**Organisational Behaviour**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for June 2025 Examination**

**Q1. Sara is looking to send one of her team members on an international assignment to China to train a group of employees located at her company’s office in Beijing. As part of the assignment, the chosen employee will have to undergo a three-week diversity training program to help him/her learn about his/her new environment. How can the knowledge of the BIG 5 framework help her chose the most eligible employee for this assignment?**

**Answer:**

**Introduction:**

When selecting an employee for an international assignment, especially in a culturally distinct environment like China, it is crucial to understand how well the employee will adapt to the new surroundings, interact with local colleagues, and cope with the demands of working in a diverse culture. One effective tool to evaluate a candidate's potential for such an assignment is the Big Five personality framework. This psychological model evaluates five broad personality traits: openness, conscientiousness, extraversion, agreeableness, and emotional stability. Each of these traits plays a significant role in determining how an employee will handle the challenges of living and working in a foreign country.

Sara needs to select an employee who is not only capable of handling the technical aspects of the training assignment but also someone who can thrive in a new, unfamiliar cultural environment. The Big Five framework can provide insight into which of her team members is most likely to adapt well to the challenges of the international assignment and diversity training. By considering these personality traits, Sara can make an informed decision about the employee who will most successfully represent the company in China and foster positive relationships with the local team.

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**Q2. Mark is an excellent technical writer. He has never missed a deadline and all his projects are of superior quality. He now wants to telecommute two days a week, so that he can spend more time with his family. He feels that he has proven his reliability. However, his boss is unable to comply with his request and gives him a substantial raise instead. Analyze Mark’s disappointment in the current situation with respect to the Expectancy Theory of Motivation.**

**Answer:**

**Introduction:**

Mark is a highly skilled technical writer who has consistently demonstrated exceptional performance in his role. Despite his proven reliability and outstanding work quality, Mark is disappointed when his boss does not fulfill his request to telecommute two days a week. Instead, Mark is offered a substantial raise, which he might have expected to be an adequate reward. However, the raise does not align with Mark's personal need for more family time. This situation can be analyzed using the Expectancy Theory of Motivation, which suggests that motivation is influenced by the expected outcomes of one's efforts. According to this theory, employees are motivated to work hard when they believe their efforts will lead to desired rewards. If the outcome doesn't align with their expectations or needs, it can lead to frustration or disappointment, even if the reward seems substantial on the surface. In Mark's case, his desire for more family time was not met by the raise, and as a result, he feels dissatisfied. This analysis explores how Mark’s situation fits within the framework of the Expectancy Theory of Motivation.

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**Q3 (A) A multinational company is expanding into new global markets and hiring employees from diverse cultural backgrounds. What challenges and opportunities might arise from workforce diversity in this scenario? Suggest strategies to effectively manage diversity in the workplace.**

**Answer:**

**Introduction:**

As a multinational company expands into global markets, it will naturally bring together employees from different cultural, ethnic, and social backgrounds. This diversity in the workforce introduces both challenges and opportunities. Differences in communication styles, work habits, and cultural expectations can create misunderstandings or conflict. However, diversity also brings a wide range of ideas, creativity, and innovation that can drive business growth. By recognizing and managing these aspects carefully, the company can turn diversity into a strong asset that supports global success and creates a more inclusive, respectful, and productive workplace environment.

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**Q3 (B) A fast-growing tech startup is facing high employee turnover and declining motivation levels. As an HR consultant, how would you recommend fostering a positive organizational culture to enhance employee behavior, motivation, and overall performance? Provide specific strategies with their expected impact.**

**Answer:**

**Introduction:**

A fast-growing tech startup is experiencing high employee turnover and low motivation, which can seriously affect its performance and future growth. In such an environment, building a strong and positive organizational culture becomes essential. A healthy culture influences how employees feel, behave, and perform at work. When people feel respected, supported, and motivated, they are more likely to stay and give their best efforts. As an HR consultant, the goal is to introduce specific strategies that not only reduce attrition but also build trust, improve morale, and create a sense of belonging within the startup.

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