

**Master of Business Administration - Semester I**

**MB0038 – Management Process and Organization Behavior**

**Q1. Define the terms 'strategy'. Explain the following:**

- a) Corporate strategy**
- b) Business strategy**
- c) Functional strategy**

**Strategy**

Strategy means the impressive plan of action designed to achieve a long-term or overall aim. Each organization makes their vision then they have to see how that vision can be executed. Here is where strategy comes in.

Strategy in organizations can be divided into three:

- Business strategy
- Corporate strategy
- Functional strategy

**a) Corporate strategy**

A company like Reliance Industries Limited has several businesses under one name and a corporate headquarters which controls these. Each of these businesses may be run by an independent company much like Reliance Power runs the power business and Reliance Logistics is a single-window company selling transportation, distribution, warehousing, logistics, and supply chain-related products, supported by in-house telematics and telemetry solutions. The corporate headquarters will have grand plans on how each business should operate.

For example, it might say that that Reliance Solar should design, develop, and manufacture an, the solar energy systems or that Reliance Jio Infocomm should expand broadband service. This grand plan created by the corporate headquarters is called 'Corporate Strategy'. It lays down the grand plan to be followed by each business under a corporate headquarters.

**b) Business strategy**

A business strategy typically is a document that clearly articulates the direction a business will pursue and the steps it will take to achieve its goals. In a standard business plan, the business strategy results from goals established to support the stated mission of the business. A typical business strategy is developed in three steps: analysis, integration and implementation. Every business, small or big, will have a business strategy. This process usually begins with senior managers who then communicate the strategy to respective teams. Each team is made to understand how the strategy will affect its daily activities. Taking the business strategy to the lowest level of the company possible helps integrate the strategy throughout the firm. Business strategy can be applied to small businesses, too.

### **c) Functional strategy**

Once you have a business strategy, each independent department will need its own strategy. For example, the HR of Tata Motors will need a strategy quite different from the HR of Tata Consultancy Service. So, the operations, marketing, finance, HR, etc of each business will make their own grand plan or strategy and this is called functional strategy. In the case of Raju, he might plan to hire more carpenters and pay daily wages or wages per piece. This is the HR strategy. In other words, the grand plan made by each functional area is called functional strategy.

### **Q2. Define the term 'management'. Explain the Behavioural science theory and Systems theory.**

#### **Definition of management:**

According to *F.W. Taylor*, "Management is an art of knowing what to do, when to do, and see that it is done in the best and cheapest way".

The other definition based on Harold Koontz, management defined as 'the process of designing and maintaining an environment in which the individuals working in groups efficiently employ resources and accomplish the selected goals of self and the organisation'.

**Behavioural science theory:** Behavioural science is the systematic analysis and investigation of human and animal behaviour through controlled and naturalistic observation, and disciplined scientific experimentation. Behavioral science theories have greater potential to enhance the effectiveness. The thought was originated by Vilfredo Pareto in 1896, and he researched on organisation and management relationship. Later, Hugo Munsterberg applied psychology to increase industrial production in 1912 and around the same time, Walter Dill Scott applied psychology to advertising, marketing, and personnel in 1910 and 1911. But it was Elton Mayo and F.J Roethlisberger who made an impact on the behavioural science theory through their Hawthorne experiments in Western Electric Company in 1933. These experiments proved that good working relationship with the supervisor and colleagues and the idea of challenge in the job accounted for higher productivity. Challenge is created through setting high goals which cannot be normally achieved but which can be achieved with a little additional effort. These experiments brought to fore the importance of behavioural science in management. Extending the idea sometime in 1946 and 1947, Max Weber propounded the theory of bureaucracy.

#### **Systems theory:**

Systems theory is the interdisciplinary study of systems in general, with the goal of elucidating principles that can be applied to all types of systems at all nesting levels in all fields of research. Though the systems theory can be traced to biology, where we have cardiovascular system, nervous system, etc which are fairly independent yet interdependent, it was Chester Barnard who extended this into management area through his writing 'Functions of the Executive' in 1938. In systems theory, we perceive that organisations have a number of fairly independent systems such as purchase system, operations system,

marketing system, financial system, etc. The workings of these are independent, but it has to be integrated by the manager. This theory, perhaps, brings the idea of integration as a key component of management.

**Q3. Give the definition and importance of planning in an organisation and explain the steps in planning.**

**Q4. Define the term Controlling? What are the prerequisites of effective control?**

**Q5. What are 'attitudes'? Explain the components and functions of attitude.**

**Q6. Define leadership. Write a brief note on 'Contingency Theories of Leadership'.**

*Remaining answers are available in the full assignments.*

**For full assignments contact us:**

**Global Education**

**Rajdeep: 098662 48187 / 077958 40110**

**Email: [support@smuassignments.com](mailto:support@smuassignments.com) / [global.education.smu@gmail.com](mailto:global.education.smu@gmail.com)**

**Website: [www.smuassignments.com](http://www.smuassignments.com)**

*Note: Paid assignments will be in word format without any water mark as per SMU's new requirement.*