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**Presidency University**

**Bengaluru**

**SCHOOL OF COMMERCE**

**Make-Up Examinations, July 2024**

**Semester**: I

**Course Code**: BBA2008

**Course Name**: Management and Behavioral practices

**Program:** BBA

**Date**: 02/ July / 2024

**Time**: 09.30am to 12.30pm

**Max Marks**: 100

**Weightage**: 50%

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Question paper consists of three parts.*
3. *Scientific and Non Programable Calculators are Permitted.*
4. *Do not write any information on the question paper other than roll number.*

**Part A**

**Answer any FIVE Questions. (5 Q x 2 M = 10 M)**

1. O**utline the steps in the planning process?**

2. Differentiate between centralization and decentralization

3. Give examples of line and staff managers.

4. Define controlling.

5. Draw Abraham Maslow’s needs hierarchy.

6. List out the stages of basic OB model.

7. Define Organizational behaviour.

**Part B**

**Answer any FIVE Questions. (5 Q x 10 M = 50 M)**

8. Lalith Chemicals Ltd., a soap manufacturing company wanted to increase its market share from 30% to 55% in the long run. A recent report submitted by the Research &Development Department of the company predicted a growing trend of herbal and organic products. On the basis of this report, the company decided to diversify into a new variety of soaps with natural ingredients having benefits and fragrances of Jasmine, Rose, Lavender, Mogra, Lemon Grass, Green Apple, Strawberry, etc. The Unique Selling Proposition (USP) was to promote eco-friendly living in the contemporary lifestyle. The company decided to allocate Rs.30 crores to achieve the objective. Identify the functions of management mentioned above which will help the company to acquire a dominant position in the market.

9. Planning is a cornerstone of success across personal, professional, and organizational realms. It provides a roadmap for achieving goals, helping to allocate resources efficiently, mitigate risks, and prioritize tasks. Explain the steps in the planning process.

10. MBO process not only promotes clarity in organizational priorities but also establishes a framework for regular performance reviews and feedback. Discuss MBO process in detail.

11. The importance of various types of organizations lies in their adaptability to diverse needs and contexts, catering to the dynamic nature of modern society. Discuss various types of organization.

12. Motivation is the driving force that propels individuals toward their goals, fuelling resilience and determination. It catalyses achievement, fostering productivity and personal growth. Summarize Herzberg’s two-factor theory.

13. Illustrate the basic Organisational Behaviour model.

14. Alex Fine Rice Ltd. has the largest share of 55% in the market. The company's policy is to sell only for cash. In 2015, for the first-time company's number-one position in the industry was threatened because other companies started selling rice on credit. However, the managers of Alex Fine Rice Ltd. continued to rely on its previously tried and tested successful plans which didn't work because the environment is not static. This led to a decline in sales of Alex Fine Rice Ltd.  
1. The above situation indicates two limitations of planning which led to a decline in its sales. Identify these limitations.  
2. Explain the Nature and Importance of Planning in the light of the case.

**Part C**

**Answer any TWO Questions. (2 Q x 20 M = 40 M)**

**15.** The stereotypical view of a CEO – tough minded, dominant, and hyper aggressive – may be giving way to a more sensitive image. Nowhere is this shifting standard more apparent than at General Electric. There may be no CEO more revered for his leadership style than former CEO Jack Welch, a “tough guy” in his own words. Yet his hand-picked successor, Jeff Immelt is remarkable for his very different leadership style. Whereas Welch was intense, brash and directive, Immelt was described by Financial Times as “unshakably polite, self-deprecating and relaxed”. In an Interesting contrast to Chrysler CEO Bob Nardelli, Chrysler President Jim Press (formerly president of Toyota of America) embraces “Servant Leadership” and says one of his main functions is to “get out of the way” and support those who work with him. A recent study of CEOs seems to suggest that this trend is spreading. The CEOs in its sample scored 12 points below average on tough-mindedness. Yes, that’s below average. As one observer of the corporate world concludes, “The Jack Welch approach appears to be on the fade”. Many research studies in recent times share the same view. You might think that a kinder, gentler approach works only for Fortune 500 CEOs, whose very job security might rely on glowing press coverage. It is perceived that the nice approach to leadership is taking momentum with a spreading assumption that the central part of the CEO’s job is “showing them you care”.  
**From the above narration answer thew following Questions:**

1. Do you think the kinder, gentler leader image is just an emerging trend or that it will help us to transform people and organizations better? Justify your answer.
2. Servant leadership style works better for few organizations and may not be suitable for all organizations? Discuss.

**16.** Communication skills play a pivotal role in directing.

1. Discuss common barriers to communication in a globalized workplace.
2. Identify effective ways to overcome communication barriers.

17. What lures many customers to visit Starbucks each week? Customers will pay a higher price for a cup of coffee, compared with that in other local establishments because Starbucks delivers consistent product and service quality to give customers a “Starbucks Experience” that is inimitable in the industry. The ability to set a new benchmark in product quality and customer service has been the cornerstone of its business. Starbucks's excellent global reputation developed from management’s belief in human capital and in treating employees as the company’s greatest asset. The CEO and the President of Starbucks believe that human resources should attend every strategic discussion concerning the company. By aligning human resources management and strategic management, the corporation created a corporate culture that focused on delivering world-class customer service to customers. Employees at Starbucks are expected to cooperate and work together to meet the demands of their customers. Starbucks attracts and retains the best and the brightest in the industry due to the high level of satisfaction that employees receive while on the job. To increase employee’s passion for delivering high levels of customer service, Starbucks offers a multitude of training options to employees so they may become coffee masters. Starbucks has created a competitive advantage by creating a workforce that is very knowledgeable and passionate about what it does.  
a. Discuss the primary factors that attract customers to Starbucks.   
b. Relate why customers are willing to pay higher prices for coffee at Starbucks.   
c. Identify the cornerstones of Starbucks’s business success.