



St. Clare College

Autonomous, Bengaluru

PG END SEMESTER EXAMINATION-MAY 2025

MBA FIRST SEMESTER

MBA 1224: ORGANIZATIONAL BEHAVIOUR

ROLL NO:

DATE:

TIME: 3 hours.

2

MAX. MARKS: 70

This paper contains TWO 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 SIX questions out of EIGHT. Each answer carries TWO marks.

[2x6 = 12]

1. Define organization behaviour.
2. What are the main factors that shape an individual's personality in an organization?
3. Define Halo effect with an example.
4. What is the difference between motivation and performance?
5. What is the role of leadership in motivation?
6. Define "organizational communication" and its importance in a company.
7. Define organizational culture.
8. What is organizational development?

PART-B

Answer any THREE questions out of FIVE. Each answer carries EIGHT marks.

[8x3=24]

9. Discuss the process of perception and its impact on decision-making in an organization.
10. Discuss the leadership styles and their implications for organizational behaviour.
11. Discuss the different methods and tools of organizational communication.
12. Discuss the importance of organizational structure in achieving business objectives and improving efficiency.
13. Evaluate the types of change that can occur in an organization and their impact on organizational development.

PART-C

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

[10X2=20]

14. A conflict between two departments is affecting overall productivity. Using OB concepts, propose a conflict resolution strategy and explain how communication can play a key role in resolving the conflict.
15. An organization is facing communication challenges across different levels of management. How can applying transactional analysis help improve communication and understanding between managers and employees?
16. Employees in a company are experiencing high levels of stress, which impacts their productivity. How can OB theories on motivation and stress management help address this issue?

PART-D

Answer the following.

[14X1=14]

17. Building People Skills through an Executive Coach

Ms. Kanyakumari Kelkar's problems began soon after she was promoted as chief accountant of Indian Space Research Organisation. Ms. Kelkar, 45 years, had previously run a Chartered Accountants firm with eight subordinates, and was used to issuing orders with little explanation. "I would tell them, 'Do it the way I say. Don't worry about the whys.'" That style did not work in her new job. After her subordinates loudly complained, Ms. Kanyakumari's boss took action. Did she reprimand her or consider replacing her? No! She hired an executive coach to help her (Ms. KKK) improve her people skills. The use of executive coaches to help managers improve their people skills is on the rise. Companies such as TVS, WIPRO, Coca-Cola, CitiBank etc. are finding that these coaches can polish up the inter-personal skills of managers whose technical skills they don't want to lose. "Years ago, if you were good, you could get away with being abrasive," says one coach. "But, nowadays people don't want to work with such a person." These coaches charge from Rs. 10,000/- for a one-day programme to more than Rs. 10 lakhs for consultations that can spread over a long duration. Their work involves fact finding interviews with dozens of colleagues, customers and even families: Who are the candidates for this type of coaching? Some are recently promoted managers, like Ms. Kanyakumari Kelkar, with limited experience. The bulk of the candidates, however, tend to be older male bosses. They often adhere to command-and-control leadership styles that hinder their effectiveness and they have difficulty overseeing workers under the age of 25 who are more diverse in terms of region, religion and gender!

Adapted from: T. Gabriel, "Personal Trainers to Buff the Boss's People Skills." New York Times, April 28, 1996 PP F1-F10.

Questions:

- a) Justify the action of Ms. Kanyakumari's boss, in appointing an Executive Coach.
- b) Why is it difficult for older bosses to manage the younger diverse staff?
- c) Is the high salary paid to the coaches justified?