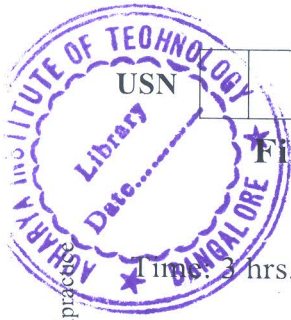


CBCS SCHEME

18MBA11



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Date.....

Time: 3 hrs.

First Semester MBA Degree Examination, July/August 2021 Management and Organisational Behavior

Max. Marks: 100

Note: Answer any Five full questions.

- 1 a. What do you mean by Management by Objective? (03 Marks)
b. Discuss the personality attributes influencing Organization Behaviour. (07 Marks)
c. Discuss challenges and opportunities of Organization Behaviour. (10 Marks)
- 2 a. Distinguish between Formal and Informal Organisation Structure. (03 Marks)
b. Explain the process of decision making. (07 Marks)
c. Explain Blake and Moutons theory of Leadership. (10 Marks)
- 3 a. What is Span of Control? (03 Marks)
b. Explain the effective control process. (07 Marks)
c. Discuss Herzberg's two factor theory of Motivation. (10 Marks)
- 4 a. Define Ability. State the role of disability. (03 Marks)
b. Write a note on Big Five Model of Personality. (07 Marks)
c. Explain Maslow's need Hierarchy theory and its application in Management. (10 Marks)
- 5 a. Define Management. (03 Marks)
b. Elaborate strength and weakness of Matrix Organisation Structure. (07 Marks)
c. Explain Myer Brigg Type Indicator (MBTI) theory of Personality. (10 Marks)
- 6 a. What is meant by Feedback control? (03 Marks)
b. Explain Henry Fayol's 14 principles of Management. (07 Marks)
c. Discuss basic types of Organization structures. (10 Marks)
- 7 a. What are factors influencing controlling? (03 Marks)
b. Name the four experiments conducted by Elson Mayo and explain the implications of Hawthorne experiment. (07 Marks)
c. Explain Fiedler's contingency model of leadership. (10 Marks)
- 8 CASE STUDY :

The divisional manager had recently heard a lecture on Management by objective. He decided to introduce the concept and had a headway for next staff meeting. In the meeting, "I intended to list my expectation for the division", the divisional Manager said. I expect \$ 30 million in sales ; a profit on sales before taxes of 8 percent ; a return on investment of 15% ; an ongoing program in effect by June 30, with specific characteristics – I will list later, to develop our future manager ; the completion of development work on our X3 model by end of the year and stabilization of employee turnover at 5 percent.

The staff were stunned that their superior had thought carefully about verifiable objectives and stated them with clarity and assurance. They were also surprised about his sincerity in wanting to achieve them.

“During the next month, I want each of you to translate these objectives into verifiable goals for your own function. Naturally, they will be different for finance, marketing, etc. However you state them, I will expect them to add up to the realization of the divisional goals.

Questions :

- a. Did the Divisional Manger set the goals in the best way? Justify. (10 Marks)
- b. What would you have done if you were in place of Divisional Manager? (10 Marks)
