
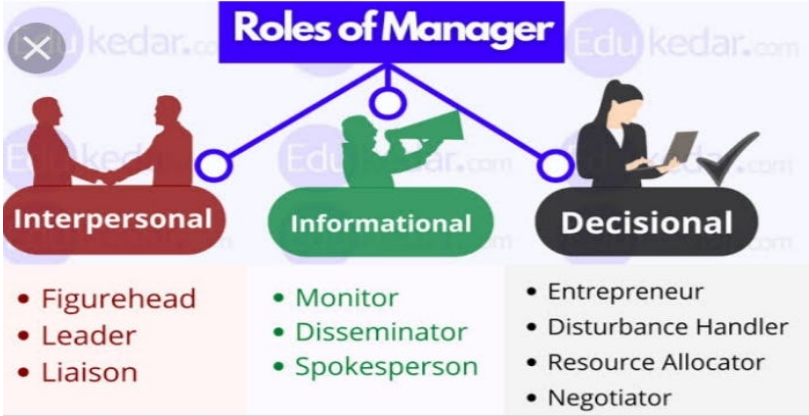


CMR INSTITUTE OF TECHNOLOGY		USN								
Internal Assessment Test - I										
Sub:	Principles of Management and Organization Behavior – SET 2						Code:	22MBA11		
Date:	01-04-2024	Duration:	90 mins	Max Marks:	50	Sem:	I	Branch:	MBA	
								Marks	OBE	
									CO	RBT
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)										
1 (a)	Identify one type of manager responsible for overseeing day-to-day operations. Answer: One type of manager responsible for overseeing day-to-day operations is a "Operations Manager." This individual typically works within an organization to ensure smooth functioning of various processes and activities. They are tasked with coordinating different departments, managing resources efficiently, resolving operational issues, and implementing strategies to improve productivity and efficiency in daily operations.						[03]	CO1	L1	
(b)	How does effective management contribute to organizational success? Provide examples to support your analysis. Answer: Effective management plays a crucial role in contributing to organizational success in several ways: Goal Alignment: Effective managers ensure that the efforts of all employees are aligned with the organization's goals and objectives. By clearly communicating goals and expectations, managers can motivate employees to work towards common objectives. For example, a retail store manager might set sales targets for their team and provide guidance on how to achieve them through effective customer service and product promotion. Resource Optimization: Good management involves efficiently allocating resources such as manpower, finances, and materials to maximize productivity and minimize waste. For instance, a manufacturing plant manager might implement lean manufacturing principles to streamline production processes, reduce costs, and improve efficiency. Conflict Resolution: Managers are responsible for addressing conflicts and resolving issues that arise within the organization. By fostering a positive work environment and promoting open communication, managers can prevent conflicts from escalating and find constructive solutions. An HR manager, for instance, might mediate disputes between employees to maintain a harmonious workplace culture. Performance Management: Effective managers regularly evaluate employee performance, provide feedback, and offer opportunities for development and growth. By recognizing and rewarding high performers, managers can motivate employees to excel and contribute to organizational success. A project manager, for example, might conduct regular performance reviews to assess team members' contributions and identify areas for improvement. Adaptability and Innovation: Good management involves staying agile and adaptable in the face of changing market conditions, technological						[07]	CO2	L2	

	<p>advancements, and other external factors. Managers who encourage creativity and innovation can drive continuous improvement and help the organization stay ahead of the competition. A technology company manager might foster a culture of innovation by encouraging employees to brainstorm new ideas and experiment with emerging technologies.</p> <p>Customer Satisfaction: Effective management focuses on meeting customer needs and delivering high-quality products or services. By emphasizing customer satisfaction and feedback, managers can ensure long-term success and loyalty. For instance, a restaurant manager might train staff to provide excellent service and promptly address customer complaints to enhance the overall dining experience.</p> <p>By implementing sound management practices, organizations can achieve their objectives and thrive in today's competitive business environment.</p>			
<p>(c)</p>	<p>List the various roles of managers and provide an explanation using a diagram.</p> <p>Answer:</p>  <p>Explain all the above in detailed</p>	<p>[10]</p>	<p>CO1</p>	<p>L4</p>
<p>2 (a)</p>	<p>Who is often referred to as the "Father of Scientific Management"? And his major contributions.</p> <p>Answer: FW Taylor is known as Father of Scientific Management</p> <ol style="list-style-type: none"> Science, not rule of thumb Harmony, not discord Co-operation, not individualism Maximum output, in place of restricted output The development of each man to his greatest efficiency and prosperity. 	<p>[03]</p>	<p>CO1</p>	<p>L1</p>
<p>(b)</p>	<p>Critically evaluate the distinct functions of management.</p> <p>Answer:</p>	<p>[07]</p>	<p>CO2</p>	<p>L4</p>

Planning

The first managerial function involves *planning*.

- The function is about creating a detailed plan towards achieving a specific organizational objective.
- When you are planning, you are identifying the tasks, which are required to achieve the desired goals, outlining how the tasks should be performed, and identifying when and by whom they must be performed.
- The focus of planning is about achieving the objectives and it does require knowledge of the organization's objectives and vision.
- You will need to look both at the short- and long-term success of the organization as part of the plan.
- Planning is an on-going function.
- Management will regularly have to plan the future tasks and adjust the plans based on the organizational situation and the achievement of previous goals.
- Furthermore, it requires the whole organization to work together as the different departments or team plans need to link to each other and align with the organizational objective.
- Henri Fayol called the function the most difficult to achieve! You need a lot of knowledge and flexibility in order to plan activities effectively.

Organizing

The next function of management follows planning and it is about *organizing*.

- It's about using the plan to bring together the physical, financial and other available resources and use them to achieve the organizational goal.
- You'd use the above plan and information about the resources you have or which you need, and arrange the resources to the right tasks.
- Your objective as the manager is to provide your team or department the resources it needs to turn the plan into reality.
- The organizing function is about the overall structure of the specific managerial level. You are creating the foundations to everyday operations by organizing the resources.
- This function is closely linked to the hierarchy of management.

Leading / Directing

The fourth function is known as *directing*, sometimes also referred to as the **influencing** or the **leading** function of management.

- Directing is about the actuation of the methods to work efficiently to achieve the set organizational objectives.
- The function goes beyond organizing the employees to their specific roles and involves ensuring they are able to perform the tasks through a variety of means.
- Directing in essence is looking after productivity and ensuring productivity is going up instead of decreasing.
- The function looks into deeper inside human interaction, making the

- manager motivate, communicate and inspire his or her personnel.
- The directing function is all about the day-to-day interaction between the management and the staff.

Controlling

The final function of management is *controlling*. The function ensures the other four functions are followed correctly and the flow of work is moving the organization towards the objectives it has set itself.

Theo Haimann - *“the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation“*.

- Controlling requires you to examine the objectives in a measurable manner.
- You essentially need to set standards, which guarantee you know exactly what you want to achieve and what counts as success or failure.
- But controlling is also a function that due to the set of standards will ensure you have the ability to correct behaviors when they deviate from the standards.
- In essence, controlling is about quality monitoring. You are looking at the processes and ensuring they achieve the right things for the organization.

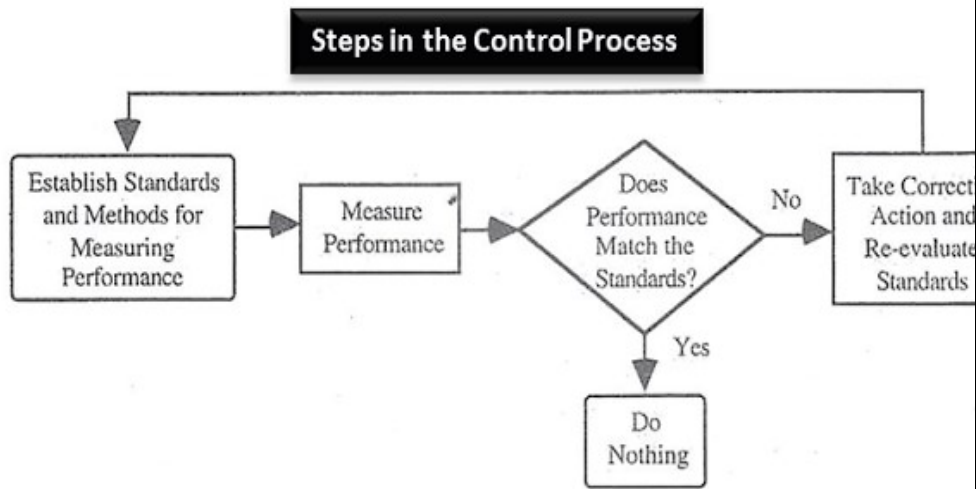
(c) Outline the steps involved in controlling process in business management.

[10]

CO2

L4

Answer:



1. Establishment of Standards:

- Standards are the targets required to be achieved.
- Controlling becomes easy through establishment of these standards because controlling is exercised on the basis of these standards. They are the criteria for judging

	<p>the performance.</p> <ul style="list-style-type: none"> • Standards generally are classified as: <ol style="list-style-type: none"> 1. Measurable or Tangible Standards- Those standards, which can be measured and expressed, are called as measurable standards, such as cost, output, expenditure, time, profit, etc. 2. Non-Measurable or Intangible Standards – These cannot be measured monetarily, such as performance of a manager, deviation of workers, their attitudes towards a concern. These are called as intangible standards. <p>2. Measurement of Performance :</p> <ul style="list-style-type: none"> • Deviations are found out by comparing standard performance with the actual performance. • Performance levels are sometimes easy to measure and sometimes difficult. • Measurement of tangible standards is easy as it can be expressed in units, cost, money terms, etc. • Performance of a manager cannot be measured in quantities. It is also sometimes done through various reports like weekly, monthly, quarterly, yearly reports. <p>3. Comparison of Actual with Standard Performance:</p> <ul style="list-style-type: none"> • By comparing the actual with standard, deviations are identified. • Manager has to find out whether the deviation is positive or negative or whether the actual performance is in conformity with the planned performance. • The managers have to exercise control by exception. <p>4. Taking Remedial Actions:</p> <ul style="list-style-type: none"> • Once the causes and extent of deviations are known, the manager has to detect those errors and take remedial measures for it. • There are two alternatives as follows: <ol style="list-style-type: none"> 1. Taking corrective measures for deviations which have occurred 2. In the end, if the actual performance is not in conformity with plans, the targets are revised. 			

3 (a)	<p>Write four functions of management at Middle Level.</p> <p>Answer: Here are the four important functions of Management: Planning Organizing Leading Controlling and Coordinating</p>	[03]	CO1	L2
(b)	<p>Evaluate the significance of planning in organizational success.</p> <p>Answer:</p> <ul style="list-style-type: none"> • Planning does provide benefits that facilitate progress even when faced with uncertainty and a constantly changing environment. • Some of the benefits include the following: <ol style="list-style-type: none"> 1. Planning provides a guide for action. <ul style="list-style-type: none"> • Plans can direct everyone’s actions toward desired outcomes. When actions are coordinated and focused on specific outcomes, they are much more effective. 2. Planning improves resource utilization. <ul style="list-style-type: none"> • Resources are always scarce in organizations, and managers need to make sure the resources they have are used effectively. • Planning helps managers determine where resources are most needed so they can be allocated where they will provide the most benefit. 3. Plans provide motivation and commitment. <ul style="list-style-type: none"> • People are not motivated when they do not have clear goals and do not know what is expected of them. • Planning reduces uncertainty and indicates what everyone is expected to accomplish. People are more likely to work toward a goal they know and understand. 4. Plans set performance standards. <ul style="list-style-type: none"> • Planning defines desired outcomes as well as mileposts to define progress. • These provide a standard for assessing when things are progressing and when they need correction. 5. Planning allows flexibility. <ul style="list-style-type: none"> • Through the goal-setting process, managers identify key resources in the organization as well as critical factors outside the organization that need to be monitored. • When changes occur, managers are more likely to detect them and know how to deploy resources to 	[07]	CO2	L3

	respond.			
(c)	<p>Outline the various characteristics of leaders based on the traits theory.</p> <p>Answer:</p> <ul style="list-style-type: none"> • Be honest • Be confident in your decisions • Be approachable • Provide objective feedback • Lead by example • Create a reward program for staff members • Change how you approach your work • Address potential issues before they become problems • Pay attention to the needs of individual employees and try to meet them • Encourage creativity by keeping lines of communication open 	[10]	CO2	L4
Part B - Compulsory (01*10=10 marks)				
4	<p style="text-align: center;">Case Study –Leadership</p> <p>In a retail company, the Operations Manager, Alex, employs transactional leadership, focusing on task completion and efficiency. He sets clear expectations, rewards employees for meeting targets, and imposes consequences for underperformance. In contrast, the CEO, Emily, exhibits transformational leadership. She inspires employees with a compelling vision of becoming the industry leader in sustainability. Emily fosters innovation, empowers her team to take risks, and cultivates a culture of trust and collaboration. While Alex ensures day-to-day operations run smoothly, Emily's visionary leadership drives long-term growth, innovation, and employee engagement, leading to the company's sustainable success.</p> <p>Q) Assess the impact of the transactional leadership style exhibited by Alex and the transformational leadership style demonstrated by Emily on the organizational culture, employee motivation, and the long-term success trajectory of the company."</p> <p>Answer:</p> <p>Transactional leadership and transformational leadership are two distinct styles that can have different impacts on organizational culture, employee motivation, and long-term success. Let's assess the impact of each style exhibited by Alex and Emily on these aspects:</p> <p>Transactional Leadership (Alex):</p>	[10]	CO2	L4

Organizational Culture: Transactional leaders typically focus on maintaining the status quo and ensuring that tasks are completed efficiently through a system of rewards and punishments. This can create a culture where employees are motivated primarily by extrinsic rewards such as bonuses or promotions for meeting specific goals. However, it may also lead to a culture of compliance rather than innovation or creativity.

Employee Motivation: Transactional leaders motivate employees through contingent rewards, such as salary increases or bonuses for achieving set targets. While this can be effective in the short term, it may not necessarily foster intrinsic motivation or a sense of purpose among employees. Employees may feel compelled to meet targets solely to avoid punishment or earn rewards, rather than because they are genuinely passionate about their work.

Long-Term Success Trajectory: Transactional leadership can be effective in maintaining stability and achieving short-term goals. However, it may not be well-suited for driving long-term success or fostering innovation and adaptability in a rapidly changing business environment. Without a focus on inspiring and empowering employees, the organization may struggle to adapt to new challenges or capitalize on emerging opportunities.

Transformational Leadership (Emily):

Organizational Culture: Transformational leaders inspire and empower employees by articulating a compelling vision for the future and fostering a culture of collaboration, innovation, and continuous improvement. This can lead to a more inclusive and dynamic organizational culture where employees feel valued and motivated to contribute their best efforts.

Employee Motivation: Transformational leaders appeal to employees' intrinsic motivations by providing meaning and purpose in their work. They often mentor and coach employees, encouraging them to develop their skills and pursue personal growth opportunities. This can result in higher levels of employee engagement, satisfaction, and commitment to the organization's goals.

Long-Term Success Trajectory: Transformational leadership is associated with long-term success as it promotes innovation, adaptability, and organizational learning. By fostering a culture of creativity and collaboration, transformational leaders can help the company stay ahead of the competition and navigate complex challenges more effectively. Additionally, employees are more likely to remain loyal to the organization and contribute to its long-term success when they feel inspired and empowered by their leaders.

In summary, while both transactional and transformational leadership styles have their strengths and weaknesses, the transformational leadership style demonstrated by Emily is likely to have a more positive impact on organizational culture, employee motivation, and the long-term success trajectory of the company.

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Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	Gain practical experience in the field of Management and Organizational Behaviour.	1A 2A 3A	1B		1C		1A 2A 3A 1B 1C			
CO2	Acquire conceptual knowledge of management, various functions of Management and theories in OB.		2B 2C 3B 3C			4		2B 2C 3B 3C 4		
CO3	Comprehend and apply management and behavioral models to relate attitude, perception and personality.									
CO4	Analyse the recent trends in Management and OB models.									

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

PO1–Theoretical Knowledge;
PO2–Foster Analytical and Critical Thinking Abilities for data based decision-making;
PO3– Develop Value Based Leadership;
PO4 –Ability to Understand and communicate various business aspects to global;
PO5 – Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment;
PSO1- Comprehend Contemporary features of Business Management Science and its administration
PSO2- Analyze and interpret the dynamic situations for making Business Management strategies
PSO3- Handle responsibility with the ethical values for all actions undertaken by them
PSO4- Adapt and focus on achieving the organizational goal and objectives with complete zeal and commitment.

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