

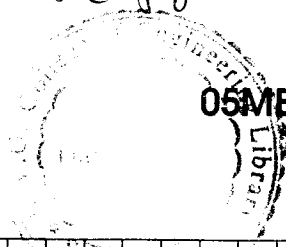
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NEW SCHEME



05MBA11

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**First Semester M.B.A Degree Examination
December 2005/January 2006
Master of Business Administration
Management and Behavioural Processes**

Time: 3 hrs.)

(Max.Marks : 100

Note: 1. Answer FIVE full questions including Q.No.8 which is compulsory.
2. All questions carry equal marks.

1. (a) Define the term management. (3 Marks)
(b) Distinguish between administration and management. (7 Marks)
(c) What are the contributions of Henry Fayol? (10 Marks)
2. (a) Define planning. (3 Marks)
(b) What is MBO? Explain MBO process. What are its advantages? (7 Marks)
(c) What are the different roles played by a Manager? (10 Marks)
3. (a) What is organizing? (3 Marks)
(b) What are the steps in selection process? (7 Marks)
(c) Explain Theory X and Theory Y. (10 Marks)
4. Write Short Notes on any four of the following: (5 Marks each)
 - (a) Managerial Grid
 - (b) Hawthorne studies
 - (c) Span of Control
 - (d) System four theory of leadership.
 - (e) Stages of group formation
5. (a) What is motivation? (3 Marks)
(b) How to make delegation effective? (7 Marks)
(c) Explain Maslow's theory of motivation and compare it with the theory of Herzberg's. (10 Marks)
6. (a) Briefly state the control process. (3 Marks)
(b) How does classical conditioning theory differ from operant conditioning theory? (7 Marks)
(c) How to make control effective? (10 Marks)

Contd.... 2

7. (a) What are the purposes of studying organisational Behaviour? (3 Marks)
- (b) Why do people form themselves into groups? (7 Marks)
- (c) What are the factors that influence the development of Personality? (10 Marks)

8. Case Study :

Reena has recently been transferred to her organisation's personnel department at a level senior enough for her to take immediate responsibility for the recruitment of clerks for their branch office.

Since Reena has never done recruitment interviews before, she asked for advice from her colleague Arathi, an experienced member of personnel staff. She wanted guidance on the sort of questions she would ask to obtain information from the candidates.

Arathi had a programme of Interviews set for the day and she said " Don't worry there is nothing in interviewing and you are a natural interviewer, I can tell. Anyway it is all a matter of common sense. Sit with me a few times today, and you will learn all there is to know. "

Reena sat in on the interviews along with Arathi, and she was very much impressed with the way Arathi went through them in a polished and efficient manner. Because she was so new, however, Reena emerged feeling a little better equipped to do her own Interviews and still rather at a loss to know how to prepare properly for them. Because of personnel department staff shortage, and a sudden heavy recruiting period; she was asked to conduct five interviews in a day to recruit grade one clerks.

She emerged close to tears at the end of the day. " I have no idea whether I have made the right decisions" she said to Arathi: " I couldn't get them to talk, I am sure, I have given most of them the wrong end of the stick, and I really don't know what I am doing. I need solid advice - I need to see more of your interviews and I need training I will never be able to do this job properly and I am supposed to do some more next week.

Arathi calmed her down and reassured her; and that evening determined to give thought to helping Reena more systematically during the next day or two, by letting her sit in, by arranging a training schedule and by giving her some methodical short-term advice.

- i) What are the problems of Reena?
- ii) How would you describe the advantages and disadvantages of learning the techniques of interviewing by example?
- iii) Briefly describe how you would train Reena, properly for the job of recruitment interviewing.
- iv) What short-term advice would you give, so that Reena can prepare to perform more effectively next week? (5 Marks each)

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NEW SCHEME

First Semester MBA Degree Examination, July 2006
Master of Business Administration
Management and Behavioral Processes

Time: 3 hrs.]

[Max. Marks:100

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

- 1 a. Differentiate between efficiency and effectiveness. (03 Marks)
b. Explain the processes of MBO. (07 Marks)
c. What is delegation? Explain the guidelines for effective delegation. (10 Marks)
- 2 a. What are policies? (03 Marks)
b. Explain the contributions of F.W.Taylor to management thought. (07 Marks)
c. What is decision-making? Explain the steps involved in decision-making. (10 Marks)
- 3 a. What is staffing? (03 Marks)
b. Explain Maslow's needs theory. (07 Marks)
c. Explain Lickert's four systems management. (10 Marks)
- 4 a. Define the term motivation. (03 Marks)
b. Explain the concept of social responsibility. (07 Marks)
c. Explain various personality attributes influencing OB. (10 Marks)
- 5 a. What is an SBU? (03 Marks)
b. Is management a science or an art? Explain. (07 Marks)
c. What is controlling? Explain the steps involved in controlling. (10 Marks)
- 6 a. What do you mean by learning? (03 Marks)
b. Explain the perception process. (07 Marks)
c. Explain cognitive dissonance theory. (10 Marks)
- 7 a. What are values? (03 Marks)
b. Explain the challenges and opportunities to OB. (07 Marks)
c. What is job satisfaction? Explain factors influencing it. (10 Marks)
- 8 Case study:

Semi conductors Inc. (SI), is one of the many electronics firms in the west. The firm has been reasonably successful in the past. It now recognizes the threat of Japanese competition. John Anderson, the president, realizes that one of the keys of success in this industry is to be a high technology innovator. Consequently, he asked a consultant, Martin Rich, to analyse the organisation's suitability for becoming a high technology firm. The consultant's presentation of findings is as follows:

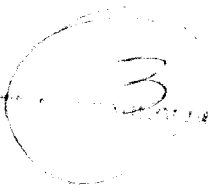
- a. The firm's objectives are mostly for one year and pertain primarily to operations.
- b. Managers are not rewarded for activities that may be beneficial in the long run. Instead, bonuses are based on the achievements of short-run objectives.
- c. Managers, generally speaking, are good "fire fighters" but little effort is expended to problems from occurring.
- d. There is a little team effort. Each manager focuses on his / her own tasks.
- e. Managers are mostly concerned about the internal operation and care little about the external environment.

The president listened carefully to the report by the consultant. Infact, the findings confirmed his impression of the organisation. But, the important point was, what should be done now to overcome these problems?

Questions:

- i) What factors would you consider in accessing the external environment? (05 Marks)
- ii) How would you develop a strategic plan and objectives? Write a statement of mission. Give examples for overall company objectives. (10 Marks)
- iii) What would you do to encourage managers to work together towards long-range objectives? (05 Marks)





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NEW SCHEME

First Semester MBA Degree Examination, Dec. 06 / Jan. 07
Business Administration
Management and Behavioural Processes

Time: 3 hrs.]

[Max. Marks:100

Note : Answer any **FOUR** questions from Q-1 to Q-7, Q-8 is compulsory.

- 1
 - a. What is management? (03 Marks)
 - b. Distinguish between administration and management. (07 Marks)
 - c. What are the contributions of Henry Fayol? (10 Marks)

- 2
 - a. What is planning? (03 Marks)
 - b. What is MBO? Explain MBO process. What are its advantages? (07 Marks)
 - c. What are the different roles played by a manager? (10 Marks)

- 3
 - a. What is organizing? (03 Marks)
 - b. What are the steps in selection process? (07 Marks)
 - c. Explain Theory X and Theory Y. (10 Marks)

- 4 Write short notes on any four of the following :
 - a. Management grid
 - b. Hawthorne studies
 - c. Span of control
 - d. Matrix organization
 - e. Stages of group formation. (20 Marks)

- 5
 - a. What is the purpose of studying Organizational Behaviour? (03 Marks)
 - b. How to make delegation effective? (07 Marks)
 - c. Explain Maslow's theory of motivation and compare it with the theory of Herzberg's. (10 Marks)

- 6
 - a. Briefly state the control process. (03 Marks)
 - b. How does classical conditioning theory differ from operant conditioning theory? (07 Marks)
 - c. What is perception and explain the perceptual process in organization? (10 Marks)

- 7
 - a. What is attitude? (03 Marks)
 - b. Why do people form themselves into groups? (07 Marks)
 - c. What are the factors that influence the development of personality? (10 Marks)

Case study .

Ramoji Rao is incharge of a bindery in Vijayawada, which has 10 employees, four of whom work in the factory. Three of these employees set machines, one supervises and the fifth moves the blank paper and finished print by handcar. This position, which demands no skill other than driving a handcar, need to be filled, and three applicants have responded.

The first is Mr. Mati Anjaiah who is thirty-five, unmarried, and a Navy veteran. Anjaiah has poor work record. During his five years in Vijayawada he has worked only as a seasonal labourer on occasional odd jobs. He drove a forklift in the Navy, while working at Visakhapatnam. Hew has a strong build, which could help, although the work is generally light.

Mr. Nehal Singh, age twenty-two, came to Vijayawada two years back from Punjab. He has done farm labor for many years and assembly-line work for one year. His command of English is poor (but can speak the regional language, Telugu, fluently). He resides with his mother and seems certain to remain in the area for sometime. After having run farm equipment he should have no trouble steering a handcar.

Mr. Vandaveeti Raja is a local boy who finished high school two years ago. Subsequently, he got a diploma from a local institute and is currently employed as an assistant in Savani Transport Company, Vijayawada. His character references are excellent. Mr. Raja is small, but seems quick and was track star in high school.

- a. How much consideration should be given to Mr. Anjaiah's poor work record? Should Mr. Ramoji Rao check to verify it? (04 Marks)
- b. How important is a command of English to the job? How quickly could Mr. Nehal Singh learn enough English to be effective? (04 Marks)
- c. Should Mr. Nehal Singh be passed over because of his status as a recent migrant? (04 Marks)
- d. Should Mr. Raja get the job? Should his excellent character references be given more weight than his inexperience? (04 Marks)
- e. Who should be hired? Why? (04 Marks)

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NEW SCHEME

First Semester MBA Degree Examination, July 2007

Business Administration

Management and Behavioural Processes

Time: 3 hrs.]

[Max. Marks:100

Note : 1. Answer any FOUR full questions from 1 to 7 questions.

2. Question No.8 is compulsory.

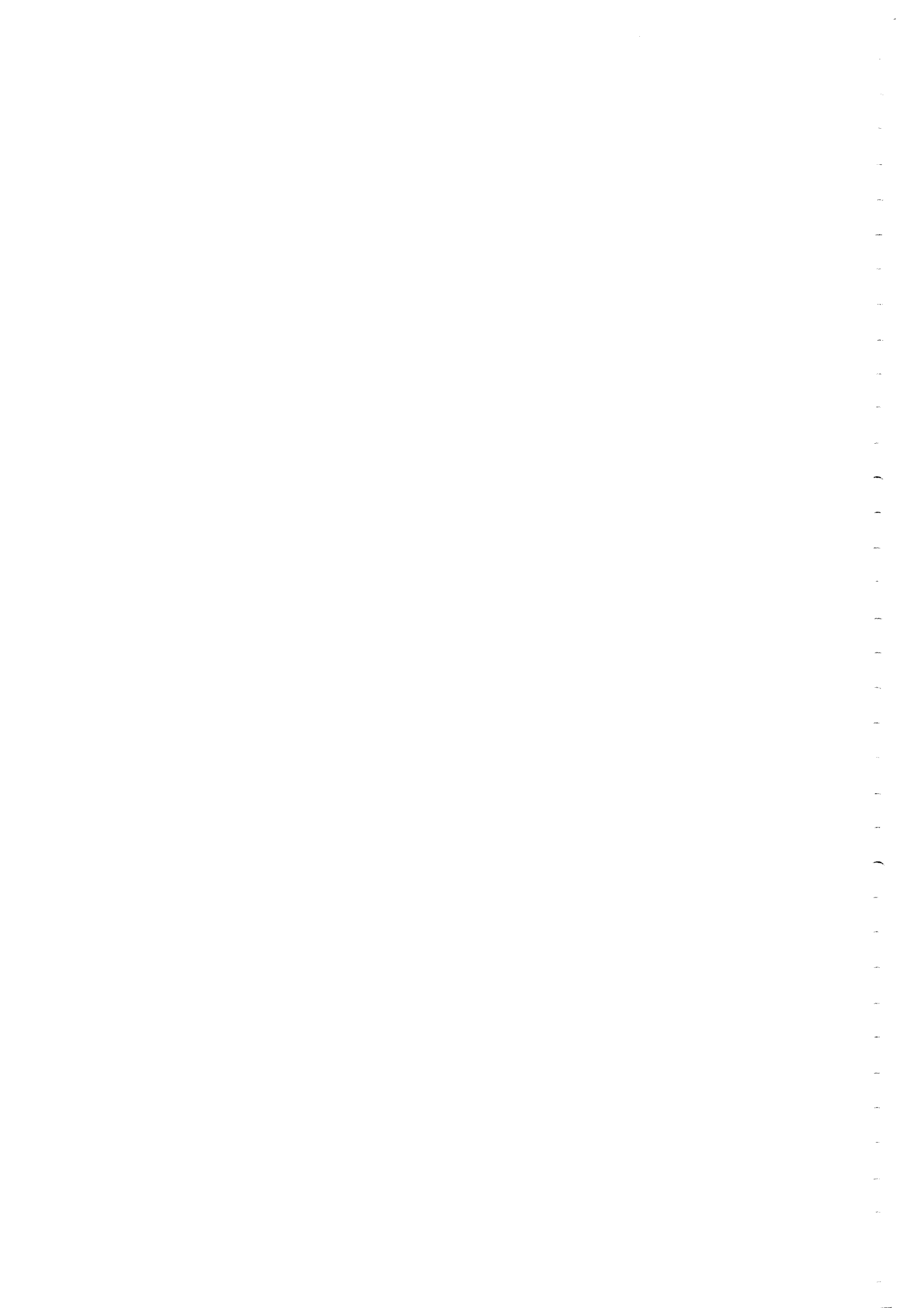
- 1
 - a. What is span of control? (03 Marks)
 - b. Explain the scientific principles of F.W. Taylor. (07 Marks)
 - c. What are the managerial functions which helps the growth of the organization? (10 Marks)
- 2
 - a. What are the characteristics of the organization? (03 Marks)
 - b. What are the managerial roles as profounded by Henry Mintzberg? (07 Marks)
 - c. Define MBO. Explain its merits and demerits. (10 Marks)
- 3
 - a. Define Peter's principle. (03 Marks)
 - b. Describe system approach of selection. (07 Marks)
 - c. Explain Likert's four systems of management. (10 Marks)
- 4
 - a. Define motivation. (03 Marks)
 - b. Critically examine a Hertzberg theory of motivation and compare it with Maslow's theory. (07 Marks)
 - c. Describe with suitable examples of various control techniques. (10 Marks)
- 5
 - a. Define "Organizational Behaviour". (03 Marks)
 - b. Explain the various stages of group development. (07 Marks)
 - c. Differentiate classical conditioning and operant conditioning. (10 Marks)
- 6
 - a. Define values. (03 Marks)
 - b. Explain the perception process. (07 Marks)
 - c. What are the factors that contribute to job satisfaction? (10 Marks)
- 7
 - a. Define personality. (03 Marks)
 - b. Describe the Cognitive Dissonance theory. (07 Marks)
 - c. Explain the 'Big Five' personality traits. (10 Marks)
- 8 **Case Study:**

Bob is the owner and operator of a medium-sized Grocery store that has been in his family for more than 30 years. Currently his business is flourishing, primarily because it has an established customer base in a busy part of town. Also Bob is a good manager. He considered himself to be highly knowledgeable about his business, having continuously adapted to the changing times. For example, he recently expanded his business by putting in a full-service skill. His philosophy is that by continuously providing customers with new products and services, he will always have a satisfied customer base to rely on.

At the management seminar he attended last year, the hot topic was globalization and the impact of technology on business. He has also been bombarded by the many television ads and mailers regarding the opportunities available on the net. For the most part, Bog does not think that globalization is an issue with his business, as he doesn't even intend to expand outside the city. Further more, he feels that the internet has no application is his branch of the retail industry and would simply be a waste of time.

Questions:

- a. Is Bob correct in his assessment of how globalization will impact his business?
- b. Can you think of any internet application that Bob could profit from?
- c. How could Bob's business be negatively impacted by both technology and globalization if he does not keep on top of these developments? (20 Marks)



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05MBA11

First Semester MBA Degree Examination, Dec. 07 / Jan. 08
Management and Behavioural Processes

Time: 3 hrs.

Max. Marks:100

Note : Answer any FOUR questions from Q-1 to Q-7. Q-8 is compulsory.

- 1 a. What is 'Gang Plank' according to Fayol? (03 Marks)
b. Explain the factors influencing the perception. (07 Marks)
c. Explain in detail the significance and importance of Management in the present corporate world. (10 Marks)
- 2 a. List the Maslow's Hierarchy of needs. (03 Marks)
b. What are the Planning premises? (07 Marks)
c. Explain in detail 'Managerial Grid'. What are the features of various leadership styles? (10 Marks)
- 3 a. What is 'Matrix organisation'? (03 Marks)
b. Critically examine Herrberg's theory of motivation and compare it with Maslow's theory. (07 Marks)
c. Explain in detail the classical and operant conditioning theory. (10 Marks)
- 4 a. What is 'social Loafing'? (03 Marks)
b. Briefly discuss the different types of reinforcement. (07 Marks)
c. What is 'Departmentation'? What are the different types of departmentation? Briefly explain each of them. (10 Marks)
- 5 a. What is 'Halo Effect'? (03 Marks)
b. How are attitudes formed? (07 Marks)
c. Discuss the techniques of control with suitable examples. (10 Marks)
- 6 a. What is 'Machiavellianism'? (03 Marks)
b. Briefly explain as to how people build trust in work. (07 Marks)
c. Explain in detail all the elements of 'Perpetual Process'. (10 Marks)
- 7 a. What is 'Organizational Culture'? (03 Marks)
b. Briefly discuss the influence of heredity and environment on the process of learning. (07 Marks)
c. How do you evaluate the alternatives for 'Decision Making'? (10 Marks)

8 CASE STUDY :**MADRAS CHEMICALS LTD.**

Mr. Vasu, CEO of Madras Chemicals Limited (MCL), Chennai, established an open communication link with managers and workers. The first communication from Mr. Vasu on his very first day of assuming office to employees was in Tamil. This outlined the company's policies and also sought the suggestions of the employees for improving the performance of MCL.

Mr. Vasu met the managers and office bearers of unions separately and listened to their grievances. He did a quick SWOT analysis and identified many key result areas for concentration.

The CEO sent educative circulars on effective management practices to managers and also personally participated in management development programmes. Managers were encouraged to get higher academic qualifications. By his own behaviour Mr. Vasu set an example of punctuality. He was also prompt in taking decisions. He insisted that performance requirements be met by agreed time schedules. He stressed integrity and resisted improper political interference.

The overall strategic plans of the company were discussed in open meetings of top managers to give them a broad picture of where the organization stood and where it planned to go. This created among them an awareness of corporate level matters and gave them a sense of involvement. The employees were moved around to make best use of the available talent.

Managers were entrusted the responsibility of both operations and maintenance of plants. This resulted in fewer breakdowns.

Mr. Vasu, called in a consultant to review the company's management practices and reorganize the set up and train its employees in modern management concepts.

Questions :

- a. What are your comments on the leadership style of Mr. Vasu? (05 Marks)
- b. What are the motivation strategies to retain the employees of the organization? (05 Marks)
- c. If you were the consultant, what are the changes you would like to bring in? (05 Marks)
- d. What is the organizational culture prevailing in MCL? Discuss. (05 Marks)

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05MBA11

First Semester MBA Degree Examination, June / July 08
Management and Behavioural Processes

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Distinguish between management and administration. (03 Marks)
b. What are the functions of management? Explain each of them. (07 Marks)
c. Discuss the principles of scientific management. How these have been criticized? (10 Marks)
- 2 a. What are the managerial skills? (03 Marks)
b. What are the managerial roles as propounded by Henry Mintzberg? (07 Marks)
c. Discuss in detail the Hawthorne experiments and criticisms of the Human Relations approach. (10 Marks)
- 3 a. What are the advantages of planning? (03 Marks)
b. What is MBO (Management by objective)? Explain the process of MBO. (07 Marks)
c. Discuss in detail the decision making process. (10 Marks)
- 4 a. Distinguish between centralization with decentralization. (03 Marks)
b. What are the advantages and limitations of matrix organization structure? (07 Marks)
c. Critically examine Maslow's theory of motivation and compare it with Herzberg's two factors theory. (10 Marks)
- 5 a. What are the objectives of management audit? (03 Marks)
b. Discuss different leadership styles in detail. (07 Marks)
c. Explain the factors which magnified the significance of organization behaviour. (10 Marks)
- 6 a. State the factors affecting job satisfaction in an organization. (03 Marks)
b. What are the attitudes? Explain the functions of attitudes? (07 Marks)
c. Explain the influence of internal and external environmental factors on perceptual selectivity. (10 Marks)
- 7 a. What is personality? State big five personality traits. (03 Marks)
b. Briefly discuss various learning theories. (07 Marks)
c. Explain the need for formation of groups and different stages of group formation and development. (10 Marks)

8 Case Study:

Anju and Rita are two sisters and the daughter of Mr. O.P. Sen and Mrs. Sunita Sen. Mr. Sen is a well-known advocate practicing in Vadodara (Gujrat state), while Sunita Sen is a housewife. Right from the childhood, the two sisters had shown different personality traits. Anju was an introvert, quiet, did not express much and was always involved in doing her own things. By contrast Rita was a typical extrovert – always speaking her mind, bubbling with enthusiasm, sociable. Though Rita was usually the center of attraction at social events and gatherings, Mr. & Mrs. Sen, never differentiated or favoured any one child. Mr. Sen was very busy in his professional life and so management of the house and family was totally Mrs. Sen's priority / concern.

Mrs. Sen was very clear in her belief that if one wants anything, nothing is impossible and also nothing can come in the way of achieving that something. Mrs. Sen was responsible in shaping her children's aspirations. She always encouraged her daughters to pursue their dreams by overcoming obstacles. Anju completed her M.Sc. in Microbiology and left for the US to study as research scholar in her area of specialization. Rita after graduation, did her MBA from one of the premier institutes and through campus recruitment was placed in a MNC "Vintas Ltd". This company also had a competitive culture which suited Rita's personality. Her former colleagues used to say "Rita was unafraid to speak her mind and always had an inner drive to seek greater responsibilities and promotions". Recognizing her talent the company promoted her as a team facilitator, within one and half years, and sent her to their Singapore branch, where 150 persons were employed. Within a few months in her new position, Rita realized that her immediate superior Ramesh's personality was very different from her former boss. Ramesh believed that situations determined behaviour and in case of situational requirement, would hire persons at random and then structure the situation accordingly. As a result, Rita noticed that members of one of her team were finding it difficult to work together. She realized that it was a classic case of personality conflict as team members didn't like each other and this could prove to be disruptive.

Rita called the team members and gave them a time frame within which they had to work things out. She was very firm when she spoke to team members. "I have communicated to you all about the problems your behaviour is causing, but I hope you realize that the work has to be completed in the time irrespective of how you get along". But even after another six months, Rita realized that the team was still not working well together, the productivity was inadequate and the morale was also low. Rita thought "I know I have to do something because it is affecting their work". After a lot of introspection, Rita decides that the best way of solving the problem was by simply dissolving the team and placing its members elsewhere rather than trying to determine who was right or wrong.

Questions:

- a. What could be the key determinants involved in shaping Rita's personality?
- b. In Rita's case, what are the implications of the goal orientation exhibited and why?
- c. If you are asked to select candidates for developing a team at Rita's office, what traits will you look out for in prospective employees?
- d. In case if you would have been in Rita's place what actions you would have suggested to solve the problems in the case?

(20 Marks)

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08MBA11

First Semester MBA Degree Examination, Dec 08 / Jan 09
Management and Behavioral Process

Time: 3 hrs.

Max. Marks:100

Note : Answer any FIVE full questions.

- 1 a. Define Management. (03 Marks)
b. Distinguish Administration and Management. (07 Marks)
c. Explain the principles of Henry Fayol. (10 Marks)

- 2 a. Mention the skill of a Manager. (03 Marks)
b. Explain the roles of Managers by Henry Mintzberg. (07 Marks)
c. Define Decision making. Explain the steps in Decision making. (10 Marks)

- 3 a. Define Span of Control. (03 Marks)
b. Describe the contributions made by F.W. Taylor to the management thought. (07 Marks)
c. What is MBO and what are its advantages and disadvantages. (10 Marks)

- 4 a. What is Centralization and Decentralization? (03 Marks)
b. What is Delegation? Explain the guidelines for effective delegation. (07 Marks)
c. Explain the Maslow's Hierarchy of needs theory. (10 Marks)

- 5 a. Why is control important in an organization? (03 Marks)
b. Explain Likert's four system of Management. (07 Marks)
c. Explain the barriers to communication. (10 Marks)

- 6 a. Define Organizational Behaviour. (03 Marks)
b. Describe the personality attributes influencing OB. (07 Marks)
c. Differentiate the classical conditioning theory and operant conditioning theory. (10 Marks)

- 7 a. Define Personality. (03 Marks)
b. Describe briefly the stages of Group development. (07 Marks)
c. Define perception and explain perceptual process in organization. (10 Marks)

8 CASE STUDY : (Compulsory)

Ajith was chosen in mid 1990 to manage the Research and Development department of “Southern Engineering Company” near Dharwad. Bhuwan, the Senior Vice – President who made the decision, explained that the R and D department needed a “Production man” incharge. Ajith had worked as a line foreman and had an excellent reputation for solving problems they reached top-management. Ajith was aware though that none of the researches had been willing to take the managers job, and a production person had been a ‘fall back position’ second choice.

Ajith was surprised at how “unorganized” the researches were. He learnt that the researches came to work at 10.00 am and left at 3.00 pm, although they often carried papers home. Ajith decided to insist that every one follow a regular schedule. He held a meeting the next day and informed that researches that he expected them to work regular hours at the facility.

One of the researches complained that it was impossible to be creative on a regular schedules, but Ajith said, “well, you will just have to learn to do it”. He went on to say he would be checking with each person to see what projects were underway and to help in any way he could. He made it very clear he would take an active part in assuring the efficiency and timeliness of each project.

The next day, Bhuwan came to see Ajith, after the exchange of greetings, Bhuwan said “Ajith you have got the researches up in arms, what is wrong”. “Well” Ajith replied, “They are used to being allowed to come and go as they please. There is a lot of goofing off around here. I suppose they know I am not going to tolerate all such things. I am about to tear up their play house”.

Questions :

- a. Was Ajith a reasonable choice for R and D department manager’s position? Explain. (05 Marks)
- b. How would you describe Ajith’s leadership style? (05 Marks)
- c. How appropriate was the style to the management of the R and D department? (05 Marks)
- d. What should Bhuwan do now? (05 Marks)

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First Semester MBA Degree Examination, June-July 2009
Management and Behavioral Process

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Explain why planning and controlling are considered to be closely related functions. (03 Marks)
b. What do you mean by span of control? Explain the factors influencing large span of control. (07 Marks)
c. Explain Hawthorne studies and its findings. (10 Marks)

- 2 a. Explain the contributions of Peter F. Drucker to management. (03 Marks)
b. Explain principles of management given by Henry Fayol. (07 Marks)
c. What are policies? Why they are required? Explain different types of policies. (10 Marks)

- 3 a. What do you mean by delegation? (03 Marks)
b. Explain managerial grid. (07 Marks)
c. Explain Herberg's two factor theory and compare it with Maslow's theory. (10 Marks)

- 4 a. What do you mean by recruitment? (03 Marks)
b. What is systems approach to management? Explain. (07 Marks)
c. Explain controlling process and its importance. (10 Marks)

- 5 a. What is a committee? (03 Marks)
b. What do you mean by product departmentation? Explain. (07 Marks)
c. Explain challenges and opportunities for OB. (10 Marks)

- 6 a. What do you mean by value system? (03 Marks)
b. Explain cognitive dissonance theory. (07 Marks)
c. Explain shortcuts used in person perception. (10 Marks)

- 7 a. Explain ability-job fit concept. (03 Marks)
b. What is learning? Explain social learning theory. (07 Marks)
c. Explain personality attributes influencing OB. (10 Marks)

8 CASE STUDY

Mr. Shivadas is the supervisor of a busy new clerical section set up in a bank six months ago. He has six clerks under his supervision, one senior clerk and 5 Juniors. Each junior clerk has different regular tasks to perform, all of which interlink and each of which is understood by the senior clerk. He covers for them occasionally and is competent in every job, although he lacks sufficient experience and knowledge to tackle more complex technical matters.

Shivadas, on the other hand, cannot only do all clerical jobs in the section, but he also takes sole responsibility for more complicated work. He supervises the output of all the staff closely, so closely that they take about it to the senior clerk and complain to each other about Shiva's constant attention. This leads to resentment on the apart of the senior clerk, who feels that his authority undermined.

As a rule, all the clerks complete their day's work between 4.30 pm and 5.00 pm. Shivadas, on the other hand rarely finishes his work before 6.30 pm and also has little time for lunch, because he is so busy checking the work of his sub-ordinates as well as completing his own. Recently this section has a bad work, when Shivadas was off. Work due to illness. The senior clerk had never had a chance to deputize for Shivadas and therefore was simply unable to handle Shiva's more difficult work and because of Shiva's normal methods of operation, the senior clerk had no experience of effectively supervising and running the section. On several occasions the manager has to step in to solve time consuming problems, some of which infact could not be solved at all without the presence of Shiva.

On his return to work, Shiva was told by the manager in no uncertain terms of the damage caused by the inefficiency and disorganization of his section. His poor performance as a supervisor meant that his section ran very badly without him. Shiva's reaction was one of shock and dismay. He felt that he had worked well, put in extra efforts, was extremely conscious about the quality of the sections work and concerned to save his staff excessive effort. In his distress, however, he indicated a willingness to try to see that the situation would never rise again.

Questions:

- i) Analyze the case and identify the issues.
- ii) Identify leadership qualities of Mr. Shivadas.
- iii) What steps Mr. Shivadas, should take to prevent such problems.
- iv) What should Shiva's manager do to solve these issues?

(20 Marks)

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08MBA11

First Semester MBA Degree Examination, June-July 2009
Management and Behavioural Process

Time: 3 hrs.

Max. Marks:100

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

- 1 a. What are the three categories of skills required by a manager? (03 Marks)
b. What is 'Conflict within individual'? Give an example. (07 Marks)
c. Explain in detail, with a diagrammatic representation, the 'Maslows Theory of Motivation' and compare it with 'Herzberg's theory'. (10 Marks)

- 2 a. State the principles of planning. (03 Marks)
b. What is 'Learning'? Explain briefly the important aspects of learning. (07 Marks)
c. "The Formal and Informal organizations differ from each other in various aspects" – Do you agree? Justify. (10 Marks)

- 3 a. What is 'Attitude'? (03 Marks)
b. Discuss briefly the requirements of a good control system. (07 Marks)
c. Explain in detail the various steps in Planning. (10 Marks)

- 4 a. What is 'Reinforcement'? (03 Marks)
b. Discuss briefly the evolution of Management Thoughts. (07 Marks)
c. Explain in detail the five stage model of Team building. (10 Marks)

- 5 a. What are the kinds of control systems used by modern organizations? (03 Marks)
b. What is 'Span of Control'? Discuss briefly the factors that determine the span of control. (07 Marks)
c. Define 'Personality'. What are the factors that determine one's personality? (10 Marks)

- 6 a. Distinguish between Authority and Power. (03 Marks)
b. What do you mean by 'Decision Making'? Explain briefly the different types of decisions used in organizations. (07 Marks)
c. 'A business enterprise can use various types of budgets for various purposes' – Explain. (10 Marks)

- 7 a. What are the types of organizations, in terms of structure? (03 Marks)
b. Explain briefly the outcome of learning. (07 Marks)
c. Critically examine the contributions of F.W. Taylor to management and compare them with those of Henry Fayol. (10 Marks)

8 CASE STUDY :**GANESH FASHION STORES, MYSORE.**

After graduating from college, Lalitha Ganesh went to work for her father, Ganesh, who was President of Ganesh Fashion Stores, Mysore, a chain of women's apparel stores. The company had been founded by Ms. Lalitha's grandfather over 50 years ago. With her grandfather's and for the past 20 years, her father's drive and knowledge of women's fashions and how to buy and sell them, the company had developed from a single store in Mysore to a fairly large and highly profitable chain of thirty stores on Mysore and Bangalore area. Ganesh was much like his father. He knew what he was doing and how to do it and he prided himself on being able to keep his hands on details in buying advertising and store management. Every one of his store managers as well as the Vice – President and Head Quarters staff met with him every two weeks in his office. Between these meetings Mr. Ganesh spent 2 or 3 days each week visiting the stores and working with stores managers.

His major worries were communication and motivation. Although he felt that all his managers and staff listened carefully at the meetings he held, their subsequent actions did not match his expectations. In some stores, the employees had joined the clerks union. He often heard things he did not like, such as reports that many employees and even some managers felt they did not know the company's goals and believed that they could do better if they had a chance to communicate with executives at H.O. He also had strong feelings that many of his managers and most of the stores clerks were merely doing their jobs without showing any real imagination or drive. An additional concern was the fact that some of his best people had quit and taken positions with a competitor.

When his daughter walked into his office to begin work as his special Assistant, Mr. Ganesh said : "Lalitha, I am worried about how things are going. Apparently, my two problems are communication and motivation. I knew that you took some courses in management in a leading business school. I've heard you talk of the problems, barriers and techniques in communication and you have mentioned some fellows – Maslow, Vroom, Herzberz and others who knew a great deal about motivation. While I doubt that these psychology types knew much about business and I feel that I know what motivates people – primarily money, good bosses and a good place to work – I wonder if you have learned anything that will help me solve my problems. I hope so, for the management education of yours has cost me a lot of money. What do you suggest?"

Questions :

- a. If you were Ms. Lalitha, what would be your suggestions to your father? (05 Marks)
- b. How would you go about analyzing the communication problem in the case? (05 Marks)
- c. What barriers do you see in communication? (05 Marks)
- d. How would you apply motivation and communication theories you have learnt to Ganesh Fashion Stores, Mysore? (05 Marks)

8 CASE STUDY :**AEROSPACE . INC**

John Smith was the manager of the systems development department of Aerospace,inc. During his fifteen years with the company, he trained many managers and encouraged their development. But many of them left the firm after they got their advanced degrees. The company had a liberal policy of educational reimbursement (75 percent of tuition costs and books) and many engineers (about 50% of them have a masters degree in a technical field) took advantage of the educational opportunities.

Joan Harris, an electrical engineer came to see her boss, John Smith, who congratulated Ms Harris for obtaining her masters degree in business administration, which she received through the assistance of the firm's educational program.

Ms Harris, to the surprise of Mr. Smith, said that she was leaving the company to go to a competitor because she did not see any opportunities for advancement in the firm. Mr Smith was furious because this had happened several times before. He immediately went to see the vice – president of operations and complained about the educational reimbursement policy and the lack of a systems approach to staffing.

Questions :

- a. What might be the reason that employees leave after receiving their degrees through educational reimbursement? (05 Marks)
- b. If you were the vice – president, what would you do? (05 Marks)
- c. How can such labour turnover be prevented? (05 Marks)
- d. Why John wants to introduce systems approach to staffing? (05 Marks)

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First Semester MBA Degree Examination, May/June 2010
Management and Behavioral Processes

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. Define management. (03 Marks)
b. Describe the basic management functions and the management process. (07 Marks)
c. Discuss the roles performed by managers as enunciated by Henry Mintzberg. (10 Marks)
- 2 a. What is Peter Drucker's contribution to management thought? (03 Marks)
b. Explain the steps in the decision-making process. (07 Marks)
c. Describe the forces in the environment that play a vital role in shaping manager's actions. (16 Marks)
- 3 a. What is planning premises? (03 Marks)
b. Briefly explain different types of plans. (07 Marks)
c. Describe the concept and process of MBO. What are the advantages and disadvantages of MBO? (10 Marks)
- 4 a. Define delegation of authority. (03 Marks)
b. Explain departmentation based on matrix organization. What are its advantages and disadvantages? (07 Marks)
c. State the principle of the "Span of management". Describe the factors determining an effective span. (10 Marks)
- 5 a. What do you mean by feed forward control? (03 Marks)
b. Describe the Herzberg's motivation-hygiene theory. Compare it with Maslow's hierarchy of needs theory and list out the similarities and differences, between the two. (07 Marks)
c. Explain the flow of communication in an organization. Discuss the barriers and breakdowns in communication. (10 Marks)
- 6 a. What is emotional labour? (03 Marks)
b. Describe the factors that determine one's personality. What are the major personality attributes influencing OB? How it helps in behaviour predictions? (07 Marks)
c. Explain the perceptual process. Describe its applications in an organization. (10 Marks)
- 7 a. Define values. (03 Marks)
b. How are attitudes formed? Describe how attitudes of employees in an organization can be changed. (07 Marks)
c. Explain the stages of group development. Briefly explain the various group decision making techniques (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.

8 Case study:

Shirley and Abdul both work for a software development company. The manager of the new product division was originally the leader of a project team, for which, she interviewed and hired Abdul. Shirley, another project team member, also interviewed Abdul. But strongly opposed hiring him for the project, because she thought he was not competent to do the job.

Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley serve as joint project leaders. Shirley agreed reluctantly with the stipulation that it be made clear that she was not working for Abdul. The general manager consented that Shirley and Abdul were to share the project leadership.

Within a month Shirley was angry, because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting you, to see, if you can help them resolve the conflict between them.

Shirley says, "Right after the joint leadership arrangement was reached with the general manager, Abdul called a meeting with the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties line by line including mine, treating me as just another team member working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him."

Abdul says, "Shirley is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean that she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting right away and she thinks I'm trying to run everything. Shirley has other things to do – other project to run – so she doesn't pay much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me."

Questions:

1. Abdul and Shirley seem to have several conflicts occurring simultaneously. Identify as many of these individual conflicts as possible. (04 Marks)
2. Are there any general statements you can make about the overall nature of the conflict between Abdul and Shirley? (04 Marks)
3. What are the possible ways to deal with the conflict between Abdul and Shirley? (04 Marks)
4. Given the choices identified in question three, what is the best way for Abdul and Shirley to deal with the conflict between them? (04 Marks)
5. Given all the benefits of retrospection, what could or should have been done to avoid this conflict in the first place? (04 Marks)

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