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14MBA11

First Semester MBA Degree Examination, June/July 2015
Management and Organizational Behaviour

Time: 3 hrs.

Max. Marks:100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 State any three levels of management by naming them. (03 Marks)
- 2 What is Emotional Intelligence? Name the five key components of EI. (03 Marks)
- 3 Outline the significance of 'unity of command'. (03 Marks)
- 4 What is Ability? (03 Marks)
- 5 What are the three levels of conflict in the organization? (03 Marks)
- 6 State the dependent variables of OB. (03 Marks)
- 7 What is the need for having a control system in the organization? (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Discuss the different types of power. (07 Marks)
- 2 Discuss Henry Fayol's fourteen principles of management. (07 Marks)
- 3 Explain the five stage group development model, with a diagram. (07 Marks)
- 4 Outline Fiedler's Contingency theory of leadership. (07 Marks)
- 5 Outline the different sources of emotions and moods. (07 Marks)
- 6 'Matrix multiple command system has its own strengths and weakness'. Elaborate. (07 Marks)
- 7 What are the different job related attitudes? Explain the link between attitudes and behaviour. (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Outline the challenges and opportunities for OB. (10 Marks)
- 2 Discuss the personality attributes influencing OB. (10 Marks)
- 3 Explain Herzberg's two factor theory of motivation and discuss the managerial implications. (10 Marks)
- 4 What are the different types of control? Discuss the essentials of effective control system. (10 Marks)

- 5 Explain in detail the decision making process. (10 Marks)
- 6 Name the four experiments conducted by Elton Mayo in Hawthorne plant. Explain the implications of Hawthorne experiments. (10 Marks)
- 7 Explain the importance and advantages of 'objectives' in organizations. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

Keerthi Sharma is the supervisor of an engineering firm in Belgaum. Morale in her office has been quite low. Recently, the workers have gone back to 9.am to 5p.m work schedule after being on flexitime for nearly two years.

When the director came down allowing Keerthi to place her office an flexitime, she spelled out the rules carefully to her people. All the employees were to work during the core period from 10 a.m to 2p.m. However, they could work the rest of the eight hour day at any time between 6a.m and 6p.m. Keerthi believed her workers were honest and well motivated, so she did not bother to set up any system of control. Everything went on well for a long time. Morale was high and employees were satisfactory with good outcomes.

In November 2013, the chief factory manager found that Keerthi's workers were averaging seven hours a day. Two employees had been working only during the core period for more than two months. When Keerthi's departmental head received the factory manager's report, he told Keerthi to return to the office to regular working hours. Keerthi was upset and disappointed with her people. She trusted them and felt that they had let her down.

Questions :

- a) What did Keerthi fail to understand about the controlling process? (05 Marks)
- b) Under what circumstances flexi – time may be a good option? (05 Marks)
- c) If you were in Keerthi's position how would you have implemented flexi – time?(05 Marks)
- d) What are the precautionary measures to be taken in controlling the employees? (05 Marks)
