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I Semester M.B.A. (Day / Evening) Degree Examination, May/June- 2025

MANAGEMENT

Management and Organisational Behaviour

(CBCS 2019 Scheme)

Paper : 1.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions. Each question carries **5** marks. **(5×5=25)**

1. Write a short notes on transactional analysis.
2. Explain line, line and staff and matrix structures of organization.
3. Explain how perception influences individual decision making.
4. Distinguish between organizational culture and cultural loafing.
5. Apply Johari Window model to analyze self awareness in team setting.
6. How would a manager use Herzberg's two factor theory to improve employee satisfaction.
7. Explain conflict management styles.

SECTION - B

Answer any **Three** questions. Each question carries **10** marks. **(3×10=30)**

8. Explain forces of organizational change.
9. Explain the impact of group dynamics on decision making.
10. Elaborate how personality and emotional intelligence impact individual behaviour in organizations, with suitable examples.
11. **Write short notes on :**
    a) Autocratic.
    b) Benevolent, participative and laissez Faire theory with suitable example.

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SECTION - C

12. Compulsory Case Study : **(1×15=15)**

Navigating Change at Infosys

Infosys, one of India's premier ITservices companies, has long been recognized for its structured management practices and people - centric culture. In 2014, under the leadership of Vishal Sikka, Infosys underwent a major organizational transformation aimed at reviving its growth and adapting to the rapidly changing digital economy. The leadership transition brought significant changes in organizational design, decision - making processes, and the overall culture of innovation. Sikka emphasized **design thinking** and **automation**, encouraging employees to move from repetitive tasks to value - creating roles. As part of this shift, the company initiated training programs to enhance employee learning, focusing on **organizational learning and transformation**. However, this period also exposed challenges in **group dynamics** and **employee motivation**, especially among middle management, many of whom resisted the top- down changes. The leadership had to balance **Maslow's hierarchy of needs** and **Herzberg's motivators** to retain talent and boost morale. Additionally, the introduction of a **flat organizational structure** clashed with the existing hierarchical systems, creating confusion in reporting relationships. Despite these hurdles, Infosys managed to develop **self - managed teams** in key innovation centers, enhancing cross - functional collaboration. Leadership further promoted a **positive organizational culture** by fostering transparency and initiating platforms for **collaborative dialogue**. Eventually, by aligning strategic goals with employee aspirations, Infosys was able to evolve into a more agile, digitally - driven enterprise while navigating the complexities of **organizational change.**

Discussion Questions :

a) What leadership style did Vishal Sikka demonstrate during Infosys' transformation, and how did it impact organizational behavior?

b) How did the shift in organizational structure influence motivation and group dynamics within infosys?

c) What change management strategies can be applied to reduce resistance when introducing transformational initiatives?

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