First Semester MBA Degree Examination, June/July 2013
Managing Organizations

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 is compulsory.*

PART – A

1   a. What is participative management?   (03 Marks)
    b. Explain the five-stage group development model with a diagram.   (07 Marks)
    c. Discuss Herzberg's two factor theory of motivation and discuss the managerial implications.
                                                                                             (10 Marks)

2   a. What is ability? How do you classify individual's abilities?   (03 Marks)
    b. What are different job related attitudes? Explain the link between attitudes and behaviour by
        cognitive dissonance theory.   (07 Marks)
    c. Outline Fiedler's contingency theory of leadership.   (10 Marks)

3   a. What is emotional intelligence?   (03 Marks)
    b. List Henry Fayol's fourteen principles of management.   (07 Marks)
    c. What are the different types of control? Discuss the essentials of effective control system.
                                                                                             (10 Marks)

4   a. Explain the concept of emotional labour with examples.   (05 Marks)
    b. Classify the managers based on scope of activity.   (05 Marks)
    c. Discuss the personality attributes influencing OB.   (10 Marks)

5   a. "Matrix organizational structure comes with its own strengths and weakness" Elaborate.
                                                                                             (05 Marks)
    b. What is 'span of management'? List the factors determining span of management.   (05 Marks)
    c. Discuss the challenges and opportunities of OB.   (10 Marks)

6   a. Explain in brief different types of power.   (05 Marks)
    b. Describe the five-stage conflict process by outlining the strategies for interpersonal conflict
        resolution.   (15 Marks)

PART – B

7   a. Mr. Alen is a sales manager having 25 sales supervisors. Each supervisor is handling 10
        sales persons. Mr. Alen is committed and dedicated inspite of that unable to have a quality
        control on his team? Why this problem? How do you solve this problem?   (05 Marks)
    b. Annual performance meeting was held recently. It is observed that functional managers are
        not converging to the problem solving exercise why this? How do you resolve this?
                                                                                             (05 Marks)
    c. A customer remember the unusual statement made in advertisement to correlate the product
        in the super market. How this happen? Why?   (05 Marks)
    d. Shiva is a serious worker. His performance graph declines slowly as he moves from Jan. to
        Dec. every year. Every year Jan. the salary hike is introduced. Why this problem? How do
        you analyze this?   (05 Marks)

PART – C

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CASE STUDY

Raman is an HR manager of a medium sized service organization which runs a multi speciality hospital. Hospital being a human organization has a make appointment of people to reception, wards, laboratories, different departments and also in counseling centres.

The decision regarding the placement of the candidates is taken based on employment interview, performance appraisal, conveying performance expectations, employee knowledge and skill level.

Apart from the above factors, expectancy effects, primary effects and recency effects also play an important role in selecting the candidates. Also Raman has got his own imagination and preferences in choosing the candidates for the respective positions. Raman has developed his own job specifications according to his knowledge and idea for each position for which the recruitment has to take place.

Questions:

a. State the theoretical model used to analyze the case. (05 Marks)
b. Explain expectancy effect, primacy effect and recency effect in relation to the relevant concept. (05 Marks)
c. What factors must be considered while making selection of right candidates? (05 Marks)
d. What happens if Raman either does not make a clear job specification or makes a wrong recruitment? (05 Marks)

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