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Question Paper Code	12391
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MBA - DEGREE EXAMINATIONS, NOV / DEC 2023

First Semester

Master of Business Administration

20MBT103 - ORGANIZATIONAL BEHAVIOUR

(Regulations 2020)

Duration: 3 Hours

Max. Marks: 100

PART-A (10 × 2 = 20 Marks)

Answer ALL Questions

- | | <i>Marks,
K-Level, CO</i> |
|---|-------------------------------|
| 1. Recall the basic definition of Organizational Behaviour. | <i>2,K1,CO1</i> |
| 2. List two key elements that are essential in understanding Organizational Behaviour. | <i>2,K1,CO1</i> |
| 3. Define and explain the three components of attitudes. | <i>2,K1,CO2</i> |
| 4. Interpret two external factors that can significantly influence an individual's personality development. | <i>2,K2,CO2</i> |
| 5. Differentiate between formal and informal organizations within a workplace. Provide examples to illustrate each type. | <i>2,K2,CO3</i> |
| 6. Illustrate the concept of group dynamics and its relevance in influencing organizational behavior. | <i>2,K3,CO3</i> |
| 7. Explain the significance of effective leadership in organizational success. Provide two examples illustrating the impact of strong leadership. | <i>2,K3,CO4</i> |
| 8. Discuss the three levels of conflicts in organizations and provide examples for each level. | <i>2,K4,CO4</i> |
| 9. Classify two common types of stressors in the workplace. Discuss their impact on employee well-being. | <i>2,K2,CO5</i> |
| 10. Compare and contrast proactive and reactive approaches to organizational change. | <i>2,K2,CO5</i> |

PART - B (5 × 13 = 65 Marks)

Answer ALL Questions

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| 11. a) (i) Infer the significance of Organizational Behaviour in shaping workplace culture and relationships. How does a positive understanding of Organizational Behaviour principles foster a healthy work environment | <i>7,K2,CO1</i> |
| (ii) Identify the foundational principles of Organizational Behaviour and elaborate on how they contribute to creating a positive work environment. Provide examples to support your explanation. | <i>6,K2,CO1</i> |

OR

- b) (i) Investigate how the key elements of Organizational Behaviour, such as communication and motivation, interact with each other within an organizational setting. Illustrate your explanation with practical examples from diverse industries. *7,K2,CO1*
- (ii) Analyze the broad scope of Organizational Behaviour, considering its impact on individual, group, and organizational levels. *6,K2,CO1*
12. a) Discuss the concept of Emotional Intelligence (EI) and its significance in organizational behavior. Explain how managers can apply EI to effectively manage emotions in the workplace. *13,K3,CO2*
- OR**
- b) Compare and contrast the principles of classical conditioning and operant conditioning, and assess by highlighting their relevance to employee behavior in organizations. *13,K3,CO2*
13. a) Explain the Johari Window model and its application in improving interpersonal relations within a team. Provide examples of how the model can be used to enhance communication. *13,K4,CO3*
- OR**
- b) Analyze the stages of group development according to Tuckman's model. Provide examples illustrating each stage and discuss the challenges associated with them. *13,K4,CO3*
14. a) Assess how the effective resolution of conflicts within teams contributes to overall organizational performance. *13,K3,CO4*
- OR**
- b) Outline the principles of transformational leadership. Assess how this style contributes to organizational change and employee motivation. *13,K3,CO4*
15. a) Evaluate the importance of achieving a balance between work and personal life for employees and organizations. Discuss strategies to promote a healthy work-life balance. *13,K5,CO5*
- OR**
- b) Explore the psychological and organizational factors contributing to resistance to change. Propose strategies leaders can employ to address and overcome resistance. *13,K5,CO5*

PART - C (1 × 15 = 15 Marks)
(Compulsory)

16. a) A well-established manufacturing company, known for its traditional hierarchical structure and processes, is facing increased competition and market demands. The CEO recognizes the need for a transformative shift to enhance efficiency, innovation, and employee engagement. The proposed changes include transitioning to a more collaborative organizational structure, fostering a culture of continuous

improvement, and investing in technology for streamlined production. The workforce, accustomed to a structured environment, expresses concerns about adapting to the changes and potential job stress. The success of the transformation lies in aligning the organization's culture with the evolving industry landscape while maintaining operational effectiveness.

- (i) Identify two internal and two external factors driving the need for change in the manufacturing industry. *10,K5,CO5*
- (ii) Assess the current organizational climate and culture within the manufacturing company. *5,K5,CO5*