions, work together across departments, take more initiative, and feel comfortable raising issues early.

Using the OCTAPACE framework, analyse the culture of Nexora Tech Solutions. Identify which cultural values are strong, which ones are weak, and suggest three practical interventions that Neha should implement to strengthen the overall organizational culture.