

Unique Paper Code	:	12481502
Name of the Paper	:	Organization Behavior
Name of the Course	:	BA (H) Business Economics
Semester	:	V
Duration	:	3 hours
Maximum Marks	:	75 Marks

Instructions for Candidates

Question 1 is compulsory. Attempt any three from the remaining questions.

All questions carry equal marks

Q1 CASE STUDY

The company Hewlett Packard (HP) is an international technology enterprise with the focus on manufacturing software and hardware services to individual clients, corporations, governmental and education sector. HP had a widespread product line starting enterprise standard servers, computing devices, networking products, software and IT-consulting services. HP is structured into two separate companies. HP Inc. is focused on the former hardware product line (computing products, printers, etc.) and the Hewlett Packard Enterprise (HPE). HPE's strategy is to use "capabilities focused on technology, people and economics to enable customer's digital transformation". The current share prices of the two HP companies show high volatility in the share price.

However, HP struggled with significant internal clashes of culture. It struggled with declining financial performances which was expressed by 19% lower profits and losing market share. This led to an increasing investor pressure on the company to perform better in the short term.

Simultaneously, HP had to deal with an intensive competition with a strong innovation capability. However, it showed a significant lack of innovation. This led to a vicious circle because HP was also not able to build up innovation capabilities caused by talent hiring issues. It did not establish the required culture and structure to cope with similar challenges of the modern companies. All of these issues are related to a lack of leadership and change management skills within the enterprise.

- a) 1. Considering these organisational complexities and leadership issue, comment on the existing leadership style and suggest a transformational leadership style.

- b) 2. In the given situation, suggest 'organisational-change' model. How can the resistance to change be minimised?

Q2 How do you think the culture acts as an invisible hand in any organisation, Comment. List the strategies that can be utilised to build Team players out of Individuals in any organisation.

Q3 Based on Maslow's suggestive human needs, identify the importance of different needs in your life and create your own hierarchy of needs pyramid (lower and higher order needs), compare and contrast it with the Maslow's Need Hierarchy Theory. Cite the relevance of his theory for the youth of today.

Q4 In the light of the happenings of past two years, what changes do you think will happen to the structure of the organisations of future. Are there any new design options that can be considered for these firms?

Q5 Comment on the following statement: 'Conflicts play an inevitable part in the growth of any organisation'. Assume yourself as an employee of Made in India Pvt Ltd, who recently had an argument over role clarity with the team mates. What strategies of conflict management, do you think are most appropriate in this scenario and why?

Q6 Comment on the following statements.

- a) The recent challenges brought up by Covid-19 have significantly enhanced the opportunities for OB.
- b) Does Ethics play any role in decision making in a contemporary Organisation.