

KAMARAJ COLLEGE (Autonomous)

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(Affiliated to Manonmaniam Sundaranar University, Tirunelveli)

(3 Pages)

Reg. No:.....

Question Code :26404204

Course Code: 25PMBA14

PG Degree - End Semester Examinations, April 2026

First Semester

M.B.A

Organizational Behaviour

(For those who joined in June 2025 onwards)

Time: 3Hours

Maximum: 75 Marks

PART - A (5 × 4 = 20 Marks)

Answer ALL Questions

Answer should not exceed 250 words.

- CO:2 1. Experiment how Organizational Behaviour (OB) helps
K:3 to improve employee performance in an organization.
- CO:3 2. Analyze the steps involved in the perception process
K:4 with a suitable example.
- CO:3 3. Examine the determinants of group behaviour in a
K:4 workplace situation.
- CO:4 4. Compare different leadership styles used by managers
K:5 in organizations.
- CO:5 5. Inspect the role of Organizational Development (OD) in
K:6 improving organizational effectiveness.

PART - B (5 X 8 = 40 Marks)

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

Answer should not exceed 500 words.

- CO:3 6. (a) Categorize the major theories of Organizational
K:4 Behaviour and explain their relevance in modern organizations.

(OR)

- (b) Analyze the major theories of personality and discuss how they influence employee behaviour in organizations.

CO:4 7. (a) List the factors influencing perception to explain
K:5 how employees interpret workplace situations differently.

(OR)

(b) Evaluate the major causes of stress among employees and recommend suitable stress reduction strategies.

CO:3 8. (a) Apply different group decision-making
K:4 techniques to improve decision quality in organizations.

(OR)

(b) Analyze the major causes of conflict in organizations and explain their impact on group behaviour.

CO:4 9. (a) Assess the importance of motivation in
K:5 improving employee performance and organizational productivity.

(OR)

(b) Determine the major theories of motivation and explain their role in employee management.

CO:5 10. (a) Classify the factors affecting Organizational
K:6 Development in modern organizations development.

(OR)

(b) Assess why organizational change is essential to OD and illustrate the impact of resistance to change.

PART - C (1 X 15 = 15 Marks)

CO:5 11. **Case Study:**

K: 6

TechNova Pvt. Ltd. is a fast-growing technology company with around 250 employees. Recently, the management introduced a new digital performance monitoring system to improve productivity and efficiency. However, many employees started showing resistance to change.

Senior employees felt the system was unnecessary and feared that it would expose their performance weaknesses. Some employees believed the new system would increase work pressure and stress. As a result, conflicts started arising between employees and supervisors.

The HR manager also noticed declining job satisfaction and motivation levels among employees. Team leaders reported that group discussions often turned into arguments and decision-making in teams became slow. To overcome this situation, the top management decided to conduct organizational development (OD) programs, leadership training, and stress management workshops. They also planned to involve employees in decision-making and improve communication between management and staff.

Questions :

1. Evaluate the major reasons for employee resistance to change in TechNova Pvt. Ltd. and Analyze how motivation, leadership style, and group behaviour influence the current problem in the organization.
2. Design a suitable Organizational Development (OD) strategy that the company can implement to reduce stress, improve motivation and manage organizational change effectively.