

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

**MBA / MBA (IB) (Sem.-1)**  
**FOUNDATIONS OF MANAGEMENT**

**Subject Code : MBA-101-18**

**M.Code : 75402**

**Date of examination : 02-01-2026**

**Time : 3 Hrs.**

**Max. Marks : 60**

**INSTRUCTION TO CANDIDATES :**

1. **SECTION-A** contains **EIGHT** questions carrying **TWO** marks each and students has to attempt **ALL** questions.
2. **SECTION-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **TWELVE** marks.

**SECTION-A**

1. **Write short notes on the following:**
  - a) What is contingency approach to management?
  - b) What are benefits of decentralization?
  - c) What do you mean by span of management?
  - d) What are the various sources of power in organizations?
  - e) Highlight the importance of control function in organizations.
  - f) Describe the features of Z-culture of American companies.
  - g) What do you mean by business process reengineering?
  - h) Describe the benefits of business forecasting.

## **SECTION - B**

### **UNIT - I**

2. Highlight the salient contributions of Henry Fayol in management.
3. a) Highlight skills required by Managers in business organizations.  
b) Describe the important functions of management.

### **UNIT - II**

4. Outline the concept of Management by Objectives (MBO). Identify its benefits and limitations.
5. Highlight the steps involved in the decision making process, with illustrations.

### **UNIT - III**

6. a) Describe the various Bases of Departmentation.  
b) Outline the concept of line and staff functions.
7. Highlight the importance of delegation of authority. Identify factors affecting delegation.

### **UNIT - IV**

8. Describe the importance of control function in organization. Outline important techniques of control.
9. a) Highlight reasons for high growth of E-Business Management.  
b) What are the benefits of business outsourcing?

## SECTION - C

### 10. Read the Case and Answer Questions based on it

#### FLUDE - Reviving a Brand Through Ethnographic Research

In the early 2000s, FLUDE, one of the world's most beloved toy brands, was in serious trouble. The company had been expanding rapidly into video games, clothing and theme parks while neglecting its core product—brick sets. Revenue declined and FLUDE was losing relevance among modern children. To get back on track, FLUDE turned to ethnographic marketing research, a method that focuses on observing customers in their natural environments.

FLUDE's research team began visiting families across Europe and the United States to observe how children interacted with FLUDE and other toys during playtime. Instead of relying solely on surveys, they watched how long kids stayed engaged, whether they followed instructions or created freely and how parents participated in the process.

The insights were surprising. While FLUDE had assumed kids wanted maximum freedom and creativity, researchers discovered that many children preferred sets with clear instructions and goals. They enjoyed the feeling of completing a build and seeing a tangible result. Parents, too, valued toys that combined fun with problem-solving skills and developmental benefits.

Additionally, the company found that some of its recent products were either too complex or too basic, frustrating kids and discouraging them from returning to the brand. These findings led FLUDE to redesign its product strategy. They focused on balancing structured play with opportunities for imaginative expansion. New lines were introduced or revitalized, blending storytelling, collectability and creative construction.

The results were dramatic. FLUDE rebounded to become one of the most profitable and respected toy companies globally. By grounding its strategy in real human behavior rather than assumptions or trend-chasing, FLUDE turned around a failing brand into a global innovation leader.

#### Discussion Questions :

- a. What were managerial challenges faced by FLUDE?
- b. What managerial skills are required to handle these challenges?
- c. Can company think of developing e-Business Strategy?
- d. What might have happened if FLUDE had continued without research?

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**