CBCS SCHEME

USN | | | | | | | | | | 　　　　　　　　　22MBA11

First Semester MBA Degree Examination, Jan./Feb. 2023
Principles of Management and Organizational Behavior

Time: 3 hrs.　　　　　　　　　　　　　　　　　　　　Max. Marks: 100

Note: 1. Answer any FOUR full questions, choosing ONE full question from each module.
2. M : Marks , L: Bloom's level , C: Course outcomes.
3. Question No. 8 is compulsory.

			M	L	C
Q.1	a.	Define the term Management.	3	L1	CO1
	b.	Explain the process of controlling with a flowchart.	7	L3	CO2
	c.	Appraise Henry Fayol's 14 principles of management.	10	L4	CO3
Q.2	a.	What do you mean by leadership?	3	L1	CO1
	b.	Assess the steps involved in planning process.	7	L3	CO2
	c.	Examine in detail the managerial roles by Henry Mintzberg.	10	L2	CO3
Q.3	a.	Define Organizing.	3	L1	CO1
	b.	Identify the difference between Management and Administration.	7	L3	CO3
	c.	What is divisional organization structure? Discuss the advantages and disadvantages of divisional organization structure.	10	L3	CO2
Q.4	a.	Define Organizational Behaviour.	3	L1	CO1
	b.	Briefly explain the MARS model of individual behavior.	7	L2	CO3
	c.	Analyze the stages of team development.	10	L4	CO3
Q.5	a.	What do you mean by Personality?	3	L1	CO1
	b.	Explain the contemporary challenges with respect to organizational behavior.	7	L4	CO4
	c.	Discuss Maslow's Need Hierarchy theory and Four drive theory of motivation.	10	L2	CO3
Q.6	a.	State the advantages of Team.	3	L2	CO1
	b.	Explain the sources of power in organizations.	7	L2	CO3
	c.	Determine action research approach to organizational change.	10	L3	CO2

Q.7	a.	What are the types of Attitude?	3	L2	CO2
	b.	Briefly explain the reasons for resistance to change and strategies to minimize the resistance to change.	7	L4	CO3
	c.	Elaborate the model of Perceptual Process.	10	L2	CO2

Q.8		**CASE STUDY (Compulsory)**			
		Rajesh, an IIMB graduate, was appointed as the CEO of Techno consultancy Ltd. Techno developed software packages for finance companies and banks. The ambience of Techno consultancy was rather relaxed with a flat organizational structure. Being a software house, it was 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 techno employee was 25-27 years. Before Rajesh took over as the CEO, Suraj Sharma, an IITian, was heading Techno consultancy for nearly 4 years. Suraj Sharma was known for 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. Techno consultancy has seen a steady growth under him, which intangible terms meant an increase in business turnover of up to Rs.85 crores. His decision to leave for USA came as a shock to all the employees and when the new appointee Rajesh joined techno consultancy, there was apprehension in the air. Rajesh of course, had an excellent track record, with a sound computer engineering degree and the added management qualification from IIMB.			
		Within a few days of taking charge Rajesh 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 personal assistant and then meet him Morrover, when one of the programmers remained absent for more than 2 days without any intimation, Rajesh used strong words to communicate his displeasure to Vasista, the project leader, to whose team the programmer belonged. Vasista obviously found Rajesh strongly opinionated because he realized that Rajesh was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Rajesh minced no words in communicating to the project manager, Rahul, that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team. Ofcourse, by now the office 'grapevine' was a buzz that Rajesh has an 'Attitude' problem. In the meanwhile, Rahul resigned along with two other programmers from his team. During the first 6 months, the company showed a slight drop in its profitability. The company's employee turnover went up by whopping 10%. The managing director. Mr. Sadhashiva Murthy was a worried man, he invited Rajesh for a meeting to discuss the issue.			
		Questions:			
	a.	Identify various problems in the leadership style of Rajesh.	5	L5	CO4
	b.	Analyze the leadership style of Suraj Sharma.	5	L5	CO4
	c.	If you were Mr. Sadhashiva Murthy, what course of action you would have initiated.	5	L5	CO4
	d.	In this context state the qualities of a ideal leader.	5	L5	CO4

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