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**First Semester MBA Degree Examination, December 2012**  
**Management and Behavioural Process**

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.**

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|----------|---|-------------------|
| <b>1</b> | a. Define productivity, efficiency and effectiveness.                                       | <b>(03 Marks)</b> |
|          | b. Is management a science or an art? Discuss.  | <b>(07 Marks)</b> |
|          | c. State briefly the salient features of contributions made by F.W. Taylor and Henry Fayol. | <b>(10 Marks)</b> |
| <b>2</b> | a. What is "Strategic planning"?  | <b>(03 Marks)</b> |
|          | b. How can you distinguish between strategies and policies?                                 | <b>(07 Marks)</b> |
|          | c. What is decision making? Explain the steps involved in decision making.                  | <b>(10 Marks)</b> |
| <b>3</b> | a. What is "Grid organization"?   | <b>(03 Marks)</b> |
|          | b. What are the guidelines to achieve better delegation?                                    | <b>(07 Marks)</b> |
|          | c. What are the different types of departmentation? Briefly explain each of them.           | <b>(10 Marks)</b> |
| <b>4</b> | a. What is "Charismatic Leadership"?  | <b>(03 Marks)</b> |
|          | b. How are leadership theory and styles related to motivation?                              | <b>(07 Marks)</b> |
|          | c. What are the features of various leadership styles?                                      | <b>(10 Marks)</b> |
| <b>5</b> | a. Differentiate between cybernetic and non-cybernetic controls.                            | <b>(03 Marks)</b> |
|          | b. Explain the various elements of control.   | <b>(07 Marks)</b> |
|          | c. Discuss the techniques of control with suitable examples.                                | <b>(10 Marks)</b> |
| <b>6</b> | a. What is "self monitoring"?   | <b>(03 Marks)</b> |
|          | b. Describe the factors influencing perception?   | <b>(07 Marks)</b> |
|          | c. Explain cognitive dissonance theory.   | <b>(10 Marks)</b> |
| <b>7</b> | a. What is "Legitimate power"?  | <b>(03 Marks)</b> |
|          | b. Briefly discuss the different types of reinforcements.                                   | <b>(07 Marks)</b> |
|          | c. Explain in detail the classical and operant conditioning theory.                         | <b>(10 Marks)</b> |

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:

Mr. Kapil Malhotra, a brand manager with a leading textile company in Calcutta, came to Mumbai to attend a seminar. Among other participants he met his old friend Anil Madan, currently with a pharmaceutical company in Bangalore and decided to spend a day with him. As they discussed their office and work Kapil suddenly said. "Actually our biggest regret is that my sincere work and efforts are never appreciated nor my superior performance is given due credit. In our organization, only the right connections can give you rewards." Anil replied, "That happens in every organization, though I am fortunate to have a boss, for whom the work and efforts are more important than our mere submission to her views. Our boss, Mrs. Reena Jain is one of the most capable person in the pharma industry today." Kapil was, however not impressed. He said, 'I, for one, am sure that women at top position are very demanding and complexed. Its quite strange that men in your organization are comfortable with her, as men find it very humiliating and a blow to their ego to take orders from women bosses.' Further, he added, "Not only men, even women prefer male bosses and find neither unique nor isolated but a typical mindset of majority of professionals, who view women bosses as a direct threat and incompetent. Its so common a perception that often a women has to prove at every step that she is capable and as competent as any man in her position.

Anil then shared his own experiences of having a female boss. "I feel she is competent and capable as anyone else. She is highly qualified and mature with no over-zealous need to prove herself or outperform other men to prove a point. She is perhaps the best negotiator and has an amazing ability to see things from our perspective. She has promoted team – participation and involvement at all levels of the organization. A stickier of quality and commitment herself, she impresses even her critics at senior levels. Empathy, listening and team building comes naturally to her. One thing I, now truly believe is that the fact that she is a woman has brought a unique perspective to her style.

Kapil remembered, an article on participative management, that says that autocratic managerial style is giving way to people oriented style. The article also said that women are more likely to succeed in the role of such leader.

Questions:

- a. What differences does it make, if you work under a female superior?
- b. Abilities and not gender make a boss good or bad. Discuss.
- c. What in your opinion, are unique and additional qualities a woman superior shows and brings in the organization.
- d. From the context of the case study, discuss the characteristics that you feel are important for managing the organization.

(20 Marks)

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