



# CBCS SCHEME

18MBA11

## First Semester MBA Degree Examination, Aug./Sept.2020 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. What is planning? What are the components of planning? (03 Marks)  
b. What is MOB? Explain features of MOB. (07 Marks)  
c. Explain the process of decision making. (10 Marks)
- 2 a. Define Organizational Behaviour. (03 Marks)  
b. Explain the different approaches to the study of organizational behaviour. (07 Marks)  
c. Explain the contributing disciplines of Organizational Behaviour. (10 Marks)
- 3 a. What do you understand by motivation? What is motivation process? (03 Marks)  
b. Explain the role of money as a motivational tool. (07 Marks)  
c. Explain with a diagram the concept of managerial grid. (10 Marks)
- 4 a. Define control and its importance. (03 Marks)  
b. Explain different types of control. (07 Marks)  
c. Explain the factors that determine good control system. (10 Marks)
- 5 a. State the foundations of individual behaviour. (03 Marks)  
b. Discuss various types of personality trait. (07 Marks)  
c. Explain the different perceptual errors in the process of employee selection. (10 Marks)
- 6 a. Discuss different level of management. (03 Marks)  
b. What are the characteristics of Management? (07 Marks)  
c. What is Fayol's contribution to management relevant to the challenges faced in 21<sup>st</sup> century? (10 Marks)
- 7 a. Bring out different managerial skills necessary for every manager. (03 Marks)  
b. Compare Maslow's and Herzberg's theory on motivation. (07 Marks)  
c. Explain the various components of attitude and describe how attitudes are formed. (10 Marks)
- 8 Case Study (Compulsory) :

After having spend 3 years as a production scheduling supervisor at a Toyota Kirloskar Motor Pvt Ltd. manufacturing plant, she recently took a position as manager of telephone services at Info Centre Technologies Pvt Ltd. In her new job, Preeti supervises 20 telephone service employees. These people have direct contact with customers – providing quotes, answering questions, following up on claims and the like.

At Toyota Kirloskar, Preeti's employees knew they had only one constituency to please. That was management, but Preeti is finding that her employees at Info Centre have it

more difficult. As service employees, they have to serve two masters management and the customer. And atleast from comments her employees have made, they seem to think there's a discrepancy between what they believe customers want them to do and what they believe management wants them to do. A frequent complaint, for instance is that customers want the telephone representatives undivided attention and to spend as much time as necessary to solve their problem. But the representatives see management as wanting them to handle as many calls as possible per day and to keep call as short as possible.

This morning a representative came into Preeti's office complaining of severe headaches. "The more I try to please our customers, the more stress I feel" the representative told Preeti. "I want to do the best job I can for our customers but I don't feel like I can devote the time that's necessary. You constantly remind us that it's the customers that provide our paychecks and how important it is to give reliable, courteous and responsive service but then we feel the pressure to handle more calls per day per hour."

Preeti is well aware of studies that have shown that role conflict is related to reduce job satisfaction, increased turnover and absenteeism, and fewer organizational behaviour. Several role conflict is also likely to lead to poor customer service.

After talking to herself, Preeti concluded that regardless of whether their perceptions were accurate, her people certainly believed them to be. They were reading one set of expectations through their interactions with customers and another set through what the company conveyed during the selection process, in training sessions and through the behaviour that management rewarded.

Questions :

- a. What's the source of Role conflict here? (05 Marks)
- b. Are there functional benefits to management from role conflict explain? (05 Marks)
- c. Is conflict among these telephone employees is greater as compared to typical employees? Explain. (05 Marks)
- d. What can Preeti do to manage this role conflict? (05 Marks)

\*\*\*\*\*