



**End Term {(Odd) (Trimester-I)} Examination November 2025**

Roll no.....

**MBA**  
**Trimester I**  
**Management Concepts and Organizational Behaviour**  
**MBA 101**

Time: 3 hours

Maximum Marks: 100

**Note:**

- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 40 Marks.

**Section A**

Q1.

(2X10=20 Marks)

- a. Critically evaluate how the evolution of management thought has shaped the roles of modern managers in high-technology organizations. Illustrate with examples from digital-first companies. (CO1, CO2)
- b. Managers today face paradoxes of control vs. empowerment and efficiency vs. empathy. Using Mintzberg's Managerial Roles, design a framework to help leaders manage such paradoxes effectively. (CO2, CO4)
- c. Analyze how VUCA and BANI environments are redefining the managerial function of control. How can adaptive management replace traditional control mechanisms? (CO4, CO5)

Q2.

(2X10=20 Marks)

- a. Compare formal and informal groups in organizations. How can understanding Johari Window and Transactional Analysis improve group effectiveness in project-based teams? (CO4)
- b. Discuss the role of constructive conflict in driving creativity and organizational innovation. Suggest methods to manage such conflict productively. (CO3, CO4)
- c. Evaluate how transformational leadership can drive cultural change during digital transformation initiatives. Use an example of a real organization for analysis. (CO4, CO6)

Q3.

(2X10=20 Marks)

- a. Evaluate how learning theories (Classical, Operant, and Social) can be applied to design behaviour change programs in organizations. (CO3)
- b. Apply Maslow's hierarchy of needs and Herzberg's two-factor theory to analyze employee motivation in a hybrid work environment. How can managers sustain intrinsic motivation remotely? (CO4, CO6)
- c. You are an HR consultant advising a start-up facing resistance to structural reorganization. Using Kurt Lewin's Change Model, design a practical plan to manage resistance and ensure behavioral commitment. (CO6)

**Section B**

Q4. Case Study

(40 Marks)



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Case: Rebuilding Culture and Leadership at Tata Motors

By 2014, Tata Motors, once the pride of India's automobile industry, was facing a steep decline. Sales were falling, employee morale was low, and customer satisfaction was at an all-time low. The success of foreign competitors and the failure of several domestic launches (like the Nano) exposed deep structural and cultural issues within the company. Decision-making had become bureaucratic, middle management avoided accountability, and innovation had stagnated.

When Dr. Guenter Butschek, a former Airbus executive, took over as CEO in 2016, he found that Tata Motors' culture was overly hierarchical, with fragmented communication and unclear responsibilities. To rejuvenate performance, Butschek launched the "Turnaround 2.0" strategy. His goal: transform Tata Motors into an agile, customer-centric organization built on accountability and collaboration.

He flattened hierarchies, introduced cross-functional teams, and redesigned performance management systems to link incentives to innovation and speed. At the same time, he emphasized "One Team, One Goal"—a culture of shared vision over departmental silos. However, these initiatives faced resistance. Senior employees feared losing power, and younger staff questioned leadership credibility after years of instability.

The HR team implemented targeted leadership development programs focusing on emotional intelligence, change leadership, and adaptive learning. Managers were trained to engage in transparent communication and coach their teams through ambiguity. Within three years, Tata Motors began showing strong signs of recovery: improved product launches, higher engagement scores, and renewed trust among employees.

Yet, challenges persisted—how to sustain agility amid legacy mindsets, and how to align leadership behaviour with the company's future-focused strategy in a rapidly changing automotive market.

### Questions:

1. Critically analyze the change management and cultural transformation initiatives undertaken by Tata Motors using Lewin's Three-Step Change Model. How effectively did leadership address employee resistance and promote a shared organizational identity? CO4, CO5
2. Evaluate how learning theories can be applied to design behaviour change programs in organizations. Suggest two HR or behavioural interventions to sustain continuous improvement and innovation. CO3, CO6