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18MBA11

First Semester MBA Degree Examination, Dec.2018/Jan.2019

Management and Organizational Behaviour

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.

- 1 a. Give the meaning of unity of command. (03 Marks)
b. Set out the limitations or problems in MBO. (07 Marks)
c. What do you mean by corporate planning? Discuss in detail different steps in planning. (10 Marks)
- 2 a. What is meant by departmentation? (03 Marks)
b. What is management? Bring out the four functions of management. (07 Marks)
c. What are the essential characteristics of a good decision? How can a manager make effective decisions? (10 Marks)
- 3 a. State the meaning of controlling. (03 Marks)
b. Outline the various steps involved in controlling process. (07 Marks)
c. What do you mean by Divisional Organization Structure? Discuss the Basis and Problems in Divisional Structure. (10 Marks)
- 4 a. State the features of a good plan. (03 Marks)
b. Differentiate between Formal and Informal organization. (07 Marks)
c. What do you mean by virtual organization? Discuss the benefits and limitations of virtual office or organization. (10 Marks)
- 5 a. Define organizational behaviour. (03 Marks)
b. Discuss how attitudes are formed. (07 Marks)
c. State and explain the foundations of individual behavior. (10 Marks)
- 6 a. What do you mean by Free-rein leadership? (03 Marks)
b. Explain the main features of theory Y of motivation. (07 Marks)
c. Critically examine the Maslow's need hierarchy theory of motivation. (10 Marks)
- 7 a. What is meant by Halo effect? (03 Marks)
b. What is Personality? Explain in detail different determinants in shaping personality. (07 Marks)
c. Discuss in detail Trait theory of motivation. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8 = 50, will be treated as malpractice.

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CASE STUDY: (compulsory)

Kavery Limited publishes fortnightly magazine titled Kavery. The magazine is published in four regional languages. The company has its own printing press with Ravi as press manager. He is responsible for the overall working of the press. The press runs on two-shift basis for six days per week and performs all activities related to magazine printing. The press manager has a total employee strength of nearly 300 with six persons at the senior management level who work in the day shift and 25 supervisors and 120 operators for each shift. Each supervisor has a 4 to 10 operators directly reporting to him. The number of operators reporting directly to a supervisor varies according to nature of work involved in different sections.

One day, the press manager attended a seminar on management by objectives organized by the local management association and addressed by a consultant on management by objectives. He was highly inspired by the theme of management by objectives and intended to install this system in the press. He was very much sure that he would make performance evaluation of the employees easier and improve their productivity.

Ravi worked several days on what the output objective of the press would be. After finishing this work, he called a meeting of his senior staff. He gave a written statement containing the objectives of functional area of the press to senior staff members and requested each member to review the objectives, ask questions for clarification, then prepare specific operational plans and quotas for his respective departments, supervisors and operators.

Questions:

- a. Is this a workable MBO system? Explain your stand. (06 Marks)
- b. Had you been the press manager, would you have proceeded to install MBO differently? Why? (04 Marks)
- c. As the press manager, how will you proceed to define press objectives? (10 Marks)

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