

INDIRA UNIVERSITY, PUNE

SCHOOL OF BUSINESS- MBA

Backlog Examination (2025 Pattern) April – 2026 - Semester – I

**Subject Name: Organizational Behaviour & Human
Resource Management**
Subject Code: 25MBA102

Max. Marks: 25**Time: 1:30 Hours**

CO #	Cognitive Ability	Course Outcome
CO3	Apply	Apply concepts of individual and group behaviour to shape employee behaviour at workplace.
CO4	Analyze	Examine Individual traits and Group Behaviors as determinants of organizational behaviour
CO5	Evaluate	Appraise concepts of People management for organizational effectiveness.
CO6	Create	Compile practices prevalent in organizations for people management.

Q1.	Attempt any one of the question (5 Marks) I. How could peer observation be used to improve teamwork and collaboration in a project group? II. During a marketing project, frequent disagreements arise as members have different working styles. The team is unable to agree on a plan of action. Question: What steps can the manager take to help the team move from conflict toward better collaboration and understanding?	CO3
Q.2	Attempt any one of the question (5 Marks) I. An organization wants to change employee behaviour toward punctuality. Apply learning theory to mould the behavior. II. Ram, a clerk with over a decade of service, feels unfairly denied a promotion by his manager, Krishnan. He attributes this to community bias, loses interest in work, and shifts focus to writing poetry instead of performing his duties. Applying the concepts of personality, perception, and attitude, analyze Ram's behaviour and briefly comment on Krishnan's attitude.	CO4
Q.3	Attempt any one of the question (5 Marks) I. A company introduces employee engagement activities such as events and celebrations, but turnover still remains high. Appraise why superficial engagement efforts fail to build long-term commitment and suggest improvements for sustainable retention. II. A firm conducts a generic training program for all employees without identifying specific training needs. Determine why conducting a Training Needs Assessment (TNA) is critical before designing any learning intervention.	CO5

Q.4	Read the Case Study and answer the following questions (10 Marks) Genuine Auto Parts is a company in Pune that makes car components. The company has been running successfully for twenty years and employs about four hundred people. Suresh, the owner, has always been proud of his company's reputation for quality products and timely delivery. However, over the last year, Suresh has noticed troubling changes. Workers seem less interested in their jobs, and many come to work just to complete their hours and leave. Production has slowed down, and there are more mistakes in the products being made. Customers have started complaining about late deliveries and quality issues. Two important customers have even stopped placing orders with Genuine Auto Parts. Suresh asked his HR manager, Meera, to find out what is wrong. Meera spoke to many employees, and here is what she learned. First, employees feel that nobody notices when they do good work. Even the hardest working employees get the same small salary increase every year as everyone else. Second, supervisors never ask workers for their opinions or ideas. Workers simply follow instructions and are not encouraged to suggest improvements, even when they can see better ways to do things. Third, many employees do not understand how their individual work connects to the company's success or why their job matters. One particular conversation stood out to Meera. Ramesh, a machine operator who has worked at the company for twelve years, told her he used to feel proud of his work but now just feels like nobody cares whether he does a good job or not. Several younger employees mentioned they have no idea how to grow in their careers or what they need to do to get promoted. Suresh realizes that his company urgently needs to make changes to help employees feel motivated and valued again. He wants to create an environment where people feel energized about their work and want to perform well. a) Develop a motivation plan for Genuine Auto Parts that addresses the problems described in the case. (5 Marks) b) Recommend changes to how supervisors and managers should work with their teams at Genuine Auto Parts. Suggest a simple system for reviewing employee performance that includes regular conversations rather than just one meeting per year. (5 Marks)	CO6
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