

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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First Semester MBA Degree Examinations, April 2025

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**Duration: 3 hrs****Max. Marks: 100****Note:** 1. Answer any **FOUR** full questions from Question No. 1 to 7.

2. Question No. 8 is compulsory

3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1	a. Define organizational behaviour.	03	(1:1:1)
	b. Contrast the difference between manager & leader.	07	(2:3:3)
	c. Explain the contemporary issues in management.	10	(2:1:1)
2.	a. List out the types of plans with suitable examples.	03	(1:2:2)
	b. Explain the steps in controlling process.	07	(2:2:2)
	c. Explain in briefly the key concepts of organisation behaviour in global context.	10	(3:3:4)
3.	a. What is controlling?	03	(1:2:2)
	b. Illustrate Maslow's hierarchy of needs.	07	(3:3:3)
	c. Discuss the 14 principles of management	10	(2:1:1)
4.	a. Explain out the process of perception.	03	(1:3:3)
	b. State the important types of Individual behaviour.	07	(2:3:3)
	c. Explain in briefly the circumplex model of emotion.	10	(2:3:3)
5	a. Define personality & its features.	03	(2:5:5)
	b. Illustrate the stages of teams.	07	(3:4:4)
	c. Explain the elements of organisational culture.	10	(2:5:4)
6.	a. What is power & politics in organizational context?	03	(3:5:4)
	b. Illustrate the traits of personality.	07	(3:3:3)
	c. Explain the importance of organisational culture.	10	(2:4:4)
7.	a. What is team?	03	(1:5:5)
	b. Explain the effectiveness & advantages of teams.	07	(2:5:5)
	c. Explain in briefly the approaches to understanding and managing organizational culture.	10	(2:5:4)

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

Case Study

In recent years, Tech Corp, a technology consulting company, has focused heavily on leveraging teams to improve innovation, productivity, and employee satisfaction. The company has undergone significant transformation, shifting from a hierarchical structure to one that emphasizes self-managed teams, autonomy, and collaboration. Tech Corp has a diverse range of departments, including software development, business analysis, marketing, and sales. Each department has its own teams, but the company also utilizes cross-functional teams to work on larger projects, often involving members from different departments. The primary goal of this shift was to reduce communication barriers and foster an environment where employees could collaborate more freely to solve complex problems.

However, after two years of implementing this model, Tech Corp's leadership noticed mixed results. Some teams were excelling and exceeding performance expectations, while others were struggling with coordination, accountability, and decision-making. There was also a growing concern about team burnout, as employees were sometimes juggling multiple team responsibilities simultaneously. To address these issues, Tech Corp decided to analyse their teams' dynamics and challenges, with the goal of identifying best practices and addressing gaps. They conducted interviews, surveys, and reviewed team performance metrics to gain deeper insights into how their teams functioned. High-performing teams were often composed of individuals with complementary skills and clear roles, while struggling teams tended to have overlapping responsibilities, leading to confusion about who should take the lead on tasks. Teams that had regular, structured communication (weekly check-ins, clear agendas, and defined goals) reported higher satisfaction and productivity. On the other hand, teams with sporadic or unstructured communication often faced misunderstandings and delays.

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| a. | What are the key elements of effective team communication, and how can Tech Corp improve communication within its teams? | 10 | (3:4:5) |
| b. | What strategies can Tech Corp implement to reduce employee burnout, particularly for those involved in cross-functional teams? | 10 | (4:4:5) |

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