

<b>CMR INSTITUTE OF TECHNOLOGY</b>		USN						 <small>CELEBRATING 25 YEARS</small> <b>CMRIT</b> <small>CMR INSTITUTE OF TECHNOLOGY, BENGALURU</small> <small>ACCREDITED WITH A+ GRADE BY NAAC</small>	
<b>Internal Assessment Test - I</b>									
<b>Sub:</b>	<b>Principles of Management and Organization Behavior</b>						<b>Code:</b>	22MBA11	
<b>Date:</b>	20-05-2024	<b>Duration:</b>	90 mins	<b>Max Marks:</b>	50	<b>Sem:</b>	I	<b>Branch:</b>	MBA
<b>SET 1</b>									
							Marks	OBE	
								CO	RBT
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>									
1 (a)	<p>Why is the study of Organizational Behavior important?</p> <p><b>Answer:</b> The study of Organizational Behavior is essential for creating workplaces that are productive, harmonious, and adaptive to change. It provides valuable insights that help in managing people and processes effectively, leading to the overall success of the organization.</p>						[03]		
(b)	<p>What personality is and how does it affect worker productivity?</p> <p><b>Answer:</b> <b>Personality</b> refers to the individual differences in characteristic patterns of thinking, feeling, and behaving. It encompasses the unique and relatively stable ways in which people respond to their environment, including their interactions with others and their approach to tasks and challenges. Personality is often described using various traits, such as those in the Big Five personality model: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. <b>How does it affects Workers Productivity?</b> <b>Task Performance:</b> Personality traits influence how effectively employees perform their core job tasks. For example, conscientious individuals typically perform tasks more reliably and accurately. <b>Adaptability:</b> Employees with high openness to experience adapt more easily to new processes, technologies, and organizational changes, maintaining productivity during transitions. <b>Interpersonal Relations:</b> Traits like agreeableness and extraversion affect how well employees work with others. Strong interpersonal relationships can enhance team productivity and morale. <b>Stress Management:</b> Personality affects how employees handle stress and pressure. Those with lower neuroticism are generally better at managing stress, which helps maintain productivity during challenging times. <b>Motivation and Engagement:</b> Intrinsic motivation can be linked to certain personality traits. For instance, conscientious individuals are often more intrinsically motivated to achieve high standards of performance.</p>						[07]		
								CO2	L2
								CO3	L3

	<p><b>Leadership and Influence:</b>          Personality traits influence leadership styles and effectiveness. For example, extraverted and conscientious individuals often emerge as effective leaders who can drive team productivity.</p>			
(c)	<p>Draw the Mars model to understand how individual behavior affects the performance of an organization.</p>	[10]	CO3	L4
	<p><b>Answer:</b></p> <p><b>1. MARS Model of Individual behavior and performance</b></p> <ul style="list-style-type: none"> <li>○ MARS model of individual behavior is a model that seeks to elaborate individual behavior because of internal and external factors or influences combined together.</li> <li>○ The name itself is an acronym for individual <b>M</b>otivation, <b>A</b>bilities, <b>R</b>ole Perception and <b>S</b>ituational Factors.</li> <li>○ These are marked as the four major factors in determining individual behavior and results.</li> </ul> <ul style="list-style-type: none"> <li>○ The model can be implemented to a variety of situations, but is usually applied in Management, Industrial Psychology or Organizational Behavior studies.</li> </ul> <p>Students need to explain each dimension of <b>M, A, R, S</b></p>			
2 (a)	<p>Explain one personality trait from the Big Five model.</p> <p><b>Answer:</b></p> <ol style="list-style-type: none"> <li>1. Extra Version (Sociable, Gregarious, Assertive, Talkative, Active)</li> </ol> <ul style="list-style-type: none"> <li>• <b>Extraversion</b> is one of the five major dimensions of personality in the Big Five personality model, and it refers to the extent to which a person is outgoing, sociable, and energetic. Extraverts are characterized by their preference for social interaction, enthusiasm, and assertiveness. They tend to be talkative, friendly, and enjoy being the center of attention.</li> </ul>	[03]		
(b)	<p>Discuss key advantages of utilizing teams in organizations compared to</p>	[07]	CO4	L3

individual work.

**Answer:**

- There are multiple advantages to working in a team. Working in a team involves bringing different skills and abilities together and allows people to exchange beliefs and values regarding a business project. Some advantages of working in a team may include:

**1. It builds trust**

- This is perhaps the most beneficial reason employers may build teams. Since wins and losses may affect the entire team, members more readily rely on each other to achieve a common goal.

**2. It encourages risk-taking**

- Business and entrepreneurship involve an incredible amount of risk-taking, and teamwork encourages this. This is because teams feel more confident in presenting new ideas, as responsibility is equal amongst them rather than falling to one person.

**3. It improves understanding**

- Team members can more readily ask someone else who is aware of the project of what needs doing and to help them understand it if confusion occurs.

**4. It fosters creativity**

- Teamwork functions as a collective toolbox as team members collaborate their ideas and draw upon their unique skills. This means that they are able to combine perspectives and create more compelling solutions.

**5. It's fun**

- Teamwork allows individuals to have fun with a project and avoid burnout both of which are more likely when an individual works alone.

**6. It improves motivation**


- Teamwork can inspire people to get on with tasks, as they want to assist the team and contribute to their successes. This can lead to a more efficient work environment.

**7. It teaches conflict resolution skills**

- Having efficient conflict resolution skills can help teams create solutions to daily issues. This is because conflicts inevitably arise when people with different skills and viewpoints come together

**8. It makes the team stronger**

- You want to build a team that allows employees to learn from each other and thrive together. One team member may have

	<p>individuals who are good at written communications yet struggle to present this information aloud.</p> <p><b>9. It promotes diversity</b></p> <ul style="list-style-type: none"> <li>All team members have different experiences, have different expertise and education and are of different ethnicities and belief systems. By choosing to embrace these different perspectives, individuals can strengthen their project output and think up fresh ideas.</li> </ul> <p><b>10. There's less fear</b></p> <ul style="list-style-type: none"> <li>An individual who is new to the business or who lacks communication skills may fear making bold and unusual decisions for a project. Yet a group climate forces an individual to talk amongst others and put forward their ideas.</li> </ul> <p><b>11. It reduces stress in the workplace</b></p> <ul style="list-style-type: none"> <li>As team members come to know each other on a more personal level through friendship and trust, they are more likely to rely on each other when struggling to cope with work-related stress or anxieties.</li> </ul>			
(c)	<p>Identify the stages of Tuck Man Team Development Model.</p> <p><b>Stages of Team Development</b></p> <ul style="list-style-type: none"> <li>Tuckman's model explains that as the team develops maturity and ability, relationships establish, and leadership style changes to more collaborative or shared leadership.</li> </ul> <p><b>The Tuckman Model</b></p>  <ul style="list-style-type: none"> <li>Tuckman's FSNP model consisted of four stages that Bruce Tuckman suggests are the sequential stages in developing any team.</li> <li>However, a decade after proposing his original model, he added a fifth stage, turning it into the FSNPA model: <ol style="list-style-type: none"> <li><b>Forming</b> – When a team first meets and gets to know each other</li> </ol> </li> </ul>	[10]		CO3 L4

	<p>and agrees on objectives and goals.</p> <ol style="list-style-type: none"> <li>2. <b>Storming</b> – Members begin to open up, share their preferred working styles, and build trust as they figure out how to work as a team.</li> <li>3. <b>Norming</b> – Quirks are accepted and tolerated for the group’s sake, and everyone starts to understand the importance of working toward the collective goal as a team.</li> <li>4. <b>Performing</b> – Trust is built, and everyone is motivated to work together toward shared goals.</li> <li>5. <b>Adjourning</b> – After the project is over, an assessment is performed to see how effective the team was, celebrate individual contributions, and make changes accordingly.</li> </ol> <ul style="list-style-type: none"> <li>• This model is most valuable for managers who want to understand the different stages of team development.</li> <li>• It also helps teams become comfortable with natural differences, tension, and work more effectively together.</li> <li>• However, there is conflict present at every stage of this model, which some team members may find too uncomfortable.</li> <li>• It is important to note that teams may bounce between phases at any time; for example, the team may be performing, then new team members join, which puts them back to the storming phase.</li> </ul>			
3 (a)	<p>Name any three common source of work-related stress.</p> <ul style="list-style-type: none"> <li>• Work-related stress can be caused by various events. For example, a person might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage.</li> <li>• Other sources of work-related stress include conflict with co-workers or bosses, constant change, and threats to job security, such as potential redundancy.</li> <li>• According to the National Health and Safety Commission, work-related stress accounts for the longest stretches of absenteeism.</li> </ul>	[03]		
(b)	<p>Discuss different elements of Organizational Culture.</p> <p><b>Elements of Organizational Culture</b></p> <ul style="list-style-type: none"> <li>• Here are some elements of organizational culture that matter most for employees.</li> </ul> <p><b>1. Shared Values</b></p> <ul style="list-style-type: none"> <li>• Shared values are the bedrock of organizational culture. These beliefs, attitudes, and principles trickle down from leadership to</li> </ul>	[07]		
			CO3	L2
			CO3	L3

every employee, creating a sense of cohesion and teamwork.

## **2. Vision and Mission**

- What you do, how you do it, and why you do it are key to your company's identity and culture. Rightly, so, employees will want to fully understand your vision and mission before committing to it.

## **3. Employee Engagement**

- Employee engagement should be built into every level of your organizational structure and culture. It is one of the main driving forces behind productive, happy workplaces.

## **4. Leadership Style**

- Think about a great boss, mentor or teacher you have had in your life. There is a reason why they are so memorable: someone who truly guides and supports you can make all the difference in your trajectory.
- The same is true at an organizational level. Leadership style shapes a company's culture day in and day out. That is because managers and other leaders are often the nerve center for engagement, recognition, and empathy in the workplace.

## **5. Communication Patterns**

- If you are looking to change your organizational culture, one of the best places to start is with communication.
- When organizations are transparent and open in their communication, it sends a signal to employees that they are willing to be honest and accountable. Employees feel more "in the know" and connected part of the community that is the company.

## **6. Learning and Development**

- Supporting professional development cultivates learning and continuous improvement. It is also an important way to show investment in employees, helping them fill skill or knowledge gaps which, in turn, drives better operational efficiency and thus business performance.

## **7. Work Environment**

- A positive work environment is critical to overall organizational culture. If business is booming, that sense of celebration often rises to the surface. If you are facing economic uncertainty, it may

	<p>require an intentional approach.</p> <p><b>8. Diversity and Inclusion</b></p> <ul style="list-style-type: none"> <li>• Creating an inclusive culture that celebrates differences allows employees to bring their full selves to their roles, providing a balance of voices and perspectives.</li> </ul>			
(c)	<p>Examine how organizational culture contributes to long-term success and competitive advantage to an organization.</p> <ul style="list-style-type: none"> <li>▪ Organizational culture, conventionally defined as the ensemble of beliefs, assumptions, values, norms, artifacts, symbols, actions, and language patterns shared by all members of an organization.</li> </ul> <p>How organizational culture contributes to long-term success and competitive advantage to an organization.</p> <p><b>Culture has a long term impact on the below areas of organization effectiveness.</b></p> <ol style="list-style-type: none"> <li>1. Increased employee engagement</li> <li>2. Decreased turnover</li> <li>3. Elevated productivity</li> <li>4. Strong brand identity</li> <li>5. Transformational power</li> <li>6. Top performers</li> <li>7. Effective onboarding</li> <li>8. Healthy team environment</li> </ol> <p>Student needs to explain all the above clearly</p>	[10]		CO3 L4
4	<p><b>Case Study – Compulsory</b> <b>Mohan’s Performance</b></p> <p>Mohan, a junior marketer, struggles to meet performance targets despite his technical skills and industry knowledge. Mohan performance is delayed by a lack of initiative and confidence, leading to missed deadlines and quality issues. He often works in isolation, hesitant to seek help or collaborate with colleagues. Mohan's low morale and self-doubt further exacerbate his performance challenges, creating a negative cycle of underperformance. Despite efforts to improve, Mohan's performance continues to lag behind expectations, affecting team morale and the agency's reputation for excellence.</p> <p><b>Question:</b> Critically analyze the above case and figure out different factors contribute to Mohan's</p>	[10]	CO4	L5

<p>underperformance despite possessing technical skills and industry knowledge?</p> <p><b>SOLUTION:</b></p> <p><b>Introduction:</b></p> <ul style="list-style-type: none"> <li>• Mohan's underperformance, despite possessing technical skills and industry knowledge, is influenced by several interconnected factors. A critical analysis of these factors can help identify areas for improvement and potential interventions to support his professional growth.</li> </ul> <p><b>Solutions to the Case:</b></p> <p>So many factors Contributing to Mohan's Underperformance:</p> <ol style="list-style-type: none"> <li>1. Lack of Initiative: <ul style="list-style-type: none"> <li>• Mohan's reluctance to take initiative suggests a possible fear of failure or making mistakes. This fear can stem from a lack of confidence in his abilities or uncertainty about his role and responsibilities.</li> <li>• Without taking initiative, Mohan misses opportunities to demonstrate his skills and value to the team. This leads to delays and reactive rather than proactive work behavior, contributing to missed deadlines.</li> </ul> </li> <li>2. Low Confidence: <ul style="list-style-type: none"> <li>• Mohan's hesitation and self-doubt indicate low self-confidence, which can undermine his ability to perform effectively. This lack of confidence can be due to various reasons, such as negative past experiences, lack of positive feedback, or an unsupportive work environment.</li> <li>• Low confidence can lead to poor decision-making, reluctance to ask for help, and avoidance of challenging tasks, all of which can negatively affect performance and work quality.</li> </ul> </li> <li>3. Isolation and Lack of Collaboration: <ul style="list-style-type: none"> <li>• Mohan's tendency to work in isolation suggests he might be uncomfortable seeking help or collaborating with colleagues. This isolation can be a result of introverted personality traits, past negative experiences in team settings, or a lack of trust in colleagues.</li> <li>• Working in isolation limits Mohan's access to collective knowledge and support from his team. Collaboration can lead to better problem solving and innovation, which Mohan misses out on, leading to quality issues and inefficiencies.</li> </ul> </li> <li>4. Low Morale: <ul style="list-style-type: none"> <li>• Mohan's low morale could be a result of various factors, including a lack of recognition, unclear career progression, or feeling undervalued. Low morale is often intertwined with job satisfaction and can be influenced by organizational culture and leadership.</li> <li>• Low morale reduces motivation and engagement, leading to a lack of effort and enthusiasm in his work. This can perpetuate a cycle of underperformance and further diminish his confidence and initiative.</li> </ul> </li> <li>5. Negative Cycle of Underperformance: <ul style="list-style-type: none"> <li>• Mohan's continuous underperformance creates a feedback loop where each missed target and quality issue reinforces his self-doubt and lack of confidence. This negative cycle is difficult to break without external intervention.</li> <li>• The ongoing cycle of underperformance not only affects Mohan's individual productivity but also impacts team morale and the agency's reputation for excellence, creating a broader negative effect.</li> </ul> </li> </ol> <p><b>Conclusion:</b></p> <ul style="list-style-type: none"> <li>• By addressing these factors and implementing targeted interventions, Mohan's performance can be improved, leading to better individual outcomes and a positive impact on the team and agency's overall performance.</li> </ul>			
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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.									
CO2	Acquire conceptual knowledge of management, various functions of Management and theories in OB.	1a					1a			
CO3	Comprehend and apply management and behavioral models to relate attitude, perception and personality.	1b 3a	1c 2a	3b	2c 3c		1b 3a	1c 2a 3b 2c 3c		
CO4	Analyse the recent trends in Management and OB models.			2b	4			4		

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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