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INTERNATIONAL HOSPITALITY EDUCATION

### B. Sc. International Hospitality Management

Type: Semester End Assessment (SEA)

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Total Marks: 25

Time Duration: 2 Hours

Course Name: Organisational Behaviour 1

Course Code: IHOH113

Instructor: Ms. Nelissa Alcasoas

This paper contains 04 pages in addition to the cover page.

by

Full Name of the Student: \_\_\_\_\_

Permanent Registration Number: \_\_\_\_\_ Class: \_\_\_\_\_

Marks Obtained: \_\_\_\_\_ Faculty Signature: \_\_\_\_\_ Invigilator Signature: \_\_\_\_\_

Main Answer sheet	Number of Supplements	Total number of Answer sheets
01		

- Carefully read each question at the outset of the paper. All queries must be addressed to the faculty within the first 10 minutes of the examination.
- Students are expected to maintain complete silence in the examination hall and should not interact or communicate with their peers.
- Students will carry only their essential stationery like pens, pencils, ruler and simple calculators into the examination hall.
- Bags, eatables, drinks, etc. will not be allowed inside the hall with the exception of a bottle of water.
- Cell phones, electronic data banks, scientific calculators and smart/beeping watches are prohibited in the examination hall.
- Students will answer the examination with only blue/ black ball point pens unless informed differently by faculty. Avoid usage of green or red ink pens on the answer sheet.
- Dictionaries will not be allowed into examination hall unless informed differently by faculty.



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**Answer All Questions**

**Q.1. Fill in the blanks choosing the correct alternatives.**

**(05 Marks)**

1. Communication begins with \_\_\_\_\_.
  - a) Encoding
  - b) Idea origination
  - c) Decoding
  - d) Channel selection
  
2. Organizational behavior focuses at 3 levels \_\_\_\_\_.
  - a) Individuals, organization, society
  - b) Society, organization, nation
  - c) Employee, employer, management
  - d) Individual, groups, organization
  
3. Some of OB's challenges and opportunities include all of the following except \_\_\_\_\_.
  - a) reinforcing the importance of traditional methods of management
  - b) offering specific insights to improve interpersonal and people skills
  - c) helping us learnt to cope in a continues changing world
  - d) facilitating the improvement of quality and employee productivity
  
4. The field of organizational behavior examines such questions as the nature of leadership, effective team development, and \_\_\_\_\_.
  - a) Organizational control; conflict management
  - b) Interpersonal conflict resolution; motivation of individuals
  - c) Motivation of individuals; planning
  - d) Planning; development



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5. \_\_\_\_\_ is the process of stimulating people to actions to accomplish the goals.

- a) Bonus
- b) Motivation
- c) Performance-based Incentive
- d) Promotion

**Q.2.** Ginni Rometty is the CEO of IBM. Shortly after taking on the role of CEO and being frustrated by the progress and sales performance, Rometty released a five-minute video to all 400,000 plus IBM employees criticizing the lack of securing deals to competitors and lashed out at the sales organization for poor sales in the preceding (previous) quarter. Six months later, Rometty sent another critical message, this time via e-mail. How effective will the video and e-mail be in communicating with employees? How should she follow up to these messages? **(05 Marks)**

**Q.3. Case Study - You Are Now the Leader**

Leading and managing are two very different things. Being a manager means something more than gaining authority or charge over former colleagues. With the title does come the power to affect company outcomes, but it also comes with something more: the power to shape the careers and personal growth of subordinates.

According to Steve Keating, a senior manager at the Toro Company, it is important not to assume that being made a manager automatically makes you a leader. Rather, being a manager means having the opportunity to lead. Enterprises need managers to guide processes, but the employees—the people—need a leader. Keating believes that leaders need a mindset that emphasizes people, and the leader's job is to help the people in the organization to be successful. According to Keating, "If you don't care for people, you can't lead them".



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For someone who has been promoted over his peers, ground rules are essential. "Promotion doesn't mean the end of friendship but it does change it," according to Keating. If a peer has been promoted, rather than grouse (grumble) and give in to envy, it is important to step back and look at the new manager; take a hard look at why the peer was promoted and what skill or characteristic made you a less appealing fit for the position.

Carol Walker, president of Prepared to Lead, a management consulting firm, advises new managers to develop a job philosophy. She urges new managers to develop a core philosophy that provides a guide to the day-to-day job of leading. She urges managers to build up the people they are leading and work as a "servant leader." The manager's perspective should be on employee growth and success. Leaders must bear in mind that employees don't work for the manager; they work for the organization—and for themselves. Managers coordinate this relationship; they are not the center of it. Work should not be assigned haphazardly, but with the employee's skills and growth in mind. "An employee who understands why she has been asked to do something is far more likely to assume true ownership for the assignment," Walker says. A leader's agenda should be on employee success, not personal glory. Employees are more receptive when they recognize that their leader is working not for their own success, but for the employee's success.

A survey from High Ground revealed one important item that most new managers and even many seasoned managers overlook: asking for feedback. Everyone has room for growth, even managers. Traditional management dictates a top-down style in which manager's review subordinates. But many companies have found it beneficial to turn things around and ask employees, "How can I be a better manager?" Of course, this upward review only works if employees believe that their opinion will be heard. Managers need to carefully cultivate a rapport where employees don't fear reprisals (punishment) for negative feedback. Listening to criticism from those you are leading builds trust and helps ensure that as a manager, you are providing the sort of leadership that employees need to be successful. Showing respect and caring for employees by asking this simple question is inspiring—an



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important aspect of leadership itself. Whether asking for feedback or focusing on an employee's fit with a particular job description, a leader helps guide employees through the day-to-day, builds a positive culture, and helps employees improve their skills.

**Questions**

1. What do you think are the most important qualities in a leader? In a manager? Are your two lists mutually exclusive (conflicting)? Why? **(10 Marks)**
2. How do you think a leader can use feedback to model the growth process for employees? **(05 Marks)**