

Code: 21E00101

MBA I Semester Regular & Supplementary Examinations January 2025
MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
(Common to MBA, Finance, Fintech, Business DA, Big DA, B&FS and H&HM)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Discuss the various functions of management. Out of the various functions, which function is very important according to your opinion. 5M
(b) Explain the 14 principles of management. 5M
OR
- 2 (a) Define Management. Explain the significance of management in today's scenario. 5M
(b) What do you know about scientific management theory? 5M
- 3 (a) What is Control? Explain the various techniques of control. 5M
(b) What is decision making? Explain the process of decision making. 5M
OR
- 4 (a) What is planning? Explain the significance of planning in management. 5M
(b) What do you know about complete and partial techniques of control? 5M
- 5 (a) How far perception affects the group and individual behaviour? 5M
(b) What is motivation? Explain the process of motivation. 5M
OR
- 6 (a) Critically evaluate the relevance of Maslow's need hierarchy theory in today's organizational set up. 5M
(b) Discuss the major types of personality according to Big Five Model. 5M
- 7 (a) How do groups are built? Explain the process of group formation. 5M
(b) "Leaders are born or made" Discuss. 5M
OR
- 8 (a) What are the managerial implications of group decision making? 5M
(b) Explain the managerial grid theory of leadership. 5M
- 9 (a) What is change? Why do people resist change? 5M
(b) How do you deal with resistance to change as a manager? 5M
OR
- 10 (a) What is culture? Explain the various types of culture. 5M
(b) How do you bring affective organizational culture into your organization as a manager? 5M

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SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study/Problem:

Dinesh had a quite commendable track record in the company. He has been sincere, punctual, a fast thinker, intelligent and has done his entire job very qualitatively. His colleague, Suraj, who is at the same position is a pretty slow thinker and takes a long time to plan and complete a project effectively.

Just before a couple of months of the performance appraisal, Dinesh became very irregular and absent-minded and most of his projects remained incomplete, the reason being his only son meeting with a severe accident. Due to this work-life conflict, he even became frustrated and during one review meeting, locked horns with his boss. On the other hand, Suraj has been continuing at the same (plodding) pace and completing the projects given to him.

After the performance appraisal, Suraj was designated as the Project leader and Dinesh was even denied a pay hike.

Questions:

- (i) Do you feel the involvement of a perceptual error during the performance appraisal? If yes, what type of error did intervene in the process?
(ii) Had you been in Dinesh's place, how would you have managed your impression?

10M

MBA I Semester Supplementary Examinations July 2024
MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
 (Common to all branches)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks.

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

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|----|---|----|
| 1 | (a) Define Management. Explain its significance. | 5M |
| | (b) Give a short note on elements of scientific management. | 5M |
| | OR | |
| 2 | (a) List out the principles of Management. | 5M |
| | (b) Explain the concept of behavioural pattern of management. | 5M |
| 3 | (a) Define decision making. List out the types of decision making. | 5M |
| | (b) What are the elements needed for effective controlling? | 5M |
| | OR | |
| 4 | (a) Write a note on problems in planning. | 5M |
| | (b) Examine the process of planning in an organization. | 5M |
| 5 | (a) Critically evaluate Maslow's needs hierarchy theory of motivation. | 5M |
| | (b) What is personality? Explain the types of personality with examples. | 5M |
| | OR | |
| 6 | (a) Write a short note on transactional analysis. | 5M |
| | (b) Explain the perceptual errors committed by individuals. | 5M |
| 7 | (a) Explain the term "Group". What purpose do groups have? | 5M |
| | (b) State the differences between leadership and management. | 5M |
| | OR | |
| 8 | (a) Define Organizational Culture. Explain the various cultural dimensions. | 5M |
| | (b) Elucidate the factors influencing the group effectiveness. | 5M |
| 9 | (a) What is organizational change? Explain its various types. | 5M |
| | (b) Define conflict. What are the sources of conflict? | 5M |
| | OR | |
| 10 | (a) Explain organizational effectiveness. | 5M |
| | (b) Discuss the various cultural dimensions. | 5M |

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SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study/Problem:

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Dr. Alok Banerjee is the chief executive of a medium sized pharmaceutical firm in Kolkata. He holds a PhD in pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Dr Banerjee and his senior colleagues notice that the workers on hourly basis are not working up to their full potential. It is a well-known fact that they filled it day to days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Dr Banerjee knew very well that the only way progress and prospect is to motivate workers to peak performance through various incentive plants. One fine morning, Dr. Banerjee contacted the personnel manager and enquired: "what is the problem with the workers on hourly basis? The wage will show that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent Still these workers are not motivated what do they require really?" the personnel manager gave the following reply: " I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non performers. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans are tied to length of service. Even the lazy workers accordingly, enjoy all the benefits in the organization, which in fact, according to the workers karma should go only to those who work hard." Dr. Banerjee then wanted the personnel manager look into the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions:

- (i) Explain the motivational problem-in this case. If you were the manager, how would you motivate the employees so that they work better?
- (ii) What would be your response to Banerjee's statement, if you were the personnel manager in the company?

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SECTION - B

(Compulsory question. 01 X 10 = 10 Marks)

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Case Study/Problem:

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This case focuses on the organizational culture of Well-Mart. Primary emphasis is placed on how Well-Mart's culture developed and how it has been maintained. The roots of Well-Mart's culture date back to Sameer, who instilled the now famous "Saturday Morning Meeting". During these meetings, he encouraged his employees to offer suggestions for improvement and empowered them to follow through on those suggestions that he thought were worth pursuing. The Saturday Morning Meeting has continued at Well-Mart despite its growth into one of the largest corporations in the world. Discussion could focus on how Well-Mart's culture has been maintained over the years, with special emphasis on the importance of the Saturday Morning Meeting. In addition to the Saturday Morning serving as a company ritual, discussion could also focus on how the company chant serves as a cultural maintenance tool. A discussion of the strength of Well-Mart's culture relates to the notion of core values, which have been instrumental in sustaining its culture over the years. Perhaps as a partial result of this sharing of core values, Well-Mart is able to respond quickly to changes in the market place, as evidenced by the anecdote about the poker sets. In addition, the attraction-selection-attrition model could be applied to Well-Mart, as it may explain some of the similarities among Well-Mart's managers thus leading to a tight-knit culture. Finally, although Well-Mart's culture undoubtedly has been strength, discussion could also focus on how it could be a weakness. The original practices and ideas of Sameer may not fit in today's business environment, so maintaining Well-Mart's culture may be detrimental to its growth. Moreover, increased public scrutiny may be pressuring Well-Mart to change its old practices.

Questions:

- (a) How would you describe Well-Mart's culture characteristics?
- (b) As a senior manager of Well-Mart, what steps could you take to either maintain or enhance the culture of Well-Mart?

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MBA I Semester Supplementary Examinations October 2022

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

(Common to all)

(For students admitted in 2021 only)

Max. Marks: 60

Time: 3 hours

All questions carry equal marks

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SECTION - A

(Answer the following 05 X 10 = 50 Marks)

- 1 (a) Management's role in success of an organization is inseparable. Support. 5M
(b) Elucidate scientific theory of management. 5M

OR
- 2 (a) Describe the principles of management. 5M
(b) The systems approach implies that decisions and actions in one organizational area will affect other areas. Justify. 5M
- 3 (a) In an organization, the core function of the management is to make decisions on business operations and growth. Explain about decision making and its process in an organization. 5M
(b) Control is essential in making sure that a process or system is running effectively within an organization. Elaborate. 5M

OR
- 4 (a) Elucidate the significance of planning in an organization. 5M
(b) Demonstrate the efforts of an organization in making controlling effective. 5M
- 5 (a) Explain about the role of perception and learning on understanding individual behaviour. 5M
(b) Describe about Maslow's need hierarchy theory with suitable example. 5M

OR
- 6 (a) Understanding personality traits is the key to predicting behaviour and understanding how situations can influence individuals. Explain about the various personality types. 5M
(b) Demonstrate Porter and Lawler's theory of motivation. 5M
- 7 (a) Explain about group behaviour. What are different types of groups? Briefly explain the benefits of groups. 5M
(b) Elucidate Blake and Mouton's managerial grid. 5M

OR
- 8 (a) Differentiate between transactional leadership and transformational leadership. 5M
(b) Women held top management positions in only 6% of Indian corporates surveyed. Comment in light of women leadership in India. 5M
- 9 (a) Describe the organizing process in an organization. 5M
(b) Elaborate on how conflicts in an organization should be managed. 5M

OR
- 10 (a) Elucidate on effective management of an organization. 5M
(b) Discuss Kurt Lewin's change management model. 5M

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MBA I Semester Supplementary Examinations October 2020
MANAGEMENT & ORGANIZATIONAL BEHAVIOUR
(For students admitted in 2017, 2018 & 2019 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Explain the roles of a manager.
(b) Discuss different skills a manager should possess to perform his roles effectively.
OR
- 2 Write in detail the evolution of management thought.
- 3 (a) Discuss the problems encountered in planning.
(b) What measures have to be taken in order to make effective planning?
OR
- 4 Explain the steps involved in controlling process.
- 5 (a) 'Motivation plays a vital role in an organization'. Substantiate the statement.
(b) Explain the big five model of personality dimensions.
OR
- 6 (a) Discuss the factors that affect the perception of a person.
(b) Explicate the operant conditioning of learning.
- 7 (a) Explain various leadership styles and present the supporting argument for the most effective leadership style.
(b) Distinguish between transactional and transformation leadership.
OR
- 8 (a) Are groups useful to the organizations and its members? Present your viewpoints.
(b) Discuss the stages in group formation and group development.
- 9 (a) "All conflicts are bad". Do you agree with the statement? Defend your argument.
(b) In your opinion, what would make the biggest impact on organizational culture: Innovation and risk taking, Attention to detail, People orientation, Team orientation etc.? Why?
OR
- 10 (a) Discuss the stages in Kurt Lewin's model of change.
(b) Explain different types of departmentation.

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SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The CEO of Syngony Technologies, Anish Vaidya (Vaidya), found himself confronted with the most challenging phase of his career in the industry. Established in 1956, Syngony began as a manufacturer of a variety of electrical appliances, and gradually spread its operations into various other industries such as consumer products, power generation, automobiles and insurance. Within four decades, it grew to become a global company serving customers across the world. In his first meeting as CEO of the company, Vaidya invited employees from the middle and top management level to pool their ideas to address a comprehensive list of problems faced by the organization. The meeting brought to the forefront different areas of concern:

The bureaucratic and hierarchical structure of the organization was stifling the creativity of its employees as a result of which they were no longer motivated to come up with ideas pertaining to new products or improvements in the existing organizational practices. The inability of Syngony's generic products to effectively penetrate the highly competitive market eventually resulted in blocking capital. Syngony's very survival was at stake as most of its subsidiaries were facing serious financial crises and increasing losses. The productivity of these subsidiaries was disproportionate to the number of employees they had and the employees' skills also were not updated. Inter-departmental conflicts were very much evident which were the stumbling blocks in taking any initiative. The employees' commitment levels were low as they were not happy with the communication flow and decision making process in the organization. They always had a complaint that there were communication gaps and they come to know about the decisions when they are implemented. Most important of all, Syngony also failed to adapt to the changes in the external environment. Because of this, it not only lost market leadership in various sectors, but also failed to maintain a decent market share in the industry. Realizing that change management was lacking in the organization, Vaidya, wanted to introduce certain measures to pull Syngony out of a probable debacle.

Questions:

- (a) Taking the example of Syngony technologies, describe the importance of change management in organizations.
- (b) Why did Syngony technologies landed into the current problematic situation?
- (c) What measures do you suggest in bringing about a planned change in Syngony technologies?
