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## First Semester MBA Degree Examination, June/July 2017

### Management and Organizational Behaviour

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.  
2. Question No. 8 is compulsory.**

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| <b>1</b> | a. What are the three levels of management?<br>b. State the benefits of MBO.<br>c. Discuss various challenges and opportunities of organizational behaviour.                                    | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>2</b> | a. Give the meaning of planning premises.<br>b. Briefly describe the process of perception.<br>c. Explain Maslow's needs hierarchy theory of motivation.  | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>3</b> | a. What is meant by feed forward control?<br>b. List the Fayol's principles of management.<br>c. Discuss the Big five model of personality trait.   | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>4</b> | a. Define the term 'organizational behaviour'.<br>b. Describe various roles of a manager.<br>c. Explain the basic types of organizational structure.  | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>5</b> | a. What do you understand by attitude?<br>b. Describe the various types of control.<br>c. The fundamental functions of management are universal that are applicable to all situations. Discuss. | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>6</b> | a. Distinguish between leaders and managers.<br>b. Explain how organizational behavior is an interdisciplinary subject.<br>c. Explicate the steps involved in control process.                  | (02 Marks)<br>(06 Marks)<br>(08 Marks) |
| <b>7</b> | a. Who are managers?<br>b. Differentiate between transformational and transactional leadership.<br>c. Discuss the recent trends in management.  | (02 Marks)<br>(06 Marks)<br>(08 Marks) |

**8 CASE STUDY:**

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

Mr. Raghav 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.

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.

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 behavior Mr. Raghav 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. Raghav called in a consultant to review company'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. Raghav? Comment. (04 Marks)
- b. What kind of motivational strategies would help in retaining employees of the organization? (04 Marks)
- c. If you were the consultant, what are the changes you would like to bring in? (04 Marks)
- d. What is the organizational culture prevailing in HCL? (04 Marks)

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