

MBA 24106
MBA DEGREE EXAMINATIONS
FIRST SEMESTER
ORGANISATIONAL BEHAVIOUR
(w.e.f. Admitted Batch 2024 - 25)

Time: 3 Hours

Max. Marks: 75M

SECTION - A

Answer any **FIVE** Questions not exceeding **One** page each.

(5 X 4 = 20 M)

1. Significance of OB
2. Define Motivation
3. Organisational Conflict
4. Blue Collar Employees
5. Advantages of Eustress
6. Explain the meaning of Perception.
7. What is instrumentality?
8. Role of Negotiation

SECTION - B

Answer **ALL** Questions not exceeding **Four** pages each.

(5 X 8 = 40M)

9. (a) Explain the role of values, attitudes, and job satisfaction in determining an employee's performance. **(Or)**
(b) Describe the relationship between perception and emotions in workplace dynamics?
10. (a) Explain Maslow's Hierarchy of Needs and its application to employee motivation. **(Or)**
(b) State and explain Herzberg's theory of motivation in detail.
11. (a) What are the causes of conflict? How to mitigate them **(Or)**
(b) Discuss the consequences of unsolved conflicts in an organisation.
12. (a) Elucidate any 8 reasons of the employees towards resistance to change **(Or)**
(b) Evaluate the influence of Organisational Development on the Organisational Effectiveness.
13. (a) How Organisations are maintaining ethical work climate? Discuss. **(Or)**
(b) Define Stress? How stress strongly influences the employee performance. Explain.

SECTION-C (Compulsory)

Case Study.

(15 M)

The Air India Express Employees Union (AIXEU) has raised serious concerns regarding ongoing flight delays and cancellations, which have been negatively affecting the salaries of the airline's cabin crew. The union claims that more than 100 cabin crew members have not been assigned flying duties for the past two months due to a lack of airport entry passes, an issue that surfaced shortly after a group of crew members ended their strike. In a letter to the commissioner, AIXEU highlighted problems with a new software system introduced by the airline's scheduling department, which allegedly resulted in the loss of critical cabin crew data. As a result, cabin crew members have been manually assisting with covering cancellations and delays, complicating the scheduling process even further. The union emphasized that the reduced number of flight departures is directly impacting the crew's income, as their pay is based on flying hours. An unnamed airline official confirmed that the issues with the new system coincided with a section of the cabin crew reporting sick, partly due to the earlier strike, and this overlap of challenges has extended the stabilization period, although some issues have been resolved. A conciliation meeting between union representatives and airline officials is scheduled for May 28 to address these ongoing concerns. Earlier in the month, a significant number of cabin crew members reported sick as a protest against what they described as mismanagement and unfair treatment, leading to the cancellation of 85 flights, or roughly 23% of the airline's daily operations. The strike was called off on May 9 following a meeting mediated by the Chief Labour Commissioner in New Delhi, with expectations that operations would normalize by May 12. Air India Express, which is in the process of merging with AIX Connect (formerly AirAsia India), operates a fleet of 73 aircraft and employs around 6,000 people, including over 2,000 cabin crew members. The airline runs approximately 380 flights daily, comprising 120 international and 260 domestic services. In response to the strike, the airline reduced its operations to minimize disruptions, cancelling over 260 flights. Despite efforts to stabilize its operations, Air India Express continues to face difficulties with crew scheduling and flight cancellations.

Questions:

1. How can Air India Express improve the transition to a new scheduling system to avoid future disruptions and loss of crew data?
2. What steps can Air India Express take to prevent further salary issues for its cabin crew due to flight cancellations and delays?
3. What measures should be taken to ensure better communication and coordination between the airline's scheduling department and the cabin crew to avoid similar issues in the future?
