

<b>CMR</b> <b>INSTITUTE OF</b> <b>TECHNOLOGY</b>		USN										 CELEBRATING 25 YEARS CMR INSTITUTE OF TECHNOLOGY, BENGALURU ACCREDITED WITH A+ GRADE BY NAAC		
		<b>Internal Assessment Test - I</b>												
Sub:	<b>Management and Organizational Behaviour – SET 1</b>										Code:	MBA101		
Date:	23-12-25	Duration:	90 mins	Max Marks:	50	Sem:	I	Branch:	MBA					
<b>KEY SOLUTIONS</b>										Marks	<b>OBE</b>			
											CO	RBT		
	<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>													
1 (a)	<p>Define Diversity, Equity , Inclusion</p> <p>fair, respectful environments where different people feel valued, heard, and have equal opportunities to succeed, focusing on recognizing varied backgrounds (Diversity), providing necessary resources for fairness (Equity), and ensuring full participation (Inclusion). It's about acknowledging differences (race, gender, age, ability, etc.), addressing historical biases, and actively removing barriers so everyone can contribute and belong, fostering better outcomes.</p> <p>The Core Components:</p> <p>Diversity: The presence of varied identities, backgrounds, and perspectives in a group, including race, gender, ethnicity, age, sexual orientation, disability, religion, and socioeconomic status.</p> <p>Equity: Providing fair access, opportunity, and resources for all individuals, recognizing different starting points, and ensuring everyone gets what they need to reach the same outcome (not treating everyone identically, but fairly).</p> <p>Inclusion: Creating an environment where everyone feels welcome, respected, supported, and empowered to participate fully, with their voice being heard and valued.</p>	[03]	CO1		L1									
(b)	<p>Explain the levels of Management</p> <p>Organizations typically have three levels of management—Top, Middle, and Lower (Supervisory)—forming a hierarchy where Top management sets strategy, Middle management implements policies, and Lower-level managers oversee daily tasks, ensuring communication flows and goals are achieved across the company.</p> <p>Here's a breakdown of each level:</p> <ol style="list-style-type: none"> <li>1. Top-Level Management (Strategic Level)</li> </ol> <p>Who: CEOs, Presidents, Vice Presidents, Board of Directors.</p> <p>Role: Defines the company's overall vision, mission, goals, and long-term strategies; makes major policy decisions and secures resources.</p> <p>Focus: Big-picture planning, quality control, and external relations.</p> <ol style="list-style-type: none"> <li>2. Middle-Level Management (Tactical Level)</li> </ol> <p>Who: Department Heads, Plant Managers, Division Managers.</p> <p>Role: Acts as the link between top and lower levels, interpreting top management's strategies and translating them into actionable plans for departments.</p> <p>Focus: Implementing policies, coordinating activities, monitoring performance, and motivating teams.</p> <ol style="list-style-type: none"> <li>3. Lower-Level Management (Operational Level)</li> </ol> <p>Who: Supervisors, Foremen, Team Leaders, Store Managers.</p> <p>Role: Directly oversees the day-to-day work of employees, ensuring tasks are completed efficiently and according to standards.</p>		CO1		L2									

	Focus: Daily operations, employee training, task delegation, and resolving immediate problems.			
(c)	<p>Evaluate the concept of planning in management and analyse the distinct steps involved in the planning process.</p> <p>Planning in management is the foundational process of defining goals and mapping out the best actions to achieve them, bridging the gap between current reality and future objectives by reducing uncertainty and guiding all other functions like organizing and controlling. The distinct steps involve setting objectives, analyzing the environment, identifying/evaluating alternatives, selecting the best course, formulating supporting plans, implementing, and continuous monitoring/control, ensuring an adaptive roadmap for success.</p> <p><b>Evaluation of Planning in Management</b></p> <p><b>Fundamental Function:</b> Planning is the primary management function; without it, directing and controlling lack standards, making them meaningless.</p> <p><b>Reduces Uncertainty:</b> It involves forecasting future conditions (premises) and making assumptions, helping managers prepare for challenges and opportunities.</p> <p><b>Focuses Efforts:</b> It aligns activities and resources towards specific goals, preventing wasteful, overlapping efforts.</p> <p><b>Basis for Control:</b> Plans set benchmarks (standards) against which performance is measured and controlled, linking planning and control intrinsically.</p> <p><b>Requires Decision-Making:</b> It's a rational process of choosing among different ways to achieve desired outcomes.</p> <p><b>Distinct Steps in the Planning Process</b></p> <p><b>Setting Objectives:</b> Defining clear, specific, measurable, achievable, relevant, and time-bound (SMART) goals for the organization and its departments.</p> <p><b>Developing Premises:</b> Making realistic assumptions about future internal and external conditions (economic, competitive, etc.) that will affect the plan.</p> <p><b>Identifying Alternatives:</b> Brainstorming various possible courses of action to achieve the objectives.</p> <p><b>Evaluating Alternatives:</b> Analyzing the pros, cons, feasibility, and risks of each alternative against the planning premises.</p> <p><b>Selecting the Best Alternative:</b> Choosing the most suitable course of action that best achieves the objectives.</p> <p><b>Formulating Derivative Plans:</b> Creating supporting plans (e.g., marketing, finance, HR) for the chosen main plan.</p> <p><b>Implementing the Plan:</b> Putting the plan into action, assigning roles, allocating resources, and setting timelines.</p> <p><b>Monitoring &amp; Controlling:</b> Continuously tracking progress, comparing results to objectives, and taking corrective actions.</p>	[10]	CO2	L5
2 (a)	What is Organisational Behaviour. Organizational Behavior (OB) is the study of how individuals, groups, and structure influence behavior within organizations, aiming to apply this knowledge to improve effectiveness, productivity, and culture. It's a multidisciplinary field drawing from psychology, sociology, and anthropology to understand human actions at work, focusing on motivation, leadership, teamwork, and communication to create a more productive and satisfying environment.	[03]	CO1	L1
(b)	What is management? Explain its role in business.	[07]	CO1	L2

	<p>Management is the process of planning, organizing, leading, and controlling resources (people, money, time) to efficiently and effectively achieve business goals, serving as the crucial engine that aligns tasks, guides employees, allocates assets, and ensures the entire organization moves cohesively toward its objectives, providing structure, direction, and adaptability for success.</p> <p><b>The Role of Management in Business</b></p> <p><b>Goal Attainment:</b> Management translates vision into actionable plans, ensuring the company meets objectives, from daily operations to long-term strategy.</p> <p><b>Resource Optimization:</b> It efficiently allocates and manages finances, human capital, and materials to minimize costs and maximize output (efficiency).</p> <p><b>Coordination &amp; Integration:</b> Managers unify diverse tasks and departments, creating synergy and ensuring everyone works towards common goals, preventing chaos.</p> <p><b>Leadership &amp; Guidance:</b> Managers motivate, direct, and develop employees, creating a positive environment for productivity and growth.</p> <p><b>Decision-Making &amp; Problem-Solving:</b> They analyze situations, make informed choices, and handle challenges to keep the business moving forward.</p> <p><b>Adaptability &amp; Control:</b> Management continuously monitors performance, adapts to market changes, and implements corrective actions, ensuring sustainability.</p>			
(c)	<p><b>Illustrate Leadership Styles with its suitable examples</b></p> <p>Leadership styles, like Autocratic, Democratic, Transformational, Laissez-faire, and Servant, involve distinct approaches to decision-making and team interaction, ranging from top-down control (Autocratic) to empowering autonomy (Laissez-faire), with examples like Churchill (Transformational) inspiring a nation or a tech manager letting engineers set goals (Democratic/Laissez-faire) to show these styles in action. Each style suits different situations, focusing on swift decisions, creativity, or individual growth, respectively.</p> <p><b>Key Leadership Styles &amp; Examples</b></p> <p><b>Autocratic (Authoritarian):</b> Leader holds all power, makes decisions without input.</p> <p>Example: A military commander giving direct orders in a crisis; a manager unilaterally raising work hours to boost production.</p> <p><b>Democratic (Participative):</b> Leader seeks team input but makes final call, boosting engagement.</p> <p>Example: A store manager involving staff in store layout decisions; a tech lead letting engineers set their own work schedules.</p> <p><b>Transformational:</b> Inspires and motivates followers to innovate and achieve bold visions.</p> <p>Example: Winston Churchill rallying Britain during WWII; Elon Musk pushing for private space travel.</p> <p><b>Laissez-faire (Delegative):</b> Hands-off approach, empowering employees to make decisions with little guidance.</p> <p>Example: A research lead giving scientists freedom to explore ideas, intervening only when necessary.</p> <p><b>Servant Leadership:</b> Focuses on team member growth and well-being first, leading by example.</p> <p>Example: A manager mentoring junior staff, providing resources, and prioritizing their development.</p> <p><b>Transactional:</b> Uses rewards (bonuses) and punishments (reprimands) to motivate performance.</p>	[10]	CO2	L4

	Example: A sales manager offering commissions for hitting targets. Situational: Adapts style to the specific needs of the situation and team maturity. Example: A manager being directive with a new, unskilled employee but delegating to an experienced one.			
3 (a)	<p>Demonstrate the three Contemporary issues in Management</p> <p>Contemporary management is indeed shaped by significant shifts across three core areas: digital transformation, ethics and sustainability, and talent and culture management. These challenges force a fundamental rethink of traditional approaches, pushing leaders to adopt more agile, technologically informed, and people-centric strategies</p> <p>1. Digital Transformation &amp; Innovation</p> <p>The pervasive integration of advanced technologies like AI, automation, and big data is essential for modern competitiveness. This shift transcends IT departments, requiring all managers to understand how these tools can optimize operations, create new business models, and enhance customer experience.</p> <p>Impact on Management: Managers must foster a culture of continuous learning and experimentation, ensuring their teams are equipped with the skills needed to leverage data analytics and digital platforms effectively. Resistance to change can be the biggest barrier, requiring strong leadership to guide the organization through technological upgrades.</p> <p>Resources: To stay current, leaders can explore management education programs or find courses on topics like "Leading Digital Transformation" through institutions like Harvard Business School Online.</p> <p>2. Ethics, Corporate Social Responsibility (CSR) &amp; Sustainability</p> <p>Stakeholder capitalism is replacing the traditional shareholder-first model, as customers, employees, and investors demand that companies act as responsible global citizens. Ethical conduct, environmental stewardship, and social equity are now critical components of long-term business value and brand reputation.</p> <p>Impact on Management: Managers must embed ethical considerations into every business decision, from supply chain sourcing to product development. They need robust CSR strategies that align with business goals and are transparently communicated to stakeholders. Measuring and reporting on environmental, social, and governance (ESG) metrics is becoming a standard practice.</p> <p>Resources: Businesses can access guidelines for responsible operations from organizations like the UN Global Compact, which offers principles and frameworks for sustainable business practices.</p> <p>3. Talent Management &amp; Evolving Workforce Dynamics</p> <p>Attracting and retaining talent in the current landscape requires more than competitive pay; it involves cultivating an inclusive culture that prioritizes employee well-being, offers flexibility, and provides clear pathways for purpose-driven work. The rise of remote and hybrid work models further complicates traditional management structures.</p>	[03]	CO1	L3
(b)	<p>Compare and contrast the different types of planning &amp; Organising used in organizational management.</p> <p>Organizational management uses several types of planning to set goals and strategies, and various forms of organizing to structure resources and authority to achieve those goals. Planning is deciding what to do and how to do it, while organizing is establishing the structure and allocating resources to execute the plan.</p> <p>Types of Planning</p> <p>The main types of planning form a hierarchy, each supporting the level above it.</p>	[07]	CO2	L4

<p><b>Strategic Planning:</b>  <b>Focus:</b> Long-term, overarching goals, and the organization's overall vision and mission.  <b>Time Frame:</b> Typically 3-5 years or more.  <b>Level:</b> Top management (CEO, board of directors).  <b>Contrast:</b> It is broad and deals with high uncertainty, focusing on the external environment, in contrast to the more specific, internal focus of lower-level plans.</p> <p><b>Tactical Planning:</b>  <b>Focus:</b> Translating broad strategic goals into specific, actionable steps for departments or business units.  <b>Time Frame:</b> Short to medium-term, usually 1-3 years.  <b>Level:</b> Middle management (department heads).  <b>Contrast:</b> More specific and detailed than strategic planning, but less so than operational, it acts as the bridge between long-term vision and daily execution.</p> <p><b>Operational Planning:</b>  <b>Focus:</b> Detailed, day-to-day activities and procedures required for smooth functioning.  <b>Time Frame:</b> Short-term, often weekly, monthly, or less than a year.  <b>Level:</b> Frontline or supervisory management.</p>			
<p>(c) Examine the advantages associated with various organizational structures commonly found in businesses.</p> <p>organizational structures offer distinct advantages tailored to specific business needs, such as enabling specialization, fostering agility, or promoting cross-functional collaboration. The optimal structure depends on the company's size, goals, and industry.</p> <p>Here are the primary advantages of common organizational structures:</p> <p><b>Functional Structure</b></p> <p>This structure groups employees based on specialized functions (e.g., marketing, finance, operations).</p> <p><b>Specialization and Expertise:</b> Employees develop deep expertise and advanced skills within their specific function by working alongside other specialists.</p> <p><b>Operational Efficiency:</b> Grouping similar tasks and skills leads to streamlined workflows, higher-quality work, and increased productivity within departments.</p> <p><b>Clear Career Paths:</b> A well-defined hierarchy within each department provides clear paths for career progression, which can boost employee motivation and retention.</p> <p><b>Centralized Control:</b> Decision-making is typically centralized, ensuring consistency in policies and procedures across the organization.</p> <p><b>Divisional Structure</b></p> <p>This structure organizes the company into semi-autonomous divisions based on products, markets, or geographic regions, with each division having its own set of functional departments.</p> <p><b>Market/Customer Focus:</b> Each division can concentrate on specific market needs or customer segments, allowing for tailored strategies and greater responsiveness to local demands.</p> <p><b>Accountability:</b> Divisions are often treated as independent profit centers, making it easier to measure performance, track profitability, and hold divisional heads accountable for results.</p> <p><b>Flexibility and Initiative:</b> Divisional managers have greater autonomy for decision-making, which promotes a sense of ownership and allows for quicker responses to opportunities or challenges within their specific area.</p> <p><b>Facilitates Growth:</b> New divisions can be added with minimal disruption to existing operations, making this model ideal for large, diversifying corporations.</p>	[10]	CO2	L3

<p><b>Matrix Structure</b>  This hybrid structure combines elements of functional and divisional models, where employees have dual reporting relationships (e.g., to a functional manager and a project manager).</p> <p><b>Enhanced Collaboration:</b> It encourages communication and collaboration across different functional departments by forming cross-functional project teams.</p> <p><b>Efficient Resource Use:</b> Specialized employees can be shared across multiple projects, optimizing the use of human resources and expertise where needed.</p> <p><b>Flexibility and Adaptability:</b> This structure allows the organization to adapt quickly to changing project demands by reallocating personnel between teams as needed.</p> <p><b>Skill Development:</b> Employees working on varied projects gain exposure to different areas of expertise and develop a broader skill set.</p>		
<b>Part B - Compulsory (01*10=10 marks)</b>		
<p>4</p> <p>Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department.</p> <p>Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.</p> <p>Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.</p> <p>Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services.</p> <p>Linda is very capable and can sometimes take on too much. The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient</p>	CO2	

	<p>information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.</p> <p>As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.</p> <p>Questions :</p> <p><b>1.</b> How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?</p> <p>Laura should balance leadership (vision, inspiration, trust) with management (structure, delegation) by empowering her capable direct managers (Kelly &amp; Linda) to handle daily operations, freeing her to focus on big-picture strategy, clear communication of mission, building team confidence through transparency, and fostering a positive, empowered culture, ideally with a democratic style to get buy-in and solve problems collaboratively.</p> <p><b>2.</b> Determine steps could be taken to build staff confidence?</p> <p>To build staff confidence, leaders should offer praise, clear goals, and autonomy, while fostering a safe environment where mistakes are learning opportunities, not failures, through coaching, mentorship, skill development, and recognizing strengths to empower employees to take initiative and grow.</p>	[5]	L5
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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,1b,2a, 2b,3a				1a,1b,2a,2 b,3a	1a,1b,2a, 2b,3a			
CO2	Acquire conceptual knowledge of management, various functions of Management and theories in OB.		1c,2c,3b,3c, 4a,4b	1c,2c,3b,3c, 4a,4b				1c,2c,3 b,3c4a, 4b		

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	assess, 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.**

**CI**

**CCI**

**HOD**