D 115948 (Pages : 2) Name..

Reg. No....................................

FIRST SEMESTER M.B.A. DEGREE (2024 SCHEME) EXAMINATION JANUARY 2025

(CUCSS)

M.B.A.

BUS IC 04—ORGANIZATIONAL BEHAVIOUR

Time : Three Hours Maximum : 60 Marks

Part A

Answer **all** *questions.*
Each question carries 2 *marks.*

1. Define 'networking' in the context of organizational behaviour.

2. Define negative reinforcement. Give an example to it.

3. What is group cohesiveness ?

4. Write any 2 differences between a group and a team ?

5. How do organizational dynamics influence organizational behaviour ?

(5 × 2 = 10 marks)

Part B

Answer any **four** *questions.*
Each question carries 4 *marks.*

6. Explain the various challenges and opportunities in applying OB in a dynamic business environment.

7. Explain the process of classical conditioning with an example.

8. What are the main factors in Herzberg's Two-Factor Theory, and how do they affect job satisfaction ?

9. Explain the characteristics and advantages of a cross-functional team.

10. Explain Lewin's Three-Step Model of Change and its relevance in managing organizational change.

11. Explain the relationship between job involvement and organizational commitment.

(4 × 4 = 16 marks)
Turn over

Part C

Answer any **three** *questions.*
Each question carries 8 *marks.*

12. Discuss the role of abilities and intellectual capabilities in determining an individual's effectiveness in the workplace.

13. Explain the various factors that influence perception and their impact on behavior.

14. Discuss how group cohesiveness, diversity, and size can impact group performance and decision-making.

15. Evaluate the relationship between power and leadership. How can leaders use power to influence others effectively ?

16. Analyze the key characteristics of a learning organization and how these elements contribute to organizational growth and innovation.

(3 × 8 = 24 marks)

Part D

17. Analyse the following case and answer the questions given at the end.

(Compulsory)

XYZ Corporation, a leading manufacturing company, faced significant issues with employee morale and productivity. The company had recently undergone a major restructuring, and employees were uncertain about their roles and job security. The management noticed an increase in absenteeism, a decline in team collaboration, and a general sense of disengagement.

The HR department decided to conduct an organizational behaviour study, which revealed that employees were experiencing a lack of clarity about job expectations, insufficient communication from management, and a culture of top-down decision-making. The study also highlighted that employees felt undervalued and lacked opportunities for personal growth. As a result, the company initiated workshops on communication skills, team-building activities, and leadership training for managers. They also introduced regular feedback sessions to better align management's decisions with employee needs.

Questions :

1 Based on the case study, identify the organizational behaviour issues XYZ Corporation faced. How did they impact employee morale ?

2 What organizational behaviour interventions were implemented, and how do you think they addressed the issues ?

(1 × 10 = 10 marks)