Answer Key_IAT - 3

Sub:	Management & Organizational Behaviour						Code:		20MBA11	
Date:	17/05/22	Duration:	90 mins	Max Marks:	50	Sem:	I	Branch:		MBA

		Marks	OBE	
			CO	RBT
	Part A - Answer Any Two Full Questions (2* 20 = 40 marks)			
1 (a)	Define "Power"? Power is the ability to influence other people. It refers to the capacity to affect the behaviour of the subordinate with the control of resources. It is an exchange relationship that occurs in transactions between an agent and a target.	[03]	CO4	L1
(b)	Briefly discuss different types of power. 	[07]	CO4	L2
(c)	What are the ways to manage political behavior? 	[10]	CO5	L1

2 (a)	What do you mean by change management?	[03]	CO5	L1

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.

(b)	Briefly discuss the socialization process.	[07]	CO5	L2

Stages in the Socialization Process
Pre arrival
The period of learning prior to a new employee joining the organization

Encounter
The stage at which the new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge

Metamorphosis
The stage at which the new employee changes and adjusts to the work, work group, and organization

(c)	Discuss the relation between stress and performance with the help of a diagram.	[10]	CO4	L2

3 (a)	Explain "Strong versus Weak culture"	[03]	CO5	L2

Strong Culture	Weak Culture
Value widely accepted	Values are embraced by only a handful of people within the organization, usually top management
Culture provides consistent messages of what is important	Culture provides conflicting messages about what matters
Employees can tell the history and heroes of the organization	Employees have little knowledge of the history and heroes of the organization
Employees are strongly identify with the culture	Employees have little concern for their organizational cultural identity
A strong relationship between shared values and behavior among members of an organization	A Weak relationships between shared values and behavior among members of an organization

(b)	Briefly discuss the principles of change management.	[07]	CO5	L2

- At all times involve and seek support from people within system (system = environment, processes, culture, relationships, behaviours, etc., whether personal or organisational).
- Understand where you are / the organisation is at the moment.

- Understand where you want to be, when, why, and what the measures will be required for reaching / getting there.
- Plan development towards above No.3 in appropriate achievable measurable stages.
- Communicate, involve, enable and facilitate involvement of people, as early and openly and as fully as possible.

(c) How do employees learn culture in an organization? [10] CO4 L1
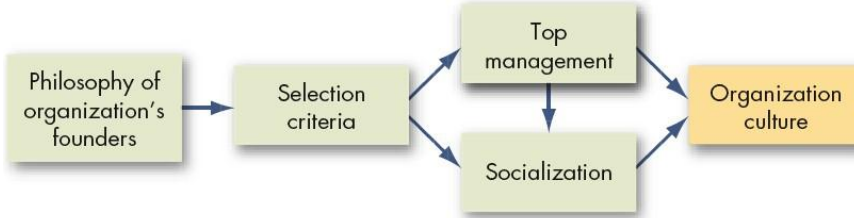
Part B - Compulsory (01*10=10 marks)

4 Mohan Das is a Supervisor of a busy Clerical Section in a Bank since 6 months. He has six clerks under his Supervision, one Senior and five Juniors. Each Junior clerk has different regular banks to perform, allow which interlinked and each of which is understood by the Senior Clerk. Mohan Das Supervises the output of all the staff very closely, that they joke about it to the Senior clerk and complain to each other about Mohan's constant attention. All the clerks complete their day's work between 4:30 p.m. and 5.00 p.m. Mohan on the other hand rarely finished his work before 6:30 p.m. and also has little time for lunch, because he is so busy checking the work of his subordinates as well as completing his own work.

Recently, the section has a bad time, when Mohan was off his work due to illness. The Senior clerk was deputed to Mohan's position, but could not manage the work of the section effectively. On the return of Mohan back to the work, the Manager of the section complained to Mohan regarding the ineffective performance and his inefficient team. The Manager gave a negative feedback about the section and the consequences of the ineffective Management and disorganisation. But Mohan felt he worked hard and could not understand where things went wrong.

Q. Identify the problem in the case and Recommend suitable changes to avoid such situations in the future.

[10] CO3 L4

Course Outcomes		PO1	PO2	PO3	PO4	PO5
CO1:	Gain practical experience in the field of Management and Organization Behaviour					
CO2:	Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour					
CO3:	Apply managerial and behaviour knowledge in real world situations. .				4	

CO	Description				
CO4:	Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality.	1a,b	2c,3c		
CO5	Understand and demonstrate their exposure on recent trends in management.	1c,2a,b	3a,b		

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

CCI   HOD