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I Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Organizational Behavior

(CBCS Scheme 2025)

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

SECTION - A

Answer any Five of the following questions. Each question carries 5 marks.(5×5=25)

1. Describe the role of organizational environment in influencing structure and behaviour.
2. Explain how organizational culture and structure jointly influence employee behaviour.
3. How do cognitive biases in perception affect managerial decision making?
4. Distinguish between transactional and transformational leadership in terms of behavioural outcomes.
5. Discuss how personality traits influence workplace behaviour.
6. Explain group cohesion and explain its impact on team effectiveness.
7. Explain reinforcement and explain its principles in shaping employee behaviour.

SECTION - B

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

8. What is Organisational Structure? Briefly explain the types of Organisational structure.
9. Evaluate the role of the Johari Window in leadership development and trust building within teams.
10. Compare Situational, Contingency, and Transformational leadership theories and justify their suitability in managing workforce diversity and change.
11. Assess the role of group diversity, cohesion, and conflict management styles in improving team effectiveness.

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SECTION - C

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

Apex Financial Services recently reorganized its operations to improve efficiency and customer responsiveness. Employees were assigned to cross-functional teams responsible for handling client portfolios. Each team included members from sales, customer support, risk analysis, and operations.

Initially, management expected improved coordination and faster decision-making. However, several issues soon emerged. Team meetings became dominated by a few outspoken members, while others remained silent and disengaged. Conflicts developed between sales and risk analysts, as sales staff prioritized closing deals quickly while analysts emphasized compliance and risk control.

Informal subgroups formed within teams based on professional backgrounds, leading to communication barriers and reduced trust. Some employees began withholding information, fearing criticism from team members. Team leaders struggled to enforce accountability, and decision-making slowed due to prolonged disagreements.

As a result, client complaints increased, deadlines were missed, and team morale declined. Senior management is concerned that poor group dynamics are undermining the intended benefits of teamwork.

Questions:

a) Analyze the group dynamics issues affecting team effectiveness at Apex Financial Services.

b) How do informal groups and subgroup formation influence communication and trust within teams?

c) Recommend strategies to improve team participation, decision-making, and accountability.

d) Suggest conflict management and team-building interventions that can enhance collaboration and performance.