BHARATI VIDYAPEETH
(DEEMED TO BE UNIVERSITY), PUNE - 30

ANSWER SCRIPT COVER SHEET

Online Remote Proctored Descriptive and MCQ mode of University Examinations for Winter 2025

PRN:	2545102066
SEAT NUMBER:	2526031846
PROGRAMME NAME:	MBA
SUBJECT NAME:	Organizational Behaviour
SEMESTER:	Sem - I
EXAM DATE:	8/02/2026
EXAM TIME:	8:00 am - 10:45 am

Declaration: I have read the "Guidelines for Remote Proctored Online Descriptive and MCQ mode of examinations" and I agree to abide by it. I have written the answers to the questions in the answer sheets and they are __8__ pages in total. I take full responsibility for appearing for online remote proctored descriptive and MCQ Winter 2025 university examinations, scan/take photographs and upload the answer scripts in to the online system.

A.A. Zolage
8/02/2026
Signature and Date

(TO BE PRINTED OR HAND WRITTEN)
Details to be handwritten only

6

Q.1 Explain the evolution of Organizational Behaviour (OB) concept.

Ans. - Organizational behaviour (OB) evolved from early 20th-century classical management theories, which focused solely on efficiency into a multidisciplinary approach bridging psychology and sociology to understand human behavior motivation, and group dynamics at work.

- It progressed from scientific management through the human relations movement to modern approaches considering technology, culture, and complexity.

✳ Evolution of OB

- **Early perspectives :-** Rooted in industrialization pioneers like Robert owen introduced early human-centric ideas while Adam smith and charles Babbage emphasized division of labor

- **Scientific management Era :-** Frederick taylor sought maximum efficiency through task specialization and standardized training, often treating workers as extensions of machines

- **Human Relations Morn Movement :-** Initiated by the Hawthorne studies this period highlighted that social factors, employee morale, and attention to workers directly improve productivity.

- Organization Behaviour Era -: shiffed townrds under standing individual psychology group dynamics, and organizational culture. This era emphasizee that Employee behavior in influenced by both personal factors and the organizational Structure.

- Contemporary OB -: Modern OB integrates technology systems thinking, and organizational development to manage deversity, change and complex human interactions.

Q.2 Discuss any three internal or external forces that drive organizational change. Provide relevant workplace examples.

Ans: organizational change is merely proactive; it is typically a response to pressures that arise either within the company or from the external business environment. Effective management requires identifying these drivers to adapt, remain competitive, and foster growth.

I) Technological Advancements (External force

Rapid technological innovation is one of the most significant external forces requiring organizations to change to stay relevant. New technologies automation, and AI can make existing operational processes obsolete, demanding that companies upgrade systems adopt new tools, or completely restructure workflows.

- **Workplace Example :** A traditional retail company, facing declining foot traffic due to e-commerce, invests in a customer Relationship management (CRM) system and an online web store. This requires training sales staff on digital tools and reallocating resources from physical store maintenance to digital marketing and logistics

2. changing Market conditions & competition (External)
coustomer preferences, tastes, and the actions of competitions are constantly shifting. organizations must respond to these changes to avoid losing market share. This includes adapting to new consumer values, such as sustainability or responding to competitor price, or product innovations.

- Workplace example - A consumer electronics company notices that customers are shifting toward eco-friendly products. To stay competitive They change their product manufacturing to use recycled materials and redesign packaging to be plastic-free.

3. changes in Leadership (Internal Force)
changes in managerial personnel, particularly at the executive level, frequently trigger significant internal change. New leaders often arrive with different philosophies, visions, and operational styles, leading to adjustment ~~styles~~ in structure, strategy, and culture.

- Workplace example -: A company hires a new CEO who prioritizes agility over bureaucracy. The new CEO immediately starts flattening the organizational structure, removing layers of middle management, and implementing cross-functional team structures to speed up decision-making.

Q.3 Explain in details Blake and Mouton's Managerial Grid

Ans. Blake and Mouton's Managerial Grid, developed by Robert R. Blake and Jane Mouton, is a behavioral leadership model that maps a leader's style based on their concern for people EY-ax and concern for production on a 1-9 scale. It identifies five key leadership styles, with the ideal being "Team Management" Which balances high productivity with high employee sots satisfaction.
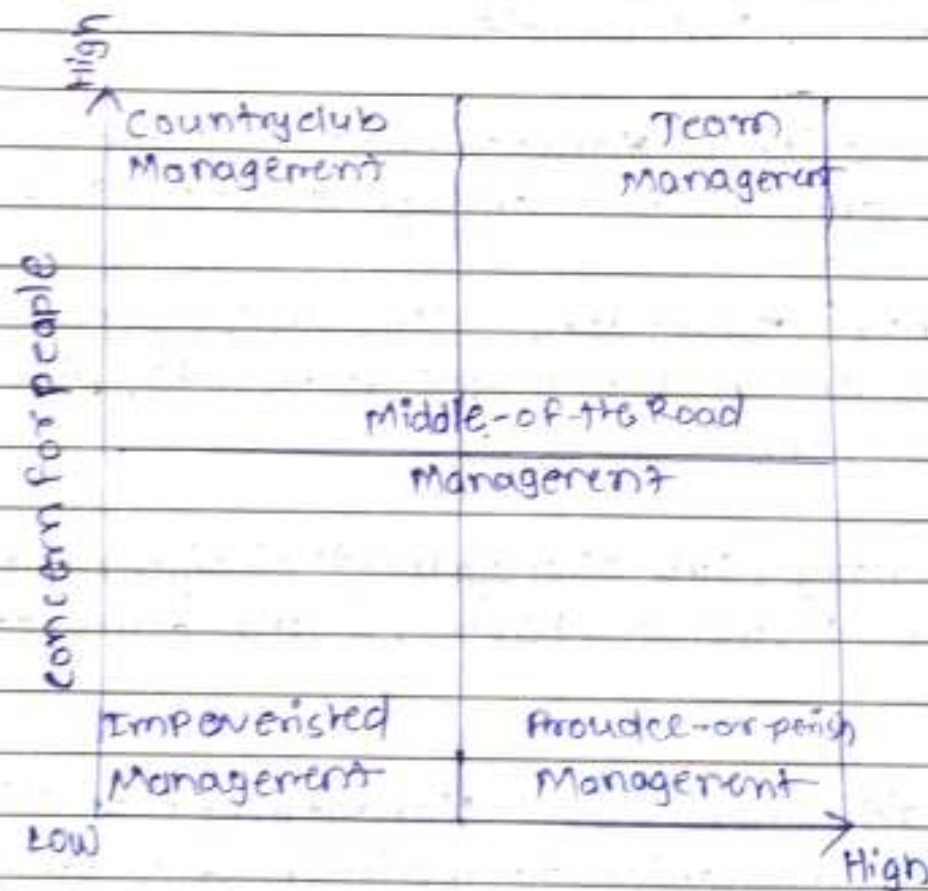
= Components and styles
- Dimensions : The grid measures concern for production and concern for people.

- 1,1 - Impoverished Management : Low concern for both: minimal effort, just enough to stay in the job.

- 9,1 - Authority-compliance (Produce or perish) : High production, Law people autocratic, treating staff as resources

- 1,9 - Country club Management : High people, low production, focus on harmony and comfort, neglecting results.

- 5,5 - Middle-of-the-Road Management : Medium concern for both compromises to maintain acceptable performanc

- 9,9 - Team Management : High concern for both fosters team commitment, trust, and high performance.

Additional styles

- Paternalistic :- Alternates between high care and high control, often seen as reward and punishment

- Opportunistic :- Adopts whichever behavior promises the best personal benefit, switching styles based on the situation.

Benefits

- Helps leaders identify their dominant and backup styles through self-assessment.

- Provides a clear, actionable framework for improving leadership effectiveness toward a 99 approach

The Managerial Grid (High/Low — Concern for People vs Concern for Production):

	High	
Country club Management		Team Management
	Middle-of-the Road Management	
Impoverished Management		Produce-or-perish Management

Concern for People (vertical axis, High at top)

Low ————————————→ High (horizontal axis)

Q.4. Illustrate the components of attitude and discuss how Major job attitudes like job satisfaction, job involvement, and organizational commitment affect employee behavior

Ans. Attitude comprises three components - cognitive, affective and Behavioral - that dictate how employees react to their work environment.
Key job attitudes, including job satisfaction, involvement and commitment, directly shape behaviors, influencing productivity, retention, and organizational citizenship behaviors (

* components of Attitude.
• cognitive component :- The belief, opinion, or knowledge segment of an attitude (e.g., My pay is low)

• Affective component :- The emotional or feeling segment of an Attitude. (e.g., I am angry about my pay)

• Behavioral component :- An intention to act in a specific way based on the cognitive and affective components (e.g., I am looking for another Job).

* Impact of Major job Attitudes on Behavior

• Job Satisfaction :- Represents a positive feeling about a job, resulting from an evaluation of its Characteristics. High job satisfaction leads to higher productivity, Increased organizational citizenship behavior and lower turnover

- Job involvement :- The degree to which a person identifies psychologically with their job and considers their perceived performance level important to self-worth. High involvement makes employees highly invested in their work, often leading to better performance and reduced absentreeism.

- organizational commitment :- The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership. This includes affective continuance and normative commitment. strong commitment increases loyalty, reduces turnover, and fosters a willingness to work toward Organizational goals