



# CBCS SCHEME

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16/17MBA11

## First Semester MBA Degree Examination, Dec.2018/Jan.2019 Management and Organisational Behaviour

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.  
2. Question No. 8 is compulsory.**

1. a. Define Management as a profession. (02 Marks)  
b. Explain the six steps in organizing process. (06 Marks)  
c. Explain the steps involved in the rational decision making process. Describe the decision making styles of Individuals. (08 Marks)
2. a. What are the four fundamental elements of planning? (02 Marks)  
b. What is Project Organization structures? Write its importance and characters. (06 Marks)  
c. Explain the comparison of Herzberg's theory with Maslow's Hierarchy needs theory (with diagram). (08 Marks)
3. a. What is Perception? (02 Marks)  
b. What are the Skills and Competencies do successful managers possess? (06 Marks)  
c. What are the challenges and opportunities for organizational behaviour from Managerial perspective? (08 Marks)
4. a. What is MBO? (02 Marks)  
b. Explain Douglas-Mc Gregers Theory X and Theory Y. (06 Marks)  
c. Discuss Fayol's principles of Management. (08 Marks)
5. a. Write the different concepts / elements in organizing. (02 Marks)  
b. Write a brief note on different Leadership Traits. (06 Marks)  
c. Explain Big five model of Personality traits and write a brief note on key variables that affects Individual behaviour. (08 Marks)
6. a. Write any three reasons why controlling is necessary. (02 Marks)  
b. Explain Fiedler's contingency leadership theories. (06 Marks)  
c. Discuss four basic leadership styles and five different powers they use. (08 Marks)
7. a. What is Emotional Intelligence? (02 Marks)  
b. What are the determinants of Attitude? Explain briefly. (06 Marks)  
c. Explain Managerial Grid theory of Blake and Mouton (with diagram). (08 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.



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8 CASE STUDY : (Compulsory)

Bangalore Alloy Steels

Like most steel companies Bangalore Alloy steel suffered difficult times in the decade of 1990. Company's wide Attitude survey, in 1995, it was found that a number of frustrated middle managers felt that the company's unattractive pay structure caused low employee morale. The CEO of the company Dinesh was not impressed by the survey report and didn't care for the opinion of middle – managers. As a result, the executives were disillusioned. Dinesh had been a financial specialist and the board of directors assigned him the top job because they thought his financial expertise could improve the financial situation of the company. At first the move seemed a good one. Dinesh used his financial know – how to arrange creative financing for the company's debt, but that did not solve other serious problems. Dinesh was a number man with few people skills and he proved to be a poor planner. He tried to diversify and re-organise the structure which was met with resistance from the rigid centralised structure. Dinesh was not comfortable with face to face communications and he issued periodic memo's exhorting employees to increase productivity. All employees including both blue collar and white collar employees blamed Dinesh for the heavy losses of the company. Top management kept middle management at a distance and became isolated and ineffective.

**Questions :**

- Which of the management function (Planning, organizing, Leadership, Controlling). Does Dinesh perform well? (04 Marks)
- Which of the management functions does he perform unsatisfactorily? (04 Marks)
- What do you think should be the role of middle management in this situation? (04 Marks)
- What do you think Dinesh would have done? (04 Marks)

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