

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATIONS- 2026

B.B.A-II Semester

COURSE CODE (CREDITS):23BB1HS412 (4)

MAX MARKS: 35

COURSE NAME: Organization Behaviour

COURSE INSTRUCTOR: Dr Tanu Sharma

MAX. TIME: 2 Hours

*Note: (a) All questions are compulsory.**(b) Attempt questions from respective section at one place*

Q.No	Question	CO	Marks
	Section A: Short Answer Questions <i>Each question carries 2 marks.</i>		10
Q1	Define leadership. How is it different from management?	CO[3]	2
Q2	Briefly explain the trait theory of leadership and mention two of its limitations	CO[3]	2
Q3	What is the Managerial Grid? Name and describe any two leadership styles identified in it	CO[3]	2
Q4	What is meant by negotiation? Explain the difference between distributive and integrative bargaining	CO[5]	2
Q5	Differentiate between functional and dysfunctional conflict with suitable examples	CO[5]	2
	Section B: Long Answer Questions <i>Each question carries 7 marks.</i>		21
Q6	a) Critically analyze the Trait and behavioral theories of leadership. b) Discuss the Ohio State Studies and the University of Michigan Studies, highlighting their contributions and limitations in understanding effective leadership.	CO[3]	(3+4)
Q7	(a) Explain the Blake and Mouton Managerial Grid in detail. Draw the grid and describe all five leadership styles with their characteristics. (b) Transformational leaders inspire employees, while transactional leaders control performance through rewards and punishments." Critically analyze this statement. Also compare the impact of transformational and transactional leadership styles on employee motivation and job satisfaction.	CO[3]	(4+3)

Q8	(a) Explain the stages of the conflict process as described by Robbins. (b) Describe the five conflict-handling intentions (Thomas-Kilmann Model) and explain when each style is most appropriate. Give appropriate examples	CO[5]	(3+4)
	Section C: Case Study		4
Q9	TechNova Pvt. Ltd. is a fast-growing software company employing more than 300 workers. During the launch of a new project, employees were required to work long hours to meet strict deadlines. Over time, many employees began experiencing stress-related problems such as fatigue, headaches, irritability, lack of concentration, and absenteeism. Employee productivity started declining, and conflicts among team members increased. The HR manager conducted a survey and found that the major causes of stress were: Excessive workload, Poor work-life balance, Lack of communication from supervisors and Fear of job insecurity. To address the issue, the company introduced several stress management initiatives: Flexible working hours, Employee counseling sessions, Yoga and meditation workshops, Team-building activities and Regular feedback meetings with managers. After six months, employee morale improved, absenteeism reduced, and productivity increased significantly. Questions 1. Identify the major causes of stress in the case. 2. What stress management techniques were adopted by the company? 3. How did stress affect employee performance and organizational productivity? 4. Suggest two additional measures the company can take to reduce employee stress.	CO[5]	(1+1+1+1)