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**First Semester MBA Degree Examination, February 2013**

**Managing Organization**

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any THREE full questions from Q.No.1 to Q.No.6.  
2. Answering Q.7 & Q.8 is compulsory.**

**PART – A**

- 1 a. State the basic functions of management. (03 Marks)  
b. Provide the various steps in planning. (07 Marks)  
c. Explore different types of personality traits. (10 Marks)
- 2 a. Give the concept of policies. (03 Marks)  
b. Elucidate the term 'personality' and name the determinants of personality. (07 Marks)  
c. Describe the challenges and opportunities of organizational behaviour. (10 Marks)
- 3 a. Outline the ideas of 'departmentation'. (03 Marks)  
b. Come out with the requirements for a good control system. (07 Marks)  
c. Distinguish between transactional and transformational leaders. (10 Marks)
- 4 a. Bring out the different managerial skills necessary for every manager. (05 Marks)  
b. How do assumptions of Theory X differ from those of Theory Y? (05 Marks)  
c. Explain the different perceptual errors in the process of employee selection. (10 Marks)
- 5 a. Identify the five components of emotional intelligence. (05 Marks)  
b. Give details of two factors theory of motivation. (05 Marks)  
c. Highlight any five scientific principles of Henry Fayol. (10 Marks)
- 6 a. What do you understand by the term 'power'? Explain the different types of power. (10 Marks)  
b. List out the characteristics of effective teams. (10 Marks)

**PART – B**

- 7 a. German Big cars are appreciated by some customers Japanese small cars are appreciated by some others. Why this opinion differs? (05 Marks)  
b. Mr. Visu is a serious worker. His productivity is always very high with a result of almost zero defect. Recently, he had a problem from his personal life. His productivity declined with increased defects and rework. Why this problem? How do you resolve? (05 Marks)  
c. Mr. Alex is an optimistic person who believes his subordinates are responsible. Mr. Bric is an pessimistic who believes his subordinates need instructions at all stage. Who is correct and why? (05 Marks)  
d. Five experts are available operating in different parts of Globe. But their expertise is required to complete a project by a customer. How could his dream is achieved? (05 Marks)

**PART - C**

8 Study the case given below and answer the questions presented at the end.

Nitin Patel, an IIM graduate, was appointed the CEO of Primogen Consultancy Ltd. Primogen developed software packages for finance companies and banks. The ambience of Primogen was rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The company promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a Primogen employee was 25-27 years. Before Nitin took over as the CEO, Giridhar Bharadwaj, an IITian, was heading Primogen for nearly 4 years. Giridhar was known for his professionalism and human touch. Most of the young programmers saw a role model in Giridhar because of his down-to-earth and amicable approach. Out of the total staff of 167 employees, anyone could walk up to him and freely discuss his problems with him. He enjoyed the week-end 'film hours' with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Primogen has seen a steady growth under him, which intangible terms meant an increase in business turnover of upto Rs.45 crores. His decision to leave for USA came as a shock to all the employees. And when the new appointee Nitin joined Primogen, there was apprehension in the air. Nitin, of course, had an impeccable track record, with a sound computer engineering degree and the added management qualification from IIM.

Within a few days of taking charge, Nitin introduced a few changes. He saw no value in 'film hours' and decided to discontinue this practice. He also insisted that employees first check with his PA and then meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Nitin used strong words to communicate his displeasure to Naresh Gupta, the project leader, to whose team the programmer belonged. Naresh obviously found Nitin strongly opinionated because he realized that Nitin was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Nitin minced no words in communicating to the project manager, Subodh Sharma, that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team. Of course, by now the office grapevine was abuzz that Nitin has an 'attitude' problem. In the meanwhile, Subodh Sharma resigned along with two other programmers from his team. During the first 6 months, the company showed a slight dip in its profitability. The company's employee turnover went up by a whopping 10%. The Managing Director, Mr. Srihari Rao was a worried man. He invited Nitin for a meeting to discuss the issue.

**Questions:**

- a. State the theoretical model used to analyse this case. (05 Marks)
- b. Identify various problems in the leadership style of Nitin Patel. (05 Marks)
- c. Analyze the leadership style of Giridhar Baradwaj. (05 Marks)
- d. If you were Mr. Srihari Rao, what would you do? (05 Marks)

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