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12MBA11

**First Semester MBA Degree Examination, Dec. 2013 / Jan. 2014**  
**Managing Organisations**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any THREE questions, from Q.No.1 to Q.No.6.**  
**2. Q.No.7 and Q.No 8 are compulsory.**

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|----------|---|------------|
| <b>1</b> | a. State characteristic features of management.                           | (03 Marks) |
|          | b. Briefly explain decision making process.                               | (07 Marks) |
|          | c. Discuss Human Relations approach to management.                        | (10 Marks) |
| <b>2</b> | a. What do you meant by MBO?  | (03 Marks) |
|          | b. Discuss briefly about principles of organization.                      | (07 Marks) |
|          | c. What are the advantages and limitations of the planning?               | (10 Marks) |
| <b>3</b> | a. Distinguish between formal and informal organization.                  | (03 Marks) |
|          | b. Explain Blake and Monton's theory of leadership.                       | (07 Marks) |
|          | c. Discuss the challenges and opportunities for organization behavior.    | (10 Marks) |
| <b>4</b> | a. What do you understand by Emotional Intelligence?                      | (03 Marks) |
|          | b. How attitudes are formed?  | (07 Marks) |
|          | c. Discuss the personality attributes influencing organization behaviour. | (10 Marks) |
| <b>5</b> | a. What are the basic emotions?   | (03 Marks) |
|          | b. Explain briefly about perceptual distortions.                          | (07 Marks) |
|          | c. Compare and contrast needs theory and two factor theory of motivation. | (10 Marks) |
| <b>6</b> | a. What are the sources of conflict?                                      | (03 Marks) |
|          | b. Briefly describe the stages of group development.                      | (07 Marks) |
|          | c. Discuss the factors influencing control effectiveness.                 | (10 Marks) |

**7 Compulsory :**

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| a. | ABC organization is facing severe problem of increased work stress of their employees due to certain wrong policies. What types of strategies would help the ABC Co. to overcome stress? | (05 Marks) |
| b. | An Entrepreneur has to set up a new cement manufacturing plant. Would you suggest him a suitable organization structure with a diagram?  | (05 Marks) |
| c. | Empowered organizations put emphasis on delegation, decentralization and diffusion of power and information. – Critically examine statement.   | (05 Marks) |
| d. | “Money plays an important role in motivating Indian employees” – Do you agree with this? Comment.  | (05 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 : (Compulsory) :**

Mr. Reddy, CEO of Hyderabad chemicals limited (HCL). Hyderabad established an open communication link with managers and workers. The first communication from Mr. Reddy on his very first day of assuming office to employees was in Telugu. This outlined the Co's policies and also sought the suggestions of the employees for improving the performance of HCL.

Mr. Reddy 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 circular 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. Reddy 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 levels matters 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. Reddy called in a consultant to review the Co's management practices and reorganize the set up and train its employees in modern management concepts.

**Questions :**

- a. What type of leadership style of Mr. Reddy? Comment. (05 Marks)
- b. What kind of motivational strategies would help in retaining 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 HCL? Discuss. (05 Marks)

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