MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust®, Mangalore)
Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi
Accredited by NAAC with A+ Grade & ISO 9001:2015 Certified Institution

Model Question Paper

First Semester MBA Degree Examination, 2025-26

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.	Compare different level of management.	03	L2	CO1
	b.	You've been appointed as the HR manager of a rapidly growing tech startup. Apply your understanding of managerial roles, skills, and competencies to retain top talent in a competitive market?	07	L3	CO2
	c.	A manager assigns tasks to a group expecting high performance. However, members work individually without coordination. Apply group versus team concepts to explain the problem.	10	L3	CO4
Q2	a.	Outline the various types of plans.	03	L2	CO1
	b.	A customer service executive meets performance targets but shows low motivation and frequent absenteeism. Apply the MARS Model to diagnose the factors affecting his behaviour and performance.	07	L3	CO3
	c.	As a middle level manager in a manufacturing company, how you would apply Henri Fayol's 14 principles of management to improve operational efficiency.	10	L3	CO2
Q3	a.	Compare contingency and systems approach to organizational behaviour.	03	L2	CO1
	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.	Two employees react differently to the same performance feedback from their manager. Apply the perceptual process model to explain the difference in their reactions and decisions	10	L3	CO3
Q4	a.	Outline the various types values	03	L2	CO1
	b.	As a team leader organizing a departmental event, how would you apply the process of planning to ensure the event's success?	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	L3	CO4

	a.	Compare group & team in organisational behaviour	03	L2	CO1
Q5	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	CO3
	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 these traits might influence their performance and interactions within the organization by using Big Five personality model.	10	L3	CO3
6	a.	Outline the strategies for creating effective team in the organization	03	L2	CO1
	b.	A firm assigns employees to projects while they continue reporting to functional managers. Workers experience role conflict and dual authority. Apply the matrix organisational structure to analyse this problem.	07	L3	CO2
	c.	An organisation wants to improve collaboration among employees. Conflicts and poor communication are affecting productivity. Apply team-building strategies to suggest improvements.	07	L3	CO3
Q7	a.	Outline the strategies to manage stress in the workplace.	03	L2	CO1
	b.	A manager believes that young employees lack commitment to work. Based on this belief, he avoids assigning them important responsibilities. Apply attitude–behaviour concepts to assess this situation.	07	L3	CO4
	c.	You are assigned with leading a cross-functional team to implement a new project management system in your organization. Apply the concept of levels of management to ensure effective communication, coordination, and alignment of goals between various levels of management throughout the project?	10	L3	CO1
Q8	a.	**CASE STUDY (Compulsory)** Vertex Engineering Ltd. recently adopted a project-based approach by forming cross-functional teams to execute large infrastructure projects. Each team includes members from design, production, quality, finance, and HR departments and is expected to meet strict timelines. However, team members are unclear about their roles and responsibilities, leading to duplication of work and frequent disagreements. Informal sub-groups have emerged based on departmental background and personal relationships, which strongly influence communication and decision-making within the teams. As the projects progress, managers observe poor coordination, low trust, and ineffective communication among members. Some employees prefer working individually rather than collaborating, while others show withdrawal behaviour during meetings. The teams fail to achieve synergy, deadlines are often missed, and overall performance remains below expectations. Top management wants to diagnose the group and team-related issues and introduce measures to create effective teams.	20	L3	CO5

Questions:

1) Apply the classification of groups and models of group development to identify the type of groups formed and the current stage of development of these teams (10 marks)

2) Apply team characteristics, stages of team development, the Model of Team Effectiveness, and methods for creating effective teams. (10marks)

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