

# INDIRA UNIVERSITY, PUNE

SET-1

## SCHOOL OF PHARMACY- MBA (PHM)

Term End Examination (2025 Pattern) December – 2025 - Semester – I

Subject Name: Organizational Behaviour & HRM  
Subject Code: GC02-102

Max. Marks: 25  
Time: 1:30 Hrs.

### Instructions

- All questions are compulsory
- Draw neat diagrams wherever applicable

CO #	Cognitive Ability	Course Outcome
CO3	Apply	Apply concepts of individual and group behaviour to shape employee behaviour at workplace.
CO4	Analyse	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.	<b>Attempt any 1 Out of 2:</b> (a) Plan a model to a situation where a manager scolds an employee for a mistake. How can both shift their communication to an Adult–Adult level for a more productive conversation? (b) During a marketing project, frequent disagreements arise as members have different working styles. The team is unable to agree on a plan of action. What steps can the manager take to help the team move from conflict toward better collaboration and understanding?	<b>(5 Marks)</b>	CO3
Q2.	<b>Attempt any 1 Out of 2:</b> (a) Examine a situation where a team leader assumes an employee’s lateness means they are lazy. Explain the concept of understanding causes of behavior to suggest how the leader can make a fair judgment. (b) During performance reviews, managers give ratings but do not discuss development plans with employees. Classify the weakness of this approach and justify why performance feedback should be linked with individual development planning.	<b>(5 Marks)</b>	CO4
Q3.	<b>Attempt any 1 Out of 2 :</b> a) Evaluate the different learning styles and evaluate their relevance in a corporate setting. As the Learning and Development lead at Wipro, assess how these styles can influence the design and delivery of effective training programs, providing examples of their application in practice b) A newly hired employee struggles to understand the scope and expectations of their role soon after joining. As an HR manager, appraise what might have gone wrong in the hiring process and recommend measures to prevent such issues in future recruitment.	<b>(5 Marks)</b>	CO5

Q4.	<p><b>Attempt both the sub questions given (10 Marks)</b></p> <p>Metro Equipments Pvt. Ltd., a medium-sized industrial equipment manufacturing organization based in Faridabad, had recently undertaken a major modernization initiative to enhance operational efficiency through automation. Senior management observed a gradual decline in product quality and delivery timelines and attributed the problem to inadequate employee skills in managing new machinery and digital production processes. In response, the Human Resource Department was instructed to organize an organization-wide training program within a short time frame. In their haste to comply, the HR team bypassed the critical stages of Training Needs Analysis (TNA) and program design. Without assessing specific job requirements or competency gaps, an external training consultancy was engaged to conduct a two-day workshop titled “Advanced Manufacturing and Process Optimization.” The program was generic, focusing on theoretical production principles and case illustrations unrelated to the organization’s operational environment. Attendance at the training was made compulsory for all supervisors and machine operators irrespective of their distinct job responsibilities. Many participants found the sessions irrelevant and abstract, as the examples used were unrelated to the equipment or technology they were currently operating. Several employees reported difficulty in connecting the content with practical challenges encountered on the shop floor. Following the completion of the program, there was no mechanism to assess learning outcomes, evaluate behavioral change, or measure transfer of training to the workplace. As expected, production efficiency and product quality indicators showed no improvement in subsequent months. Employee morale declined further, as participants began perceiving training programs as time-consuming and unproductive. During a management review meeting, the Managing Director expressed serious concern over the ineffectiveness of the training and questioned the value derived from the substantial financial expenditure. The HR Head, Rachit Arora, upon evaluation, realized that the absence of systematic training planning and needs assessment had undermined the entire initiative. He concluded that future training interventions must be based on data-driven skill gap analysis, linked explicitly to performance metrics, and supported by post-training evaluation systems. The situation now presents a critical learning opportunity for Metro Equipment’s to institutionalize structured training processes that align employee competencies with organizational goals and ensure return on investment.</p> <p><b>Sub- Questions</b></p> <p>a) Design a structured framework for conducting Training Needs Analysis (TNA) and program design that can guide Metro Equipment’s in planning future interventions</p> <p>b) Develop a step-by-step post-training evaluation plan to assess learning effectiveness, behavioral change, and impact on organizational performance.</p>	CO6
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