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18MBA11

First Semester MBA Degree Examination, Jan./Feb. 2021
Management and organizational Behavior

Time: 3 hrs.

Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No.8 is compulsory.

- 1 a. Define Motivation. (03 Marks)
b. What is decision making? Explain its types. (07 Marks)
c. Explain the 14 principles of management stated by Henry Fayol. (10 Marks)
- 2 a. State few traits of good leaders. (03 Marks)
b. Briefly explain the significance of controlling. (07 Marks)
c. Define controlling. Explain with the flowchart the controlling process. (10 Marks)
- 3 a. What do you mean by perception? (03 Marks)
b. Differentiate between Type A and Type B personality. (07 Marks)
c. Explain Maslow's need hierarchy theory. State any 2 advantages and disadvantages. (10 Marks)
- 4 a. State the different type of controls. (03 Marks)
b. Briefly explain the recent trends in management (07 Marks)
c. What is MBO? Explain the MBO process. (10 Marks)
- 5 a. What is Esprit de corps? (03 Marks)
b. What is span of control? Explain its types. (07 Marks)
c. State the 4 leadership styles according to Likert. Explain the Blake and Mouton's leadership model. (10 Marks)
- 6 a. What do you mean by planning premises? (03 Marks)
b. Explain the different disciplines contributing to OB. (07 Marks)
c. What are the different types of organization structure? Explain any two with flowchart. (10 Marks)
- 7 a. Define Individual Behaviour. (03 Marks)
b. Explain the relation between attitude and behavior. (07 Marks)
c. Define personality. Explain the MBTI. How does MBTI help managers? (10 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 :

Super Engineering Limited is a multinational engineering company manufacturing facilities at Hyderabad, Pondicherry and Indore. The company adopted budgetary system with emphasis on production and expense budget. The budget targets used to be set on the basis of analysis of production facilities and production operations. While 2 units located at Hyderabad and Pondicherry were working properly Indore unit was not able to meet the targets.

Mr. Madan who has been an Assistant Manager at the Hyderabad unit for nearly 10 years was transferred to Indore unit as a Plant Manager. Mr. Madan had joined the company as an Engineer Trainee, after obtaining his degrees in Engineering and MBA. Right from his early days at the Hyderabad unit, he has been very ambitious and a little autocratic. He believed in getting the things done through effective exercising of authority and control. Immediately after joining the Indore plant, Madan made preliminary study of the working environment in the plant and issued instruction to all Departmental Heads to reduce the cost by 5%. Initially there was some resistance by the Assistant Plant Managers and Supervisors, within a short span of 30 days production went up by 10%. A fortnight later he instructed all departments to increase production by 20% and instructed the supervisors strictly to adhere to the targets. He introduced several new reporting systems and watched the operations very closely. He suspended two supervisors in the second month for not meeting the targets. Subsequently, three supervisors left the plant on their own. With all his efforts, the unit was very much on the right track and within six months exceeded the new budgeted figures by 18%. On setting the plant right, he was called back to Hyderabad unit as Plant Manager where vacancy arose. However, shortly after Madan left for Hyderabad to join the biggest unit of the company, the productivity in Indore unit fell sharply below the earlier levels.

- a. Questions :
- b. Explain the type of organizational climate created by Madan at the Indore unit. (06 Marks)
- c. Why was there a drop in productivity at the unit after Madan left it? (06 Marks)
Do you think that Madan should improve his leadership skills? Why and how? (08 Marks)

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