

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Management and Organizational Behaviour

MBA101

Max. Marks: 100

- Notes: 1. Answer any FOUR full questions from Q.No. 1 to Q.No. 7.
 2. Question No. 8 is compulsory.
 3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	List the Henry Mintzberg 10 Managerial Roles.	3	L1	CO2
	b.	Differentiate between management and administration	7	L3	CO2
	c.	Describe the different steps in the Controlling Process with Suitable Example.	10	L3	CO2
Q.2	a.	Identify the dimensions of Transformational Leadership	3	L2	CO3
	b.	Explain the different types of Organization Structure	7	L3	CO2
	c.	Briefly Explain the 14 Principles of Management in the modern-day context.	10	L3	CO2
Q.3	a.	Summarize the Contemporary Issues in Management	3	L4	CO4
	b.	Brief the perceptual process with neat diagram and explain with example	7	L2	CO3
	c.	Describe the organisational learning process. Why is it critical in today's dynamic environment?	10	L4	CO4
Q.4	a.	Identify the work-related behaviours	3	L2	CO3
	b.	Briefly explain the Big 5 model of Personality in OB	7	L2	CO3
	c.	Describe the Circumplex Model of Emotion and its relevance to workplace dynamics.	10	L2	CO3
Q.5	a.	Briefly write the types of Values that share the workplace behaviour	3	L2	CO3
	b.	Explain the MARS model of individual behaviour and its significance in improving employee performance.	7	L4	CO4
	c.	Explain Maslow's need hierarchy theory of Motivation with relevant examples from organisation setting.	10	L2	CO3
Q.6	a.	Which are different sources of power for individuals in an organisation	3	L2	CO3
	b.	Explain the Tuckman and Jensen Model of Team Development	7	L2	CO3
	c.	Describe different approaches to Organizational Culture.	10	L4	CO4
Q.7	a.	List the key elements of Organizational Culture with suitable examples.	3	L4	CO3
	b.	Draw the Kurt-Lewin's Change Management Model and Explain the reasons for Resistance to Change in organization.	7	L4	CO3

- c. Explain the Conflict Process Model with stages and provide examples of conflict resolution in organizations. 10 L2 CO4

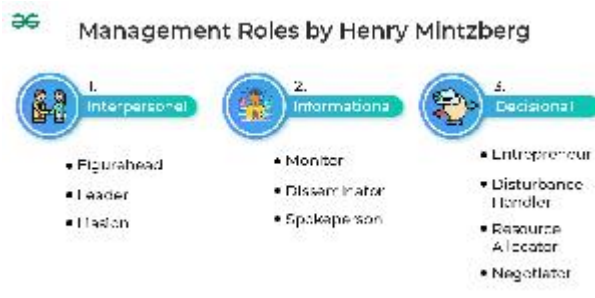
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Compulsory :

Q.8	CASE STUDY :			
	<p>Aura Beauty, once a darling of the natural and organic cosmetics world, was facing a harsh reality. Their sales, after a decade of impressive growth, had dropped, and whispers of bankruptcy swirled within the company. Analysts scratched their heads, wondering What triggered the fall of this promising Brand?"</p> <p>Digging deeper revealed a series of strategic missteps. Aura Beauty fit tightly to their niche market of natural and organic products. Instead of focusing on trendy, personalized, and tech-driven beauty solutions, Aura Beauty stayed glued to their small market of natural and organic products. Their once-popular organic cleanser remained their only star player, leaving them at risk when consumer preferences shifted. The internet? Online was a ghost town for Aura Beauty.</p> <p>They stuck to traditional marketing channels, missing out on the vast audience and engagement potential of social media and e-commerce. Innovation? Not quite. Aura Beauty prioritized their "natural" and "toxin-free" image, neglecting R&D for new ingredients, formulations, and technologies. Internally, Internal communication at Aura Beauty was sorted, leading to a lack of alertness and responsiveness to market trends and competitor activity.</p> <p>So, what could have saved Aura Beauty? Imagine instead of clinging to the past, they pivoted to the future. R&D would have focused on creating hybrid products connecting natural ingredients with cutting-edge technologies. A robust digital presence, with e-commerce, social media buzz, and influencer collaborations, would have attracted a new generation of customers. Embrace innovation? Absolutely! Aura Beauty could have explored new ingredients and technologies while staying true to their natural promise. Finally, a collaborative and data-driven culture would have fostered quickness and ensured informed decision-making.</p> <p>By listening to the shifting market, embracing innovation, and connecting with their audience digitally, they could have rewritten their story. But their case stands as a stark reminder: even the most promising brands can weaken if they ignore the winds of change.</p>			
	a. What strategic errors could have contributed to Aura Beauty's decline?	10	L4	CO4
	b. Which alternative scenario do you think would have been most effective for Aura Beauty? Why?	10	L4	CO4

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1. A - Managerial Roles



B.

Differences between Management Vs Administration

BASIS FOR COMPARISON	MANAGEMENT	ADMINISTRATION
Meaning	An organized way of managing people and things of a business organization is called the Management.	The process of administering an organization by a group of people is known as the Administration.
Authority	Middle and Lower Level	Top level
Role	Executive	Decisive
Concerned with	Policy Implementation	Policy Formulation
Area of operation	It works under administration.	It has full control over the activities of the organization.
Applicable to	Profit making organizations, i.e. business organizations.	Government offices, military, clubs, business enterprises, hospitals, religious and educational organizations.
Decides	Who will do the work? And How will it be done?	What should be done? And When is should be done?
Work	Putting plans and policies into actions.	Formulation of plans, framing policies and setting objectives
Focus on	Managing work	Making best possible allocation of limited resources.
Key person	Manager	Administrator
Represents	Employees, who work for remuneration	Owners, who get a return on the capital invested by them.
Function	Executive and Governing	Legislative and Determinative

C. Controlling Process Steps

1. Establish Standards:

This involves defining specific, measurable, achievable, relevant, and time-bound (SMART) goals and standards that serve as benchmarks for performance.

2. Measure Performance:

Gather data and metrics to track actual performance against the established standards. This can involve various methods like observation, reporting, or statistical analysis.

3. Compare Performance to Standards:

Analyze the measured performance data to identify any gaps or discrepancies between actual performance and the set standards.

4. Determine Reasons for Deviations:

Investigate the causes of any deviations or variances. This might involve examining factors like resource allocation, process inefficiencies, or external factors.

5. Take Corrective Action:

Implement strategies to address identified deviations. This could involve modifying processes, adjusting resources, providing training, or taking other necessary actions to bring performance back in line with the standards.

2. A.

Transformational leadership is a style that inspires and motivates followers to achieve their full potential and drive significant change. It emphasizes vision, innovation, and the development of both individuals and the organization. Leaders using this approach foster a sense of shared purpose and encourage others to transcend their self-interests for the collective good.

B Types of organizational structures

- Functional organizational structure.
- Divisional structure. ...
- Matrix organizational structure.
- Hierarchical organizational structure. ...
- Flat structure. ...
- Network organizational structure. ...
- Team-based organizational structure. ...
- Hybrid structure.

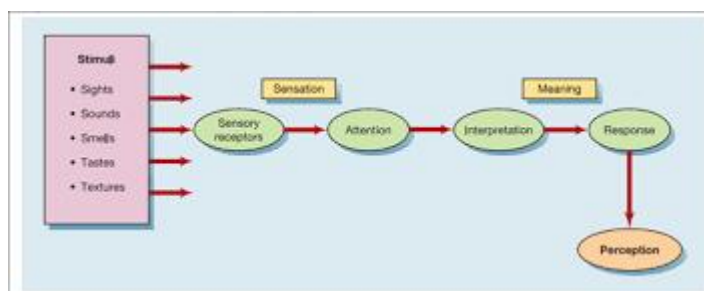
C. 14 Principles of Org

1. Division of Work

2. Authority and Responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of Individual Interest to General Interest
7. Remuneration of Employees
8. Centralization and Decentralization
9. Scalar Chain
10. Order
11. Equity
12. Stability of Personnel
13. Initiative
14. Esprit De Corps

3.A Contemporary Issues - These issues include globalization, technological advancements, diversity and inclusion, ethics and social responsibility, change management, and talent management

B Perpetual Process



C . Organizational learning is a continuous process where organizations improve by gaining knowledge and experience, using that knowledge to adapt, and improving their performance.



3. A Work Related Behaviours

Collaboration

Adaptability

Reliability

Adaptive behavior

Leadership

Absenteeism

Aggressiveness

Encourage work-life balance

B. Mars Model

Motivation:

This refers to the internal psychological forces that drive an individual's behavior, direction, intensity, and persistence.

Ability:

This encompasses an individual's skills, talents, and competence.

Role Perception:

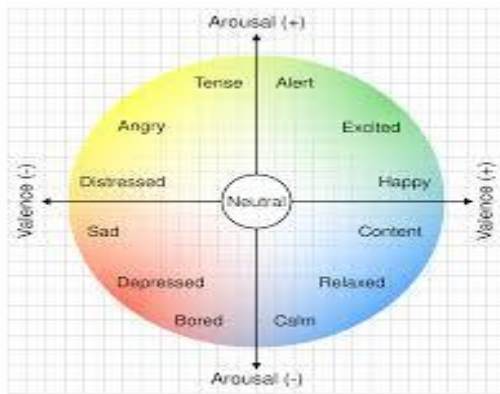
This refers to an individual's understanding of their responsibilities and expectations within a given role.

Situational Factors:

These are external factors beyond an individual's control that can influence their behavior and performance, such as environmental constraints or facilitators.

C. Circumplex Model

The circumplex model of emotion, developed by James Russell, visualizes emotions as points in a two-dimensional space, representing arousal and valence. Arousal (vertical axis) reflects the intensity or activation level of an emotion, while valence (horizontal axis) indicates the pleasantness or unpleasantness of the emotion



4. A VALUES AT WORK PLACE

Workplace values are beliefs or principles that shape how people behave and make decisions in the workplace. They are often core to an organization's culture and can influence everything from employee engagement to customer service. Some common workplace values include integrity, accountability, teamwork, and respect, among others.

B. Big Five Personalities

The Big Five personality traits, also known as the Five-Factor Model, describe personality in terms of five broad dimensions: Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. These traits are considered to be fundamental and encompassing of the entire personality spectrum.



5. C Maslows Heirarchical

Maslow's Hierarchy of Needs is a psychological theory that organizes human needs into a hierarchical structure, often visualized as a pyramid. It proposes that individuals are motivated to fulfill their basic needs before progressing to higher-level needs.



Maslow's hierarchy of needs

6. A Sources of powers

In organizational behavior (OB), power stems from various sources, broadly categorized as formal and personal. Formal power, derived from one's position in the organizational hierarchy, includes legitimate, reward, and coercive power.

B .The Tuckman Model, also known as the Tuckman Ladder Model or Tuckman's Stages of Group Development, describes the typical progression of a team from its formation to maturity. It outlines five stages: Forming, Storming, Norming, Performing, and Adjourning. This model is a valuable tool for understanding team dynamics and guiding teams through their developmental phases.



C. Types of Org.Culture

Four Main Types of Organizational Culture:

Clan Culture: Focuses on collaboration, teamwork, and a family-like environment.

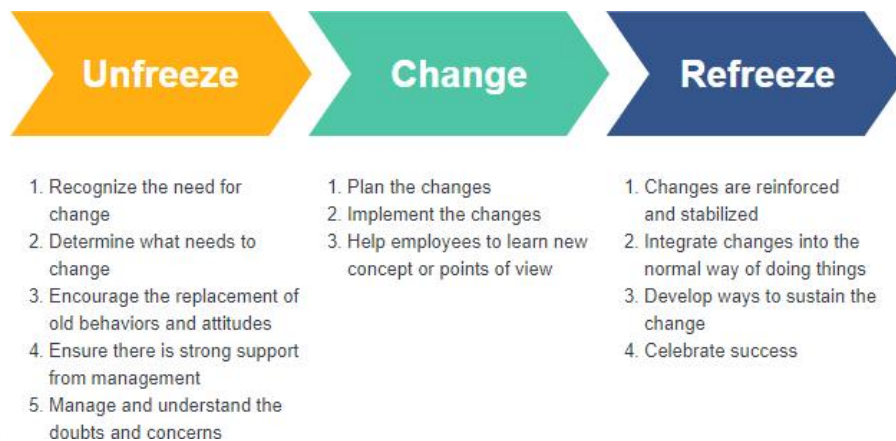
Adhocracy Culture: Encourages innovation, risk-taking, and a dynamic, entrepreneurial spirit.

Market Culture: Emphasizes competition, results, and a focus on achieving market success.

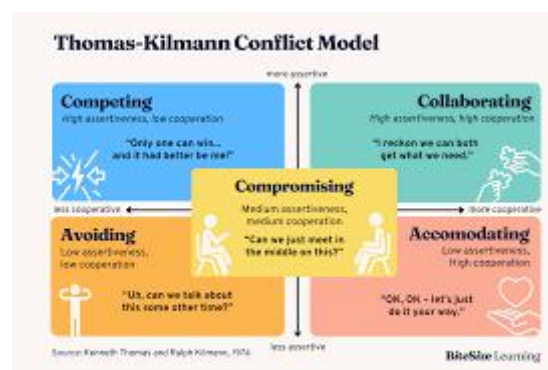
Hierarchy Culture: Prioritizes control, structure, and established processes.

7. A Different organizational culture approaches include Clan, Adhocracy, Market, and Hierarchy cultures, each characterized by distinct values and priorities.

Kurt Lewin's Change Management Model, a foundational framework in change management, proposes that organizational change occurs through three distinct stages: unfreezing, changing, and refreezing. This model helps organizations understand and manage the process of transitioning from a current state to a desired future state.



C . A common conflict management process model involves several stages, from identifying the conflict to implementing and reviewing a solution. It often includes stages like conflict identification, analysis, solution generation, selection, implementation, and review.



Part - B Case Study

1 A Internal Factors:

Leadership Style:

The approach of leaders, whether they are autocratic, participative, or laissez-faire, significantly impacts the organizational culture.

Policies and Procedures:

The rules, regulations, and guidelines within an organization influence how employees behave and interact.

Treatment of Staff:

How employees are treated, including recognition, rewards, and opportunities for growth, shapes their perceptions and behaviors.

Vision, Mission, and Values:

These core principles guide the organization's direction and behavior, and are often communicated through various channels.

1.B To over this problem they should follow mainly the four main types of organizational culture, as defined by the Competing Values Framework (CVF), are clan, adhocracy, hierarchy, and market. These types differ in their focus on internal versus external orientations and flexibility versus stability.