



## **Managing Organizational Behaviour-434C1C**

---

### **Case Studies with Questions**

#### **UNIT I: Introduction to Organizational Behaviour**

##### **Case Study: The Digital Transformation Challenge**

TechForward Solutions, a traditional manufacturing company with 500 employees, is undergoing digital transformation. The company's new CEO, Sarah Martinez, holds a town hall meeting to announce the implementation of AI-driven production systems and data analytics platforms. She explains how these changes will improve efficiency and competitiveness.

However, the announcement creates mixed reactions. Senior employees express anxiety about job security and their ability to adapt to new technologies. Middle managers worry about losing authority as AI systems take over decision-making. Meanwhile, younger employees are excited about the modernization but frustrated by the slow pace of change.

The HR director notices increased stress levels, reduced productivity, and informal resistance forming among different employee groups. Sarah realizes that understanding organizational behaviour principles is crucial for successful transformation.

##### **Questions:**

1. Identify the key disciplines contributing to organizational behaviour that would help Sarah understand the diverse reactions from different employee groups.
2. What challenges and opportunities for OB are evident in this digital transformation scenario?



3. How can the concept of Organizational Citizenship Behaviour be leveraged to facilitate smooth organizational change?



## UNIT II: Individual Differences

### Case Study: The Mismatched Marketing Team

GlobalAds Marketing Agency recently hired three new team members for their creative division. Rajesh is an introvert with high conscientiousness who prefers structured planning and detailed analysis. Priya is highly extroverted and creative, thriving in brainstorming sessions but struggling with routine tasks. Ahmed is ambitious and achievement-oriented, constantly seeking new challenges and recognition.

The team manager, David, assigns a major client project requiring innovation, tight deadlines, and collaborative effort. Within two weeks, conflicts emerge. Rajesh feels overwhelmed by Priya's spontaneous approach and lack of planning. Priya perceives Rajesh as rigid and uncreative. Ahmed dominates discussions and dismisses others' ideas, creating resentment.

David also notices that team members have different attitudes toward client feedback. Rajesh sees it as learning opportunity, Priya takes it personally and becomes defensive, while Ahmed views criticism as a challenge to overcome. The team's productivity suffers, and the project risks missing its deadline.

#### Questions:

1. Using trait theory and the Big Five personality dimensions, analyze the personality characteristics of Rajesh, Priya, and Ahmed and how these influence their work behaviour.
2. Apply Attribution Theory to explain how each team member might be perceiving the others' behaviour and the client's feedback.
3. Based on McClelland's theory of needs and the concept of Personality-Job Fit, suggest how David can better align individual strengths with task requirements to improve team performance



## UNIT III: Group Dynamics

### Case Study: The Cross-Functional Product Development Team

InnovateTech Corp formed a cross-functional team to develop a new mobile application. The team includes members from Engineering, Design, Marketing, and Customer Service departments. Initially, meetings were chaotic with unclear roles, competing priorities, and frequent misunderstandings.

Engineering team members communicated using technical jargon that confused marketing representatives. The design team felt their creative input was being dismissed by engineers focused on technical feasibility. Customer Service representatives shared valuable user feedback, but it was often lost in email threads and wasn't reaching decision-makers.

After three months, the team leader, Jennifer, noticed the group was finally finding its rhythm. Members had established informal communication channels, developed shared terminology, and created collaborative work processes. However, she also observed groupthink tendencies where dissenting opinions were being suppressed to maintain harmony.

#### Questions:

1. Identify which stage of group development the team is currently in according to the stages of group development model, and explain the characteristics that support your conclusion.
2. Analyze the communication barriers present in this case and recommend specific guidelines for effective cross-functional communication.
3. What factors are affecting this team's performance, and how should Jennifer address the groupthink problem while maintaining team cohesion?



## UNIT IV: Leadership, Politics, and Conflict

### Case Study: The Leadership Crisis at MediCare Hospital

MediCare Hospital faces a leadership transition when the long-serving medical director, Dr. Kumar, retires. The hospital board appoints Dr. Lisa Chen, who has an MBA and modern healthcare management experience. Dr. Chen immediately implements data-driven performance metrics and reorganizes reporting structures.

Senior physicians, accustomed to autonomy under Dr. Kumar's laissez-faire style, resist the changes. They form an informal coalition, using their relationships with board members to undermine Dr. Chen's decisions.

Department heads engage in political maneuvers, withholding information and resources from each other to protect their turf.

Conflict escalates when Dr. Chen proposes merging two departments to reduce costs. The affected department heads refuse to negotiate, and junior staff members feel caught in the middle. Patient care quality begins to suffer as collaboration breaks down. The board chairman asks Dr. Chen to resolve the situation before it damages the hospital's reputation.

#### Questions:

1. Compare Dr. Kumar's and Dr. Chen's leadership approaches using trait, behavioural, and contingency theories. Which leadership style would be most effective in this healthcare context and why?
2. Analyze the sources of power being used by different actors in this case and explain the political behaviours being employed by the senior physicians and department heads.



3. Identify the types of conflict present in this situation and recommend appropriate negotiation strategies Dr. Chen should use to resolve the department merger conflict.



## UNIT V: Work Stress and Emotional Intelligence

### Case Study: The Burnout Epidemic at FinConsult

FinConsult, a financial consulting firm, has built its reputation on delivering high-quality advisory services. The company culture emphasizes long working hours, aggressive client acquisition, and individual achievement. Over the past year, the firm expanded rapidly, taking on 40% more clients without proportionate staff increases.

Senior consultant Meera notices alarming trends: increased sick leave, declining work quality, high turnover among junior consultants, and rising interpersonal conflicts. Three top performers recently resigned, citing exhaustion and work-life imbalance. During exit interviews, they mentioned feeling emotionally drained, unable to maintain personal relationships, and experiencing health problems.

The managing partner, Robert, dismisses these concerns, believing that consulting demands sacrifice and that those who leave simply lack commitment. He views emotional considerations as unprofessional and maintains that the firm's aggressive culture is essential for success. However, Meera observes that teams led by managers with higher emotional intelligence are more productive and have lower turnover despite similar workloads.

#### Questions:

1. Identify the workplace stressors at FinConsult and explain how individual differences might cause employees to experience stress differently in this environment.
2. Analyze how FinConsult's organizational culture and climate contribute to employee burnout, and suggest strategies for creating and sustaining a healthier culture.



3.Explain the role of emotional intelligence in the workplace and recommend specific work-life integration practices that FinConsult should implement to address the burnout epidemic.