

## INDIRA UNIVERSITY, PUNE

## SCHOOL OF BUSINESS- MBA

Term End Examination (2025 Pattern) December – 2025 - Semester – I

**Subject Name: Organizational Behaviour & Human  
Resource Management**  
**Subject Code: 25MBA102**

**Max. Marks: 25**  
**Time: 1:30 Hours**

CO #	Cognitive Ability	Course Outcome
CO3	Apply	Apply concepts of individual and group behaviour to shape employee behaviour at workplace.
CO4	Analyze	Examine Individual traits and Group Behaviors as determinants of organizational behaviour
CO5	Evaluate	Appraise concepts of People management for organizational effectiveness.
CO6	Create	Compile practices prevalent in organizations for people management.

Q1.	<p><b>Attempt any one of the question (5 Marks)</b></p> <p>I. What steps can be taken to identify and fix the reasons why employees are not motivated to change their behavior?</p> <p>II. Apply the model to a situation where a manager scolds an employee for a mistake. How can both shift their communication to an Adult–Adult level for a more productive conversation?</p>	CO3
Q.2	<p><b>Attempt any one of the question (5 Marks)</b></p> <p>I. XYZ Corporation is facing high turnover among its software engineers despite offering competitive pay. Employee surveys reveal low job satisfaction and engagement. Applying job design techniques, explain how XYZ Corporation can redesign jobs to enhance satisfaction, motivation, and retention.</p> <p>II. Analyze the different learning styles and evaluate their relevance in a corporate setting. As the Learning and Development lead at Wipro, assess how these styles can influence the design and delivery of effective training programs, providing examples of their application in practice</p>	CO4
Q.3	<p><b>Attempt any one of the question (5 Marks)</b></p> <p>I. An organization updates a set of roles after a merger. What criteria would you use to judge whether the new descriptions match employee capabilities and organizational needs?</p>	CO5

	<p>II. An organisation conducts HR planning only when a vacancy arises, instead of forecasting manpower needs in advance. Criticize how this reactive approach impacts workforce readiness and justify the importance of proactive HRP.</p>	
<p>Q.4</p>	<p><b>Read the Case Study and answer the following questions (10 Marks)</b></p> <p>MindBrains India is a mobile app development company in Bengaluru that started three years ago with just five friends working from a small office. Today, the company has grown to eighty employees and has moved to a larger office space. The founders are excited about this growth, but they are also worried about some problems that have emerged. Amit, one of the co-founders, has noticed that many new employees are leaving within six months of joining. When he speaks to them before they leave, they tell him similar things. They say the work is boring because they do the same small tasks every day. For example, some developers only test apps, while others only design screens. Nobody gets to work on a complete app from start to finish. Many employees also mention that they never meet clients or understand how their work helps customers. The company is also finding it hard to hire new people. When candidates come for interviews, they ask about learning opportunities and career growth. MindBrains does not have clear answers to these questions because the founders have been so busy with business growth that they have not thought much about how to organize work or help employees develop their skills. Last month, one of their best developers, Priya, resigned to join a competitor. She told Amit that even though MindBrains pays well, she felt like she was just a small part of a machine and could not see herself growing in the company. This resignation worried Amit because Priya was exactly the kind of talented person they need to keep. The founders have realized they need to rethink how work is organized at MindBrains and how they bring new people into the company. They want to create an environment where employees feel engaged and excited about their work, and where talented people want to stay and grow with the company.</p> <p>a) Suggest ways to redesign how work is organized at MindBrains so that employees find their jobs more interesting and meaningful. Explain at least three specific changes you would recommend and why these changes would help solve the problems described in the case. <b>(5 Marks)</b></p> <p>b) Create a simple plan for how MindBrains should welcome new employees. <b>(5 Marks)</b></p>	<p>CO6</p>

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