



**PAC INSTITUTE OF TECHNOLOGY AND SOCIAL STUDIES JANUARY – APRIL
2025 ASSESSMENT**

FORMATIVE ASSESSMENT

Qualification / Course : HUMAN RESOURCE MANAGEMENT

Unit of Competency : MANAGE ORGANIZATIONAL BEHAVIOR 2

WRITTEN ASSESSMENT

TIME: 3 HOURS

INSTRUCTIONS TO THE CANDIDATE:

- 1. Read all the instructions carefully before attempting the questions.*
- 2. This paper consists of two sections, A & B.*
- 3. You are allowed 3 Hours to Answer the questions.*
- 4. Marks for each question are indicated in brackets.*
- 5. Write your responses in the Separate Answer booklet provided.*
- 6. Do not write anything on this question paper.*

SECTION A: (40 MARKS)

Answer ALL questions in this section.

1. Name **FOUR** types of organizational culture. [4 Marks]
2. State **FOUR** main features of a team-based organization. [4 Marks]
3. Outline **FOUR** reasons why minimal conflict is necessary in an organization. [4 Marks]
4. During one of your meetings, you notice that June and Jude are constantly arguing. It turns out that June feels that Jude is not contributing equally to the project and often misses deadlines, causing additional work for the rest of the team. State **FOUR** appropriate styles you would use to handle the conflict between June and Jude. [4 Marks]
5. Outline **FOUR** reasons that make employees to resist change despite the traditional belief that change is good. [4 Marks]
6. State **FOUR** social factors that influence one's personality. [4 Marks]
7. Mention **FOUR** characteristics of a Type B Personality. [4 Marks]
8. List **FOUR** stimulus factors that can influence your perception as an employee. [4 Marks]
9. Name **FOUR** types of teams that exist within organizations. [4 Marks]
10. Modern organizations are often characterized by employees with diverse values due to their different backgrounds. As an individual employee, mention **FOUR** sources of your values. [4 Marks]

SECTION B: (60 MARKS)

Answer question 11 and any other TWO questions in this section.

11. Required: Read the case above and Answer the questions below [COMPULSORY]

Case Study: Alex, Priya, Jake, and Maria (Employees of ABC LTD)

Alex is a 22-year-old recent graduate with a degree in marketing, now starting a position at a tech start-up known for its rapid growth and competitive environment. Alex appears enthusiastic and eager to learn, often volunteering ideas in meetings, but sometimes struggles to meet deadlines and prioritize tasks effectively.

Priya works as a project manager. She is Organized, disciplined, responsible, and detail-oriented. Additionally, she always meets deadlines and ensures quality work, keeps projects on track but can be overly critical of colleagues who do not match her standards, and finds it difficult to adapt to unexpected changes. Priya ensures projects are completed efficiently but may struggle in **dynamic environments** requiring flexibility.

Jake is a sales executive. He is outgoing, energetic, talkative, and assertive. He builds strong client relationships and is confident in **public speaking**, motivates his team but sometimes **dominates discussions**, leaving quieter team members unheard, and Prefers group settings and struggles with **solitary tasks**. Jake brings energy and **drives sales growth** but may need to balance his enthusiasm to allow others to contribute.

Finally, Maria is a human resources manager. She is cooperative, empathetic, compassionate, and trusting. She builds a positive work culture by resolving conflicts diplomatically, ensures employees feel heard but avoids confrontation, even when tough decisions are needed, and struggles with assertiveness when handling difficult employees. Maria creates a harmonious work environment but may need to develop **stronger negotiation skills**.

- a) Distinguish between the **MOODS** and **EMOTIONS**. [2 Marks]
- b) Discuss the **FOUR** personalities displayed by Alex, Priya, Jake, and Maria in the case above based on the Five Factor Personality model. [8 Marks]
- c) Personality can greatly influence a person's mental health. Name and explain **FIVE** personality disorders that could affect employees' productivity within an organization. [10 Marks]

12. (a) Group development concept is very key in understanding group behaviour. Describe the **FIVE** stages of group development. [10 Marks]

- (b) Stress can become overwhelming to an individual if not managed effectively. Discuss

FIVE measures that an organization can take to manage employee stress in the organization. [10 Marks]

13. (a) You have been newly appointed at XYZ limited as the head of the Human Resources Department. After a week of closely interacting with the company's employees, you notice that they are exhibiting signs of stress. Explain **FIVE** stressors that may have led to the situation. [10 Marks]

(b) Employees spend forty or more hours per week at their workplace. Their organization's culture affects both their work lives as well as their personal lives. Discuss **FIVE** types of organizational culture that you are likely to find in organizations. (10 Marks)

14. a) Timely and effective conflict management is one of the key strategies organizations can employ to improve their productivity and profitability in the long-run. State and explain **FIVE** advantages of effective conflict management practices in an organization. [10 Marks]

b) Teams vary in their degree of effectiveness. Discuss **FIVE** features of high-performing teams. [10 Marks]