100209

62201

I Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Management and Organizational Behaviour

(CBCS Scheme 2019 Onwards)

Paper : 1.1

ACHARYA INSTITUTE OF GRADUATE STUDIES
LIBRARY
Date:
BANGALORE-107

Time : 3 Hours Maximum Marks : 70

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks.

(5×5=25)

1. Explain why management is considered both a science and an art with suitable examples.
2. Identify the determinants of organizational design and explain their influence on structure.
3. Discuss the factors influencing individual perception in organizations.
4. Explain the foundation of individual behaviour in detail.
5. How does team building and team effectiveness contribute to organizational development?
6. Define social loafing and explain how managers can prevent it in teams.
7. Differentiate between leadership and management with suitable workplace examples.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks.

(3×10=30)

8. Examine the evolution of management thought and evaluate its relevance to modern organizations.
9. Evaluate major leadership theories (Trait, Contingency, Transformational, Path-Goal) and discuss their applicability in managing organizational change.
10. Critically analyse the relationship between personality, values, and emotions and their impact on job performance.
11. Discuss the Nature of Motivation and its managerial issues and challenges in motivation.

[P.T.O.

SECTION - C

12. Compulsory Case Study : **(1×15=15)**

Priya was recently promoted to the role of team leader in a fast-growing IT services company. Known for her technical expertise, she now supervises a team of ten employees working under tight deadlines and high client expectations. Over the past few months, she has noticed growing tension within the team.

Rahul, one of the senior developers, often reacts defensively to feedback and displays visible frustration during meetings. Meena, a new recruit, rarely participates in discussions and appears anxious when assigned challenging tasks. Meanwhile, two team members have begun avoiding collaboration due to interpersonal misunderstandings that escalated after an emotionally charged email exchange.

Priya herself feels overwhelmed. She experiences stress due to workload pressures and struggles to maintain composure when conflicts arise. Although she wants to maintain professionalism, her frustration sometimes shows in her tone, which further discourages open communication.

Recently, project deadlines were missed, and employee morale has declined. The HR department suggested that Priya should focus on understanding emotional dynamics within the team to improve performance and relationships.

Questions:

a) Identify the emotional issues present in the case and explain their impact on individual and team performance.

b) How do emotional intelligence and emotional regulation influence workplace relationships in this situation?

c) What strategies can Priya adopt to manage her own emotions and handle the team's emotional challenges effectively?

d) Recommend organizational practices that can help create a positive emotional climate and improve employee well-being and productivity.