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MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust®, Mangalore)
Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi
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Model Question Paper

First Semester MBA Degree Examination, 2026-27

Principles of Management & Organizational 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.	Differentiate between Administration and Management.	03	L2	CO1
	b.	A growing company appoints managers at different levels, relate managerial roles, skills and competencies to their responsibilities.	07	L3	CO1
	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	CO5
Q2	a.	Outline the various types of planning in management.	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.	A company experiences declining productivity due to poor management practices; relate Fayol's 14 principles to the situation.	10	L3	CO1
Q3	a.	Explain the significance of the term management.	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.	Summarize the various types of values in management.	03	L2	CO1
	b.	As a team leader organizing a departmental event, 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 analyze the emotional state of your team members.	10	L3	CO4
Q5	a.	Differentiate between a Group and a Team in Organizational Behaviour.	03	L2	CO1
	b.	Suggest suitable stress-management techniques that a telecom company can implement to reduce employee stress and protect their mental well-being.	07	L3	CO3
	c.	A company experiences differences in employee performance, cooperation and adaptability. Apply and analyze how the Big Five personality traits can help managers understand workplace behavior.	10	L3	CO4

Q6	a.	Distinguish between Centralization and Decentralization of Authority in Management.	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 organizational structure to analyze this problem.	07	L3	CO2
	c.	Employees complain about inadequate pay, limited career growth and lack of recognition. Apply Maslow's hierarchy of needs to suggest appropriate motivational measures.	10	L3	CO4
Q7	a.	Illustrate four stress management techniques.	03	L2	CO1
	b.	A manager supervises too many employees and struggles to monitor their performance. Explain span of control and the factors affecting it.	07	L2	CO2
	c.	A student project team experiences personality clashes, poor communication and missed deadlines. Apply the stages of team development and recommend strategies for creating an effective team.	10	L3	CO5
Q8		**CASE STUDY (Compulsory)** Nexora Technologies is a mid-sized IT services company with 1,800 employees who work in project teams for overseas clients. Over the last two years, the company has noticed rising absenteeism, falling code quality and an attrition rate of 28%. Exit interviews revealed that employees felt exhausted by round-the-clock client calls, tight delivery deadlines and constant rework, and that many hesitated to speak to their managers about their mental health. To address the problem, the HR head introduced an AI-based wellbeing platform. The platform analyses work patterns such as login hours, meeting load and leave records, and uses a chatbot for anonymous check-ins to flag employees at risk of burnout. Managers receive a weekly dashboard showing team-level stress scores, and flagged employees are offered counselling sessions, flexible schedules and mindfulness programmes. The response was mixed. Many young employees found the chatbot convenient and used it regularly. However, several senior employees believed that the company was 'spying' on them and that high stress scores would harm their appraisals, so they either avoided the platform or gave false answers. Some managers began to treat the stress score as a performance indicator rather than as a support tool. After six months, stress levels had dropped slightly in a few teams, but overall attrition remained high.	7	L3	CO3
	b.	Identify the types and causes of stress among the employees of Nexora Technologies.	7	L3	CO3
	c.	Assume you are the HR head. Examine the strengths and limitations of the platform in managing stress and mental health, and state what corrective steps you would take. Examine how differences in employees' perception and attitude influenced the acceptance of the AI-based wellbeing platform.	6	L3	CO3

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