



## Model Question Paper

### First Semester MBA Degree Examination, 2023-24

### Principles of Management & Organisational Behaviour

**Time: 3 Hours**

**Max. Marks: 100**

*Note: 1. Answer any FOUR full questions from Q1 to Q7.*

*2. Question No. 8 is compulsory.*

*3. M: Marks, L: RBT (Revised Bloom's Taxonomy) level, C: Course outcomes.*

		M	L	C	
Q1	a.	As a manager how would you utilize various management principles, such as planning, organizing, leading, and controlling, to navigate potential challenges and achieve project objectives.	03	L3	CO1
	b.	You've been appointed as the HR manager of a rapidly growing tech startup. How would you leverage your understanding of managerial roles, skills, and competencies to retain top talent in a competitive market?	07	L3	CO1
	c.	You are assigned with leading a cross-functional team to implement a new project management system in your organization. How would you apply the concept of levels of management to ensure effective communication, coordination, and alignment of goals between top management, middle management, and front-line employees throughout the project?	10	L3	CO1
Q2	a.	Imagine you're the CEO of a multinational corporation. How would you differentiate between administration and management in your organization, ensuring that both functions complement each other effectively to achieve organizational goals?	03	L3	CO1
	b.	As a strategic consultant, you've been hired by a traditional brick-and-mortar retailer looking to adapt to recent trends in management. How would you advise the company's leadership team to embrace technological innovations, implement agile methodologies, and foster a culture of continuous learning and innovation to thrive in today's dynamic business environment?	07	L3	CO2
	c.	As a middle manager in a manufacturing company, how you would apply Henri Fayol's 14 principles of management to improve operational efficiency.	10	L3	CO1
Q3	a.	As a leader in the context of the ongoing organizational transformation, how can you leverage transformational leadership principles to inspire innovation and drive change initiatives?	03	L3	CO2
	b.	In the context of controlling the event, outline the steps you would take to monitor progress, identify deviations from the plan, and take corrective actions to ensure the event stays on track and meets its goals.	07	L3	CO2
	c.	As a management consultant, by considering the manufacturing industry's competitive landscape and the company's strategic objectives, which planning tools and techniques would you recommend for managers to employ in their	10	L3	CO2

		decision-making processes? How do these tools facilitate effective resource allocation, risk mitigation, and performance improvement within the organization?			
Q4	a.	As a leader in charge of the event, how would you strike a balance between centralization and decentralization of authority to empower team members while maintaining overall control and coordination?	03	L3	CO2
	b.	As a team leader organizing a departmental event, how would you apply the process of planning to ensure the event's success, considering the various types of plans available and selecting the most appropriate ones for each aspect of the event?	07	L3	CO2
	c.	You are a team leader in a fast-paced marketing agency, and your team has been experiencing high levels of stress due to tight deadlines and demanding client expectations. Several team members have reported feeling overwhelmed and burnt out. Apply principles from the Circumplex Model of Emotion and analyse the emotional state of your team members.	10	L4	CO3
Q5	a.	As a manager, you're introducing a new organizational change initiative aimed at improving efficiency and workflow processes. How would you apply the theory of planned behavior to understand employees' attitudes towards the change, identify potential sources of resistance, and devise strategies to promote acceptance and adoption of the change?	03	L3	CO2
	b.	Imagine you're a team leader in a tech startup. How would you apply the MARS Model of individual behavior to understand and improve the performance of team members, considering the interplay between motivation, ability, role perception, and situational factors?	07	L3	CO2
	c.	As a manager, you notice a significant difference in the individual behaviors of two employees working on the same project. Analyse their personality traits, and how might these traits influence their performance and interactions within the organization by using Big Five personality model.	10	L4	CO3
Q6	a.	You are a management consultant asked with advising a manufacturing company on improving organizational behavior to enhance productivity and employee satisfaction. Based on the manufacturing company's objectives, apply the approach which you believe would be most appropriate in fostering a culture of innovation, collaboration, and adaptability?	03	L3	CO2
	b.	You're a human resources manager at a large financial services firm, assigned with conducting a workshop on workplace attitudes and their impact on employee behavior and organizational outcomes. Considering the diverse workforce within the financial services firm, could you elaborate on the different types of attitudes commonly observed in the workplace and their underlying drivers? Analyse how attitudes such as job satisfaction, organizational commitment, and employee engagement influence individual performance and overall organizational effectiveness?	07	L4	CO3
	c.	You are a newly appointed manager at a software development company. Your team consists of developers, designers, and project managers who work in different groups. During a recent meeting, you noticed some friction between the developers and designers, affecting project collaboration. How would you analyse and communicate the concept of group dynamics to your team, and	10	L4	CO3

		what strategies would you suggest to improve intergroup relationships?			
Q7	a.	Imagine you are managing a team consists of members from different departments and cultural backgrounds, and they are asked with developing a new product within a tight deadline. You notice that the team is experiencing conflicts and communication issues, which are affecting their performance and morale. Analyse the current situation of your team using the concepts of group characteristics, model and group dynamics. What strategies would you implement to address the issues and enhance team performance and cohesion?	03	L4	CO3
	b.	You are a newly appointed manager at a marketing firm, asked with selecting a candidate for a key managerial position within your department. As you review the resumes and conduct interviews, you become aware of the various perceptual processes and factors influencing your decision-making. Pvide a detailed analysis of each aspect, drawing on relevant theories and concepts related to perception and decision-making.	07	L3	CO2
	c.	You are a consultant asked with improving employee motivation and engagement at a struggling tech startup, TechGenius. The company has been experiencing high turnover rates and declining productivity due to a lack of motivation among employees. As part of your consultancy role, you need to apply your understanding of motivation theories to develop a comprehensive strategy for strengthen motivation and fostering a positive work environment at TechGenius. Analyse the current state of motivation at TechGenius based on the cycle of motivation theory and also analyse the potential factors contributing to low motivation levels among employees.	10	L4	CO3
Q8	a.	<p><b><u>CASE STUDY (Compulsory)</u></b></p> <p>The Excelsior Department Store had a large department that employed six sales clerks. Most of these clerks were loyal and faithful employees who had worked in the department store more than 10 years. They formed a closely knit social group.</p> <p>The store embarked on an expansion program requiring four new clerks to be hired in the department within six months. These newcomers soon learned that the old-timers took the desirable times for coffee breaks, leaving the most undesirable periods for new-comers. The old-time clerks also received priority from the old-time cashier, which required the new-comers to wait in line at the cash register until the old-timers had their sales recorded. A number of customers complained to store management about this practice.</p> <p>In addition, the old-timers frequently instructed new-comers to straighten merchandise in the stockroom and to clean displays on the sales floor, although</p> <p>This work was just as much a responsibility of the old-timers. The result was that old-timers had more time to make sales and new-comers had less time. Since commissions were paid on sales, the new-comers complained to the department manager about this practice.</p> <p>Questions:</p>	20	L4	CO3

	Analyse how the informal organisation is involved in this case? (10 marks) Assume you are a manager of the department, what would you do about each of the practices? (10marks)			
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