



**I Semester M.B.A. (Day) Examination, May/June 2025
(CBCS) (2021 – 22 and Onwards)**

MANAGEMENT

Paper – 1.2 : Organizational Behaviour

Equivalent to Paper 1.2 : Organizational Behaviour (CBCS) (2014 – 15)

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following :

(5×5=25)

1. Describe the Indian contributions to management practices.
2. Discuss how perception can influence ethical decision-making.
3. Define attitude and explain its three components.
4. What are the main sources of work-related stress ?
5. Explain the three ego states in transactional analysis.
6. Describe any two types of organizational structures.
7. What are the types of organizational change ?

SECTION – B

Answer any three of the following :

(3×10=30)

8. What are the types of values and the role of human dignity in developing ethical organizational culture ?
9. Explain different leadership styles and analyze their impact on employee behaviour.
10. Explain the role of informal communication in organizations. How can it be both helpful and harmful ?
11. Explain the use of training and development as HR tools in managing organizational change.

P.T.O.



SECTION – C

12. Compulsory (Case study) :

(1×15=15)

StarTech Solutions, a fast-growing IT services company, recently noticed a dip in employee engagement and a rise in project delays. After conducting an internal audit, the management realized that the root cause was ineffective communication across departments. Despite having skilled managers and employees, the lack of timely information sharing and unclear task allocation created confusion and slowed down progress.

The organization traditionally relied on emails and formal meetings as its primary methods of communication. However, as the company grew, these methods became inefficient. StarTech adopted new tools like Microsoft Teams for real-time chat, video conferencing and collaborative document sharing. Project management platforms like Trello and Asana were introduced to streamline task assignments and tracking.

While formal tools helped structure communication, the company noticed that informal chats among employees – like coffee break discussions and team WhatsApp groups – were also playing a crucial role. These informal channels allowed quicker sharing of minor updates, team bonding, and instant problem-solving, which formal channels often missed. Management acknowledged this and began encouraging open and informal exchanges in controlled ways.

To ensure the balance between formal and informal communication, HR introduced a monthly “Open Mic” session where employees could speak freely about work-related concerns or suggestions. The leadership also initiated a “Communication Champions” program, where representatives from each department gathered feedback to improve internal communication continuously. These efforts soon resulted in higher collaboration, quicker decisions, and a more motivated workforce.

Questions :

- a) What were the primary communication problems faced by StarTech Solutions, and how did they impact the company ?
- b) What formal and informal communication methods did StarTech implement, and how did they complement each other ?
- c) How did StarTech use HR initiatives to improve communication, and what were the results ?