



ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION (OIC)

DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT

Semester Final Examination

Summer Semester, A. Y. 2021-2022

Course No. : BTM 4207

Time : 3 hours

Course Title : Organizational Behavior

Full Marks : 150

Answer **all 6 (six)** questions. All questions carry equal marks. Marks of each question and corresponding CO and PO are written in the right margin with brackets.

1. a) Define the following concepts with example: 15 (CO1)
i) Group cohesion ii) Task performance iii) Confirmation bias (PO1)
iv) Anchoring bias v) Availability bias

- b) What are the differences between functional and dysfunctional conflicts? Give 10 (CO1)
example. If a conflict is dysfunctional, what can the parties do to de-escalate it? (PO3)

2. a) What does equity theory of motivation say about human behavior? Discuss the 15 (CO3)
impacts of unequal treatments that one employee faces in organization. If some (PO1)
employees feel dissatisfaction in the organization, what might be the impacts of
dissatisfied employees on the workplace? Describe with examples.

- b) "People who know their own emotions and are good at reading emotional cues—for 10 (CO2)
instance, knowing why they're angry and how to express themselves without (PO3)
violating norms—are most likely to be effective."
Based on the above statement discuss the model of emotional intelligence.

3. a) Analyze the relationship between cohesiveness and productivity which depends on 15 (CO3)
the group's performance-related norms. Do group think and group shift attack all the (PO9)
similar and diversified groups? Analyze.

- b) What is punctuated-equilibrium model? How does it affect on group decision 10 (CO3)
making? (PO1)

4. a) Explain Herzberg's theory of motivation. How does a manager apply this theory in the 13 (CO3)
workplace to get better success in organization as there might be difference in (PO1)
personal preference?

- b) Which bases of power are most effective and why? Why is power required in 12 (CO3)
organizational decision making? (PO1)

5. a) Discuss self-efficacy theory and goal setting theory. How do managers help their employees achieve high levels of self- efficacy by merging these two theories? 15 (CO3) (PO1)
- b) What are the different types of unfair discrimination that causes negative impact to organization and employees? 10 (CO1) (PO1)
6. a) The practice of “management by walking around” (MBWA) was exemplified by Bill Hewlett and Dave Packard, who used this management style at HP to learn more about the challenges and opportunities their employees were encountering. To practice MBWA, managers reserve time to walk through departments regularly, form networks of acquaintances in the organization, and get away from their desks to talk to individual employees. The practice
- Answer the following questions:**
- i. What do you mean by undercover boss?
- ii. Are there any dangers in the use of a management by walking around strategy?
- iii. Could this strategy lead employees to feel they are being spied on? What actions on the part of managers might minimize these concerns?
- b) What is bounded rationality? Discuss with example. 10 (CO2) (PO1)