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10MBA11

**First Semester MBA Degree Examination, June/July 2011**  
**Management and Behavioral Process**

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. State three single use plans. (03 Marks)  
b. Discuss the barriers to communication. (07 Marks)  
c. "A successful manager should have a few essential skills". Explain those essential skills. (10 Marks)
- 2 a. What is meant by communication? (03 Marks)  
b. Explain briefly the functions of management. (07 Marks)  
c. "Virtual organizations are a reality today". Explain the features of a virtual organization. (10 Marks)
- 3 a. What is meant by, i) Formal organization? ii) Informal organization? (03 Marks)  
b. Explain the nature of planning. (07 Marks)  
c. Discuss the five stage model of group formation. (10 Marks)
- 4 a. What is meant by organization culture? (03 Marks)  
b. "Learning organizations believe that its only competitive advantage is learning". Discuss in brief the characteristics of learning organizations. (07 Marks)  
c. Write a detailed note on Likert's Four system of leadership patterns. (10 Marks)
- 5 a. State few ratio's used in ratio analysis. (03 Marks)  
b. Discuss in brief, different methods used for the measurement of attitude. (07 Marks)  
c. Discuss different instruments used to measure personality. (10 Marks)
- 6 a. What is meant by controlling? (03 Marks)  
b. What is meant by motivation? Explain Herzberg's two factor theory of motivation. (07 Marks)  
c. Discuss the factors influencing perception. (10 Marks)
- 7 a. What is meant by esprit de corps? (03 Marks)  
b. Discuss different conflict management techniques. (07 Marks)  
c. "Managing emotions at work place is very important". What are the methods that employees can adopt to manage emotions at work place? Discuss. (10 Marks)

## 8 Case Study:

Lokesh was recently promoted as vice president of XYZ corporation. He is now responsible for 12 offices; each of which is headed by a manager. The nature of business of xyz corporation was securities and brokerage. Lokesh is 47 years old; retired from army; had won several medals for his service in Bangladesh war. He has been a high achiever all his life in sports, academics and military. Now he intends to be a business superstar. He has been in brokerage business just 3 years and has already broken all sales records.

The 12 managers age range from 27 to 45 yrs; and with 5 to 20 years of brokerage experience. Four of them donot have college degrees and three of them have MBAs from best business schools. Half of them are star performers and others were good to average.

Lokesh's business philosophy is to "run a tight ship", and treat every one the same – fairly and equitably. He is stickler and perfectionist. He spent a lot of time during first three months, in meeting with managers, showing and telling them exactly how he wanted operations to run. He introduced his own MIS. Inspite of his zeal, only two offices out of twelve showed good results. Several of Lokesh's managers appeared to be some what disgruntled with the new methods of operation, even though they believed that Lokesh was extremely competent and can see the value of his ideas.

## Questions:

- a. What type of leader does Lokesh appear to be? Discuss. (05 Marks)
- b. Why do some managers respond to him in a negative way? Discuss. (05 Marks)
- c. What would you recommend Lokesh, do to better the performance of the branch officers, headed by managers? (05 Marks)
- d. Is Lokesh born leader? Comment. (05 Marks)

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