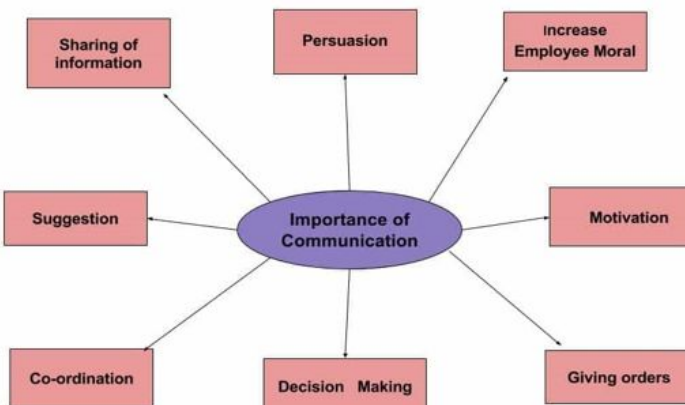
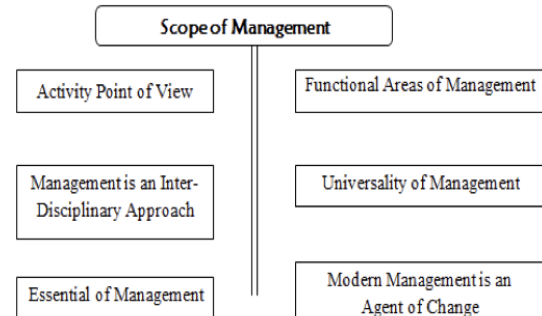


**Answer Key (Internal Assessment Test - I)**

Sub:	Management & Organizational Behavior	Code:	20MBA11
Date:	16/03/22	Duration:	90 mins
		Max Marks:	50
		Sem:	I
		Branch:	MBA

		Marks	OBE	
			CO	RBT
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>				
1 (a)	<p>Define management and discuss its importance.</p> <p>Ivancerich, Donnelly and Gibson, defines the term management as “the process undertaken by one or more persons to coordinate the activities of other persons to achieve results not attainable by any one person acting alone.”</p> <div style="text-align: center;">  </div>	[03]	CO2	L1
(b)	<p>Briefly discuss the scope of management.</p> <p><b>Scope of Management</b></p> <div style="text-align: center;">  </div>	[07]	CO2	L2

	<p>(c) Briefly discuss the recent trends in management.</p> <p>Recent Trends in Management</p> <ul style="list-style-type: none"> <li>● Remote Workers</li> <li>● Video Marketing</li> <li>● Artificial Intelligence</li> <li>● Customer-focused Organizations</li> <li>● Outside Consultants</li> <li>● Work-Life Balance</li> <li>● Total Quality Management</li> <li>● Risk Management</li> <li>● Crisis Management</li> <li>● Change Through Management Hierarchy</li> <li>● Concept of Change Management</li> <li>● Global Practices/International Business</li> </ul>			
<p>2 (a)</p>	<p>What do you mean by controlling?</p> <p><b>Controlling:</b></p> <ul style="list-style-type: none"> <li>● After planning, organizing, staffing and directing the various activities, the performance is to be verified in order to know whether the activities are performed in conformity with the plans and objectives or not.</li> <li>● Controlling also involves checking, verifying and comparing actual performance with the plans, identification of deviations, if any and correcting of identified deviations.</li> <li>● Thus, actions and operations are adjusted to predetermined plans and standards through control.</li> <li>● The purpose of control is to ensure the effective operation of an organization by focusing on all resources- human, material, finance and machines.</li> </ul>			

[10]


CO5

L2

[03]

CO2

L1

<p>(b) Explain the qualities and skills of a manager proposed by Henri Fayol. <b>Qualities and skills of a manager</b></p> <ul style="list-style-type: none"> <li>• Physical quality</li> <li>• Mental quality</li> <li>• Moral education</li> <li>• Special knowledge</li> <li>• Experience</li> </ul>	<p>[07]</p>	<p>CO2</p>	<p>L2</p>
<p>(c) Briefly discuss the Neo-classical theories of management. <b>Neo-classical theories of management</b></p> <ul style="list-style-type: none"> <li>• Also known as “Behavioral science approach to modifying and improving the classical theory”.</li> <li>• Neoclassical theory gives importance to human and social aspects of the worker and his relations in the organization.</li> </ul> <p><b>Elements of Neoclassical theory</b></p> <ul style="list-style-type: none"> <li>• Hawthorne Experiment</li> <li>• Human Relations Management</li> <li>• Behavioral science approach</li> </ul>	<p>[10]</p>	<p>CO2</p>	<p>L2</p>
<p>3 (a) Define planning and discuss its nature. Planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their organization and forecast future conditions.</p> 	<p>[03]</p>	<p>CO2</p>	<p>L1</p>
<p>(b) Define MBO and discuss the process of MBO.</p>	<p>[07]</p>	<p>CO2</p>	<p>L2</p>

Management by objectives (MBO) is a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees. According to the theory, having a say in goal setting and action plans encourages participation and commitment among employees, as well as aligning objectives across the organization.

[10]

CO2

L2



(c) Briefly discuss different types of organization structure.

Organization structures can be broadly classified into the following types:

- Line Organization structure.
- Functional Organization structure.
- Line and staff Organization structure.
- Matrix Organization structure.
- Committee Organization structure.

**Part B - Compulsory (01\*10=10 marks)**

4 Herbert Keliher was the founder and CEO of Southwestern Airlines. He was known as an empathetic and charismatic leader that earned him respect throughout the industry resulting in a profit for 24 consecutive years. Southwest is the 5th largest airline in the United States. During the oil crisis, almost all aircrafts were grounded in the US. But southwestern airlines continued their operations. The employees were so committed to the company that they worked for 6 months without salary during the oil crisis and ensured that the airline was operating. This was possible because of the exemplary managerial skills of Keliher. He knew each and every employee, sent greeting cards on their special occasions, looked after the education of the employees children, was like a family member to the employees at south western airline.

In this context state the qualities which should be in a good Manager.

CO1

L1

Course Outcomes		PO 1	PO 2	PO3	PO 4	P O 5
CO1:	Gain practical experience in the field of Management and Organization Behaviour					4
CO2:	Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour	1b,2a, b		1c, 3a		2c,,3 a,b
CO3:	Apply managerial and behaviour knowledge in real world situations. .					
CO4:	Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality.					
CO5	Understand and demonstrate their exposure on recent trends in management.	1a				

Cognitive level	KEYWORDS
L1	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5	grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

**PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities; PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship**

