



CBCS SCHEME

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20MBA11

First Semester MBA Degree Examination, Jan./Feb. 2021 Management and Organizational Behaviour

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Define Management. (03 Marks)
b. Explain steps involved in controlling process. (07 Marks)
c. Explain the skills and competencies required for managers. (10 Marks)
- 2 a. What do you mean by centralization and decentralization of authority? (03 Marks)
b. Differentiate between Administration and Management. (07 Marks)
c. Explain steps involved in planning. (10 Marks)
- 3 a. Define organizational behavior. (03 Marks)
b. Explain types of Decision making. (07 Marks)
c. Explain Maslow's and Herzberg's motivation theory. (10 Marks)
- 4 a. Define Group Dynamics. (03 Marks)
b. Explain components of attitudes. (07 Marks)
c. Explain the perceptual process. (10 Marks)
- 5 a. Define stress management. (03 Marks)
b. Explain Big Five personality traits. (07 Marks)
c. Explain Tuckman and Jensen model of group development. (10 Marks)
- 6 a. Define organizational culture. (03 Marks)
b. Explain how to create effective team. (07 Marks)
c. Explain reasons for resistance to change. (10 Marks)
- 7 a. Define organizational politics. (03 Marks)
b. Explain strong versus weak culture. (07 Marks)
c. Explain causes of stress. (10 Marks)

**CASE STUDY**

Ramoji Rao is incharge of a bindery in Vijaywada, which employs fifteen people, five of whom work in the factory. Three of these employees run machines, one supervises and the fifth moves the blank paper and finished print by handier. This fifth position, which demands no skill other than driving a handier need to be filled and three applicants have responded.

The first is Mr. Mani Anjaiah who is thirty five, unmarried and a Navy veteran. Anjaiah has poor work record. During his five years in Vijayawada, he has worked only as a seasonal labourer on occasional odd jobs. He drove a forklift in the Navy, while working at Visakhapatnam. He has a strong build. Which could help, although the work is generally light.

Mr. Nehal Singh, age twenty two came to Vijayawada two years back from Punjab. He has done farm labour for many years and assembly line work for one year. His command of English is poor (but can speak the regional language, Telugu fluently). He resides with his mother and seems certain to remain in the area for sometime. After having run farm equipment he should have no trouble steering a handier.

Mr. Vandaveeti Raja is a local boy who finished high school two years ago subsequently, he got a diploma from a local institute and is currently employed as an excellent. Mr. Raja is small but seems quick and was track star in high school.

- a. How much consideration should be given to Mr. Anjaiah's poor work record? Should Mr. Ramoji Rao cheer to verify it? **(05 Marks)**
- b. How important is a command of English to the job? How quickly could Mr. Nehal Singh learn enough English to be effective? **(05 Marks)**
- c. Should Mr. Raja get the job? Should his excellent character reference be given more weight than his inexperience? **(05 Marks)**
- d. Who should be hired? Why? **(05 Marks)**

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