## I MBA - I Semester - Regular Examinations DECEMBER 2024

## MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

**Duration: 3 Hours** 

Note: 1. This question paper contains two Parts: Part-A and Part-B.

- 2. Part-A contains 5 essay questions with an internal choice from each unit. Each Question carries 12 marks.
- 3. Part-B contains one Case Study for 10 Marks.
- 4. All parts of Question paper must be answered in one place

BL – Blooms Level

## PART - A

			BL	CO	Max.		
			DL		Marks		
		<u>UNIT – I</u>					
1.	a)	Analyze the significance of management functions such as planning, organizing, and controlling in a rapidly changing business environment.	L4	CO1	6 M		
	b)	Evaluate how managers can overcome challenges related to managing contemporary organizations.	L5	CO1	6 M		
OR							
2.	a)	Apply FW Taylor's principles of scientific management in the context of a modern service-oriented organization.	L3	CO1	6 M		
	b)	Evaluate the applicability of Taylor's methods in today's technology-driven work environments.	L5	CO1	6 M		

Max. Marks: 70

CO – Course Outcome

		<u>UNIT – II</u>			
3.	a)	Analyze the factors determining an effective span of management within a growing organization.	L4	CO2	6 M
	b)	Evaluate the advantages and disadvantages of decentralization for large multinational corporations.	L5	CO2	6 M
		OR		•	
4.	a)	Apply the delegation process to a managerial scenario where leaders must delegate tasks effectively in a fast-paced environment.	L5	CO2	6 M
	b)	Evaluate how the success of delegation impacts overall organizational performance.	L3	CO2	6 M
		<u>UNIT-III</u>		1	
5.	a)	Analyze the importance of staffing as a key managerial function in organizational development.	L4	CO3	6 M
	b)	Evaluate how effective staffing can influence an organization's ability to meet its strategic goals.	L5	CO3	6 M
		OR			
6.	a)	Apply the principles of controlling to a business situation where performance gaps are identified.	L3	CO3	6 M
	b)	Evaluate the effectiveness of different control methods in ensuring organizational success.	L5	CO3	6 M
		<u>UNIT – IV</u>			
7.	a)	Analyze how organizational behavior contributes to the overall effectiveness of an organization.	L4	CO4	6 M

1				
b)				
	(e.g., psychology, sociology) in understanding	L5	CO4	6 M
	and shaping organizational behavior.			
	OR			
a)	Identify the various steps involved in the	13	CO4	6 M
	process of Perception.	LJ	04	U IVI
b)	Evaluate how leadership styles influence group	15	CO4	6 M
	dynamics within a project team.	LJ	C04	0 IVI
	<u>UNIT – V</u>			
a)	Analyze the need for change in organizations	L4	CO5	6 M
	undergoing a digital transformation.			
b)	Evaluate the role of organizational development	15	CO5	6 M
	in facilitating successful change management.	LJ	005	0 IVI
	OR			
a)	Apply the process of organizational			
	development to improve the efficiency of an	L3	CO5	6 M
	underperforming department.			
b)	Evaluate how resistance to change can be			
	managed effectively through strategic	L5	CO5	6 M
	leadership.			
	a) b) a) a)	<ul> <li>(e.g., psychology, sociology) in understanding and shaping organizational behavior.</li> <li>OR</li> <li>a) Identify the various steps involved in the process of Perception.</li> <li>b) Evaluate how leadership styles influence group dynamics within a project team.</li> <li>UNIT – V</li> <li>a) Analyze the need for change in organizations undergoing a digital transformation.</li> <li>b) Evaluate the role of organizational development in facilitating successful change management.</li> <li>OR</li> <li>a) Apply the process of organizational development to improve the efficiency of an underperforming department.</li> <li>b) Evaluate how resistance to change can be managed effectively through strategic</li> </ul>	(e.g., psychology, sociology) in understanding and shaping organizational behavior.L5ORa) Identify the various steps involved in the process of Perception.L3b) Evaluate how leadership styles influence group dynamics within a project team.L5UNIT – Va) Analyze the need for change in organizations undergoing a digital transformation.L4b) Evaluate the role of organizational development in facilitating successful change management.L5ORa) Apply the process of organizational development to improve the efficiency of an underperforming department.L3b) Evaluate how resistance to change can be managed effectively through strategicL5	(e.g., psychology, sociology) in understanding and shaping organizational behavior.L5CO4ORa)Identify the various steps involved in the process of Perception.L3CO4b)Evaluate how leadership styles influence group dynamics within a project team.L5CO4UNIT – Va)Analyze the need for change in organizations undergoing a digital transformation.L4CO5b)Evaluate the role of organizational development in facilitating successful change management.L5CO5ORa)Apply the process of organizational development in facilitating department.L3CO5ORa)Apply the process of organizational development to improve the efficiency of an underperforming department.L3CO5b)Evaluate how resistance to change can be managed effectively through strategicL5CO5

## PART – B

	CASE STUDY	BL	СО	Max. Marks
11.	Resolving Team Conflict in a Marketing Agency	L4	CO4	10 M
	Background			
	In a bustling marketing agency, a team of creative			
	professionals is working on a high-stakes advertising			
	campaign for a major client. The team includes individuals			
	with diverse skills, ranging from graphic design and			

<ul> <li>copywriting to digital marketing. As the project progresses, conflicts arise that threaten the project's success.</li> <li>Key Players <ol> <li>Sarah (Project Manager): Task-oriented, deadline-driven and values efficiency.</li> <li>Alex (Graphic Designer): Creative, perfectionist and prefers a meticulous design approach.</li> <li>Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> </ol> </li> <li>Conflict Scenario <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li>Questions <ul> <li>What specific factors contributed to the conflict during the brainstorming session?</li> <li>How did the diverse skills and perspectives of team members lead to the disagreement?</li> </ul> </li> </ul>			
<ul> <li>Key Players <ol> <li>Sarah (Project Manager): Task-oriented, deadline-driven and values efficiency.</li> <li>Alex (Graphic Designer): Creative, perfectionist and prefers a meticulous design approach.</li> <li>Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> </ol> </li> <li>Conflict Scenario <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li>Questions <ul> <li>What specific factors contributed to the conflict during the brainstorming session?</li> <li>How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	copywriting to digital marketing. As the project progresses,		
<ol> <li>Sarah (Project Manager): Task-oriented, deadline-driven and values efficiency.</li> <li>Alex (Graphic Designer): Creative, perfectionist and prefers a meticulous design approach.</li> <li>Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li>Conflict Scenario         <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data- driven strategies to maximize online engagement.</li> <li>Questions</li></ul></li></ol>	conflicts arise that threaten the project's success.		
<ul> <li>and values efficiency.</li> <li>2. Alex (Graphic Designer): Creative, perfectionist and prefers a meticulous design approach.</li> <li>3. Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>4. Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li>Conflict Scenario</li> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	Key Players		
<ul> <li>2. Alex (Graphic Designer): Creative, perfectionist and prefers a meticulous design approach.</li> <li>3. Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>4. Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li>Conflict Scenario <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	1. Sarah (Project Manager): Task-oriented, deadline-driven		
<ul> <li>prefers a meticulous design approach.</li> <li>Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li><b>Conflict Scenario</b> <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li><b>Questions</b> <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	and values efficiency.		
<ul> <li>3. Jordan (Copywriter): Wordsmith, imaginative and values storytelling in content.</li> <li>4. Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li>Conflict Scenario <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	2. Alex (Graphic Designer): Creative, perfectionist and		
<ul> <li>storytelling in content.</li> <li>4. Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li><b>Conflict Scenario</b> <ul> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> </ul> </li> <li><b>Questions</b> <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	prefers a meticulous design approach.		
<ul> <li>4. Taylor (Digital Marketer): Analytical, data-driven and emphasizes measurable results.</li> <li>Conflict Scenario</li> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	3. Jordan (Copywriter): Wordsmith, imaginative and values		
<ul> <li>emphasizes measurable results.</li> <li>Conflict Scenario</li> <li>A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	storytelling in content.		
Conflict ScenarioA disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data- driven strategies to maximize online engagement.Questions a) What specific factors contributed to the conflict during the brainstorming session? b) How did the diverse skills and perspectives of team	4. Taylor (Digital Marketer): Analytical, data-driven and		
A disagreement emerges during a brainstorming session for the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data- driven strategies to maximize online engagement. <b>Questions</b> a) What specific factors contributed to the conflict during the brainstorming session? b) How did the diverse skills and perspectives of team	emphasizes measurable results.		
<ul> <li>the campaign. Sarah wants a streamlined and visually impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	Conflict Scenario		
<ul> <li>impactful approach, pushing for concise messaging. Alex, the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	A disagreement emerges during a brainstorming session for		
<ul> <li>the graphic designer, insists on more intricate designs that align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	the campaign. Sarah wants a streamlined and visually		
<ul> <li>align with the client's aesthetic preferences. Jordan, the copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	impactful approach, pushing for concise messaging. Alex,		
<ul> <li>copywriter, emphasizes the importance of a compelling narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	the graphic designer, insists on more intricate designs that		
<ul> <li>narrative, while Taylor, the digital marketer, wants data-driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	align with the client's aesthetic preferences. Jordan, the		
<ul> <li>driven strategies to maximize online engagement.</li> <li>Questions <ul> <li>a) What specific factors contributed to the conflict during the brainstorming session?</li> <li>b) How did the diverse skills and perspectives of team</li> </ul> </li> </ul>	copywriter, emphasizes the importance of a compelling		
Questionsa) What specific factors contributed to the conflict during the brainstorming session?b) How did the diverse skills and perspectives of team	narrative, while Taylor, the digital marketer, wants data-		
<ul><li>a) What specific factors contributed to the conflict during the brainstorming session?</li><li>b) How did the diverse skills and perspectives of team</li></ul>	driven strategies to maximize online engagement.		
<ul><li>the brainstorming session?</li><li>b) How did the diverse skills and perspectives of team</li></ul>	Questions		
b) How did the diverse skills and perspectives of team	a) What specific factors contributed to the conflict during		
	the brainstorming session?		
members lead to the disagreement?	b) How did the diverse skills and perspectives of team		
	members lead to the disagreement?		
c) What are the steps to overcome the conflict in a Team?	c) What are the steps to overcome the conflict in a Team?		