

KAMARAJ COLLEGE (Autonomous)

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(Affiliated to Manonmaniam Sundaranar University, Tirunelveli)

(4 Pages)

Reg. No:.....

Question Code :26E00721

Course Code: 24PECO41

PG Degree - End Semester Examinations, April 2026

Fourth Semester

M.COM

Organizational Behaviour

(For those who joined in July 2024 onwards)

Time : 3Hours

Maximum : 75 Marks

PART - A (10 × 1 = 10 Marks)

Answer ALL Questions

Choose the correct answer :

- CO:1
K:1
1. Identify the concept that studies the behaviour of individuals and groups within organizations.
- (a) Organizational Culture (b) Organizational Behavior
(c) Human Resource Planning (d) Industrial Sociology
- CO:1
K:1
2. Recognize the term used by Chris Argyris and Donald Schon to describe the theory that people claim guides their actions.
- (a) Espoused theory (b) Theory-in-use
(c) Behavioral theory (d) Learning loop
- CO:2
K:1
3. Select the theory that classifies human needs into Existence, Relatedness, and Growth.
- (a) Maslow's Hierarchy of Needs (b) ERG Theory
(c) Herzberg's Two-Factor Theory (d) Expectancy Theory
- CO:2
K:1
4. Point out the motivation theory that explains motivation based on expectancy, instrumentality, and valence.
- (a) Porter and Lawler Model (b) Herzberg's Two-Factor Theory
(c) Vroom's Expectancy Theory (d) Maslow's Need Hierarchy Theory

- CO:3 5. Name the organizational structure in which employees report
K:1 to more than one manager.
- (a) Line structure (b) Divisional structure
(c) Functional structure (d) Matrix structure
- CO:3 6. State the type of organization that operates mainly through
K:1 digital networks and remote collaboration.
- (a) Bureaucratic organization (b) Virtual organization
(c) Formal organization (d) Line organization
- CO:4 7. Choose the concept in Transactional Analysis that refers to
K:1 interactions between individuals.
- (a) Ego states (b) Scripts
(c) Life positions (d) Transactions
- CO:4 8. Indicate the stage in the conflict process where parties become
K:1 aware of disagreement.
- (a) Conflict perception (b) Conflict resolution
(c) Conflict management (d) Conflict aftermath
- CO:5 9. Recall the model that explains organizational change through
K:1 the stages of unfreezing, changing, and refreezing.
- (a) McKinsey Model (b) Lewin's Change Model
(c) ADKAR Model (d) Kotter's Model
- CO:5 10. Specify the planned effort aimed at improving organizational
K:1 effectiveness through behavioral science knowledge.
- (a) Organizational Learning (b) Organizational Structure
(c) Organizational Communication (d) Organizational Development

PART - B (5 X 5 = 25 Marks)

Answer ALL Questions choosing either (a) or (b).

Answer should not exceed 250 words.

- CO:1 11. (a) Summarize the major challenges faced by management in
K: 2 modern organizations.

(OR)

- (b) Demonstrate how perception influences employee decision-making in an organization with a suitable example.

CO:2 12. (a) Explain the key components of Herzberg's Two-Factor
K:2 Theory of motivation.

(OR)

(b) Illustrate how Vroom's Expectancy Theory can be applied to improve employee motivation in an organization.

CO:3 13. (a) Describe the importance of organizational communication
K:2 in improving workplace efficiency.

(OR)

(b) Use appropriate corporate communication tools to manage internal communication in a modern business organization.

CO:4 14. (a) Outline the different levels of self-awareness in
K:2 Transactional Analysis.

(OR)

(b) Implement appropriate conflict management strategies to resolve workplace conflicts in an organization.

CO:5 15. (a) Discuss the significance of organizational change in
K:2 modern business environments.

(OR)

(b) Apply appropriate organizational development interventions to improve team effectiveness in an organization.

PART - C (5 X 8 = 40 Marks)

Answer ALL Questions choosing either (a) or (b).

Answer should not exceed 600 words.

CO:1 16. (a) Differentiate between 'Espoused Theory' and 'Theory-in-
K:4 Use' in organizational learning.

(OR)

(b) Assess the importance of developing a learning organization for improving organizational performance.

CO:2 17. (a) Examine the differences between Content Theories and
K:4 Process Theories of motivation.

(OR)

(b) Critique the role of job satisfaction in strengthening organizational commitment among employees.

CO:3 18. (a) Break down the factors influencing organizational structure
K:4 in business organizations.

(OR)

(b) Justify the role of organizational climate and culture in enhancing employee performance.

CO:4 19. (a) Investigate the different types of negotiation used in
K:4 organizational settings.

(OR)

(b) Defend the importance of workplace spirituality in promoting employee well-being and organizational harmony.

CO:5 20. (a) Distinguish the various models of organizational
K:4 development used in managing organizational change.

(OR)

(b) Appraise the effectiveness of change management practices in international organizational behavior.