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12MBA11

**First Semester MBA Degree Examination, June/July 2015**  
**Managing Organizations**

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any THREE full questions from Q.No.1 to 6.**  
**2. Q.No. 7 and 8 are compulsory.**

- 1 a. Define Management. (03 Marks)  
b. What is MBO? What are its advantages and disadvantages? (07 Marks)  
c. Explain Henry Fayol's principles of management. (10 Marks)
- 2 a. Mention the skills required for a manager. (03 Marks)  
b. Explain Likert's four system of management. (07 Marks)  
c. Explain different types of control. (10 Marks)
- 3 a. Define planning. What are the advantages of planning? (03 Marks)  
b. Explain the various stages of group development. (07 Marks)  
c. Briefly mention the roles of managers as per Henry Mintz Bery. (10 Marks)
- 4 a. Differentiate centralization and decentralization. (05 Marks)  
b. Illustrate different leadership styles in detail. (05 Marks)  
c. Explain the Maslow's theory of hierarchy of needs. (10 Marks)
- 5 a. Define attitude and state the components of attitude. (05 Marks)  
b. What are the challenges and opportunities of OB? (05 Marks)  
c. Mention the different types of organizational-structures and brief them. (10 Marks)
- 6 a. Distinguish between management and administration. Explain various functions of management. (10 Marks)  
b. Discuss in detail about Hawthorne experiments and its criticisms. (10 Marks)
- 7 a. German big cars are appreciated by some customers. Japanese small cars are appreciated by some other. Why this opinion differs? (05 Marks)  
b. Mr. Visu is a serious worker. His productivity is always very high with a result of almost zero defects. Recently, he had a problem from his personal life. His productivity declined with increased defects and rework. Why this problem occurred? How to resolve it? (05 Marks)  
c. Mr. Alex is an optimistic person who believed that "his sub ordinates are responsible". Mr. Bric is pessimistic who believes that "his subordinates need instructions at all stages". Who is correct and why? (05 Marks)  
d. Five experts are available in the field of operations in different parts of globe. But their expertise is required to complete a project which is required a customer. How could his dream is achieved? Explain. (05 Marks)

CASE STUDY

John Smith was the manager of the systems development department of aerospace, Inc. During his fifteen years with the company he trained many managers and encouraged their development. But many of them left the firm after they got their advanced degrees. The company had a liberal policy of educational reimbursement and many engineers took advantage of educational opportunities.

Joan Harris, an Electrical engineer came to see her boss, John Smith, who congratulated Ms. Harris for obtaining her master degree in business administration, which she received through the assistance of the firm educational program. Ms. Harris to the surprise of MR. Smith said that she was leaving the company to go to the competitor because she did not see any opportunities for advancement in the firm. Mr. Smith was furious because this had happened several times before. He immediately went to see the Vice President of operation and complained about the educational reimbursement policy and the lack of a system approach to staffing.

Questions:

- a. What might be the reason the employees leave after receiving their degrees through educational reimbursement? **(05 Marks)**
- b. If you were the Vice President, what would you do? **(05 Marks)**
- c. How can such labour turnover be prevented? **(05 Marks)**
- d. Why John wants to introduce systems approach to staffing? **(05 Marks)**

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