

St. Clare College

Autonomous, Bengaluru

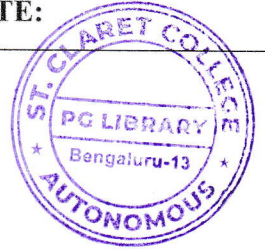
PG END SEMESTER EXAMINATION-APRIL 2026

MBA FIRST SEMESTER

MBA 1224: ORGANIZATIONAL BEHAVIOUR

ROLL NO:

DATE:



TIME: 3 hours.

MAX. MARKS: 70

This paper contains THREE printed pages and FOUR parts

Instructions:

1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks.

[2x7 = 14]

1. What is the role of organisation behaviour in contemporary organizations?
2. Explain the term "work-related attitudes."
3. Define attitude? How are attitudes formed?
4. Define motivation in the workplace.
5. What is the difference between groups and teams?
6. Define conflict in the organizational context.
7. What is organizational structure?
8. What is resistance to change in an organization?
9. Define organizational culture.

PART-B

Answer any FOUR questions out of SIX. Each answer carries EIGHT marks.

[5x4=20]

10. Compare and contrast explicit and implicit knowledge in organizational learning.
11. Describe the types of teams and discuss how they impact organizational effectiveness.
12. Analyze how the Johari window can help improve interpersonal communication and reduce conflict in an organization.
13. Analyze the effects of organizational culture on employee behavior and performance.
14. Explain the role of organizational development in improving business performance and employee well-being.

15. A growing company is facing confusion about roles and responsibilities. Apply the concept of organizational structure to improve coordination.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks.

[10X2=20]

16. In an organization with a hierarchical structure, employees feel disconnected from management.
How can OB concepts like interpersonal relationships, communication, and team building help resolve this issue?
17. A manufacturing company faces challenges with employee engagement and productivity.
How can applying Maslow's Hierarchy of Needs help improve motivation at different levels of the organization?
18. Discuss the methods and tools organizations can use to improve communication effectiveness and prevent conflicts.
19. You are a founder of a startup. What kind of leadership style will you adopt in the first five years and how is it different from the style you adopt after the 5 years when the company is stable?

PART-D

Answer the following.

[16X1=16]

20. Laura is the Associate Director of a non-profit agency that provides assistance to children and families.

She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues.

Upper-level leadership values Kelly's latest research on the therapeutic division's services.

Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

Questions:

- a) How can Laura most effectively use both management and leadership skills in her role as associate director?
- b) What steps could be taken to build staff confidence?
- c) What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?