

UNIT II – ORGANISATIONAL BEHAVIOUR

Managerial Dilemma Puzzles

Introduction:

Each of the following situations presents a managerial or behavioural dilemma at the workplace. Analyze the behaviour, identify the relevant Organisational Behaviour concept or theory, and suggest how the manager should respond effectively.

1. A team leader notices that one of the most talented employees has recently become withdrawn and quiet. The employee still meets deadlines but avoids discussions and team meetings.

Question: Which OB concept can explain this change in behaviour, and what should the manager do to re-engage the employee?

2. A senior employee refuses to work with a new manager who is younger and less experienced. The manager senses hostility and non-cooperation during meetings.

Question: What behavioural issue is occurring here, and how can the manager handle it using emotional intelligence?

3. A department head always takes credit for team success but blames subordinates for failures. Over time, the team stops putting in effort.

Question: Which leadership style or motivation theory is relevant, and what change in leadership approach is needed?

4. Two employees constantly compete for recognition and try to outperform each other instead of working as a team. The rest of the group feels demotivated.

Question: Which group behaviour concept is being observed, and how can the manager restore collaboration?

5. An employee with strong technical skills performs poorly when asked to lead a small project team. They struggle with communication and decision-making.

Question: Which concept of managerial or interpersonal skills applies here, and what can be done to develop the employee?

6. A new team member is highly enthusiastic but feels ignored because the older staff members dominate all discussions.

Question: Identify the group dynamic issue and suggest a managerial intervention to improve inclusion.

7. The manager frequently criticizes employees in public meetings instead of giving feedback privately. Employees become defensive and anxious.

Question: Which communication principle is being violated, and what should the manager do differently?

8. A high-performing employee requests flexible work hours for personal reasons, but the manager insists on a strict schedule without discussion. The employee becomes disengaged.

Question: Which motivation concept is being overlooked, and how can the manager maintain performance while supporting the employee?

9. Two team members have different cultural backgrounds and communication styles, leading to frequent misunderstandings.

Question: What OB concept explains this issue, and how should the manager address it?

10. A project manager avoids confronting a team member who misses deadlines regularly, fearing conflict might hurt team harmony.

Question: Which leadership or conflict management concept applies here, and what should the manager do?

11. A sales manager motivates employees only with financial incentives. Over time, creativity and commitment begin to drop.

Question: Which motivation theory can explain this, and what alternative methods can improve engagement?

12. A manager implements new ideas without discussing them with the team. Employees feel unheard and resist changes.

Question: Which leadership style is evident here, and how can participative leadership improve results?

13. In a virtual team, communication happens mostly through emails. Team members feel disconnected and misinterpret messages.

Question: Which aspect of organisational communication is weak, and what can the manager do to strengthen it?

14. An employee often interrupts colleagues during discussions and dominates conversations. Other team members have stopped sharing ideas.

Question: Identify the behavioural issue and explain how the manager can restore balanced communication.

15. A new manager tries to implement strict rules immediately after joining without understanding the team's culture. Resistance and negativity increase.

Question: Which OB concept explains this reaction, and how should the manager approach change management?

16. A senior manager notices that employees follow instructions but lack enthusiasm and creativity. They only do what is asked, nothing more.

Question: Which leadership or motivation issue is visible, and how can the manager improve intrinsic motivation?

17. A team member frequently disagrees with the leader's decisions but never communicates these concerns directly. Instead, they discuss it with others informally.

Question: Which communication barrier or group behaviour concept is relevant, and what should the manager do?

18. An employee performs well in routine work but becomes anxious and unproductive when asked to lead a new project.

Question: Which OB theory or model can explain this behaviour, and how can the manager support their development?

19. Two departments blame each other for missing deadlines instead of finding solutions together. Each group avoids responsibility.

Question: Which organisational behaviour issue is being displayed, and what managerial approach can rebuild cooperation?

20. A manager always focuses on achieving results but rarely acknowledges employees' efforts or emotions. The team's performance gradually declines.

Question: Which leadership or emotional intelligence component is missing, and what should the manager change to rebuild trust?