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First Semester MBA Degree Examination, Dec.2014/Jan.2015
Management and Organisation Behaviour

Time: 3 hrs.

Max. Marks: 100.

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Differentiate between Management and Administration. (03 Marks)
- 2 Define MBO and state its objectives. (03 Marks)
- 3 What is meant by 'Feed forward control'? (03 Marks)
- 4 Define Organisational Behaviour. (03 Marks)
- 5 Give the meaning of stereotyping. (03 Marks)
- 6 Who is an autocratic leader? (03 Marks)
- 7 Why do people join groups? (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Briefly explain the important functions of management. (07 Marks)
- 2 Explain different types of planning. (07 Marks)
- 3 Enumerate the steps involved in controlling process. (07 Marks)
- 4 Discuss the challenges and opportunities of organizational behaviour. (07 Marks)
- 5 What is Personality? What are its determinants? (07 Marks)
- 6 Differentiate between Transactional and Transformational leadership. (07 Marks)
- 7 Define a group and describe five stages of group development. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Enumerate Henry Fayol's contribution to administrative management. (10 Marks)
- 2 Discuss basic types of organization structure. (10 Marks)
- 3 Explain the factors influencing control effectiveness. (10 Marks)

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- 4 Explain various disciplines contributed to the development of organizational behaviour. (10 Marks)
- 5 Discuss the four important dimensions of emotional intelligence. (10 Marks)
- 6 Explain Maslow's need of hierarchy and state its application in management. (10 Marks)
- Define the term conflict and discuss the stages of conflict. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

The shopping center branch of a well known marketing company housed in a modern, air – conditioned building situated in a prime location in the city. It has its full complements of staff, who are well trained but contrary to the expectation, it seems to have been losing business to other competitions and failing to meet targets. When it was reported to the regional manager that two staff had asked for transfers, he called in on manager.

At the interview it was revealed that friction had arisen between the manager and his senior assistant Hemanth and between staff. According to the manager, Hemanth had an abrasive personality which showed through his management style. He was authoritarian and domineering in his dealings with the staff and contemptuous of their intellect.

The manager admitted that he found the strain of working with Hemanth very wearing himself. In spite of several "Quiet words" with him. Hemanth had not changed his behaviour and the manager had been forced into the role of peace maker to ensure a resemblance of good relation in the organization.

He added that the staff no longer seem to want to do things when asked. They display a rigid attitude towards customers and they are no longer prepared to work beyond normal hours, except under extreme pressure. This pressure usually takes the form of threatening behaviour from Hemanth, who says that the only important thing is to get the work out by the end of the day. It is established that the branch problems usually began nine months ago when Hemanth arrived.

The regional manager decided to talk to Hemanth himself. It so transpired that Hemanth had been brought up and had also been first employed in an economically disadvantaged and tough area of the city. He had a weak boss who never gave the staff any direction, which resulted in an easy going attitude and an unacceptable slackness which Hemanth wanted never to repeat when he was promoted to a managerial post.

For this reason, Hemanth supervises the work very closely. He doesn't listen to suggestions, he prefers the staff simply to do the work his way. He likes them to stick to their technical tasks and leave the managerial work to him. He has been known to struggle with a problem for days when, if he asked one of his clerks, it could be solved in minutes.

Questions :

1. Explain and discuss Hemanth's management style.
2. Make suggestions as to how the situation at shopping center branch could be improved. (20 Marks)
