

USN

--	--	--	--	--	--	--	--	--	--

10MBA11

**First Semester MBA Degree Examination, January 2011**

**Management and Behavioral Processes**

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Explain the meaning of 'principle of balance' in organizing. (03 Marks)  
b. Discuss the strengths and weaknesses of the matrix organizational structure. (07 Marks)  
c. What are the determinants of organizational design? Explain. (10 Marks)
- 2 a. What do you understand by the scalar chain? (03 Marks)  
b. Explain the characteristics of a learning organization. (07 Marks)  
c. Discuss the managerial insights of Hawthorne experiments. (10 Marks)
- 3 a. What is selective perception? (03 Marks)  
b. Discuss the personality attributes, influencing OB. (07 Marks)  
c. What are the different job related attitudes? Explain the link between attitudes and behaviour, by the cognitive dissonance theory. (10 Marks)
- 4 a. What do you understand by hierarchial conflict? (03 Marks)  
b. Explain the five-stage group development model. (07 Marks)  
c. What are the consequences of stress? Explain the ways to manage the stress. (10 Marks)
- 5 a. Is OB an applied science? (03 Marks)  
b. What are challenges and opportunities for OB? (07 Marks)  
c. What are the different types of control? Discuss the essentials of an effective control system. (10 Marks)
- 6 a. What are the channels of communication? (03 Marks)  
b. Discuss Likert's four systems of management leadership. (07 Marks)  
c. Explain Herzberg's two factor theory of motivation. Discuss its managerial implications. (10 Marks)
- 7 a. What do you understand by 'group think'? (03 Marks)  
b. What are the different types of decisions? (07 Marks)  
c. What is composite approach to planning? Explain the steps in planning. (10 Marks)

**8**     **Case study : (Compulsory)**

Kalandar Shafi is a supervisor in an engineering firm in Pune. Morale in his office has been quite low. The workers have gone back to a 9.00 a.m. to 5.00 p.m. work schedule, after being on flexi time, for nearly two years.

When the directive came, allowing Shafi to place his office on flexi-time, he spelled out the rules carefully, to his people. All the employees were to work during the core period from 10 a.m to 2 p.m. However, they could work the rest of the eight-hour day, any time between 6 a.m. and 6 p.m. Kalandar believed his workers were honest and well motivated; so he did not bother to setup any system of control.

Everything went on well for a long time. Morale was high and all the work seemed to get done. In November 2010, the chief factory manager found that Kalandar's workers were averaging seven hours a day. Two employees had been working only during the core period for more than two months. When Shafi's departmental head received the factory manager's report, he told Shafi to return to the regular working hours. Kalandar was upset and disappointed with his people. He had trusted them, but felt that they had let him down.

**Questions :**

- a. What did Kalandar Shafi fail to understand about the controlling process? Discuss.(10 Marks)
- b. Whether the flexi-time is suitable for the engineering firm in Pune? Explain.     (10 Marks)

\* \* \* \* \*