

MBA & MBA (Finance) I Semester Supplementary Examinations June 2019

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Describe the role of management in the changing dynamic environment.
OR
- 2 “Contingency approach to management is a common sense approach” Comment.
- 3 What is planning? Describe various steps in the planning process.
OR
- 4 Discuss the good qualities of efficient controlling system.
- 5 “Johari Window is an useful tool for understanding self and improving communication”. Explain in detail.
OR
- 6 Comment on the Porter and Lawler expectancy theory of motivation.
- 7 Explain some of the reasons for group formation. Which of these reasons are more influential in forming groups and why?
OR
- 8 Discuss in detail the concept of managerial grid.
- 9 Distinguish organizational culture and organizational Climate.
OR
- 10 Define departmentation. Discuss the types of departmentation.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case Study:

Mr. Acharya is a general manager of a large manufacturing unit in Chennai, with a total strength of 500 employees and 60 staff. He has around 10 capable managers, whom over the period of 15 years he has trained to manage their department. Only 15% employees are new and most of the employees are retained.

Mr. Acharya follows an open door policy where any employee can come and discuss problems or suggest without any hitch. This has made him favorite amongst the employees.

Mr. Acharya believes in empowering employees so that in future the organization does not face any problem with managerial succession. Due to which most of the employees enjoy freedom to take decisions and can complete their tasks successfully on time. This resulted high productivity, quality of product and goodwill in the market for the organization.

Contd. in page 2

Since few days, Mr. Acharya is restless. He had recruited Mr. Mehta, the production manager after retirement of the manager on the recommendation of a friend. Mr. Mehta was very meticulous in his work. He is sometimes harsh with his supervisors if they commit any mistakes. Due to which supervisors don't enjoy working under him.

One day in production report sent by Mr. Mehta to Mr. Acharya an error was found for which Mr. Acharya called up Mr. Mehta and confirmed whether it was an error or real figure. The intention was very clear that wrong report cannot be forwarded to the top management.

But Mr. Mehta took it wrongly. He came to Mr. Acharya's cabin and told Mr. Acharya that the report is correct and denied making any further corrections. Though Mr. Acharya tried explaining his point of view Mehta did not budge.

After this interaction Mr. Acharya called the concerned supervisor and got the report corrected. This irritated Mr. Mehta and he resigned from his job on the spot.

Questions:

- (a) Comment on leadership style of Mr. Acharya.
- (b) Do you feel Mr. Acharya should talk to Mr. Mehta once again? Given solution to the problem.

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