

# CBCS Scheme

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16MBA11

## First Semester MBA Degree Examination, Dec.2016/Jan.2017 Management & 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.**

- 1 a. What is meant by span of control? (02 Marks)  
b. Describe the different techniques of group decision making. (06 Marks)  
c. Elucidate the different types of organization structure. (08 Marks)
- 2 a. What are the different types of control systems used in organizations? (02 Marks)  
b. Explain the roles of managers according to Henry Mintzberg. (06 Marks)  
c. Define MBO. Explain the process of MBO. (08 Marks)
- 3 a. What are the skills required by a manager? (02 Marks)  
b. Discuss the different leadership styles. (06 Marks)  
c. Discuss the principles of scientific management, critically evaluate it. (08 Marks)
- 4 a. State the big 5 personality traits. (02 Marks)  
b. Elucidate on the determinants of personality. (06 Marks)  
c. Explain Maslow's need hierarchy theory and its application in management. (08 Marks)
- 5 a. Give the meaning of stereotyping. (02 Marks)  
b. Describe the stages of group development. (06 Marks)  
c. Discuss the challenges and opportunities organizations face in the present days. (08 Marks)
- 6 a. What do you mean by planning premises? (02 Marks)  
b. What is composite approach of planning? Explain the steps in planning. (06 Marks)  
c. Explain the perceptual process. (08 Marks)
- 7 a. State the 4 styles of leadership according to Likert. (02 Marks)  
b. Briefly explain the components of attitudes. (06 Marks)  
c. What is managerial grid? Explain Black and Mouton's model of leadership. (08 Marks)

### 8 CASE STUDY – [ Compulsory ]

Herbert Kellher was the founder and CEO of Southwestern Airlines. He was known as a empathetic and charismatic leader that earned him respect throughout the industry resulting in a profit for 24 consecutive years. Southwest is 5<sup>th</sup> largest airline in the United States.

During the oil crisis, almost all aircrafts were grounded in US. But southwestern airlines continued their operations. The employees were so committed to the company that they worked for 6 months without salary during the oil crisis and ensured that the airline was operating.

This was possible because of the exemplary leadership of Kellher. He knew each and every employee, sent greeting cards on their special occasions, looked after the education of the employees children, was like a family member to the employees at south western airlines.

#### Questions :

- a. In this context state the qualities which should be in an ideal leader. (04 Marks)
- b. Which style of leadership do you see in south western airlines? (04 Marks)
- c. Analyze this case using any theory of leadership which would be apt. (04 Marks)
- d. Elaborate on any other leader of great importance other than Kellher. (04 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.