62201

Reg. No. ☐☐☐☐☐☐☐☐

I Semester M.B.A. [Day & Eve.] Degree Examination, July - 2022

MANAGEMENT

Management and Organisational Behaviour

(CBCS Scheme 2019 onwards)

Paper : 1.1

Time : 3 Hours

Maximum Marks : 70

SECTION-A

Answer any **Five** questions from the following, each question carries 5 marks. (5×5=25)

1. Explain the ABC Model of attitude formation with appropriate examples.

2. What is personality? Explain the types of Personality with examples.

3. What is social loafing? State the negative consequences of social loafing on employee productivity.

4. Discuss the different types of change with examples.

5. Explain the conflict management styles with its application to real - life corporate problems.

6. Explain victor vrooms valence and instrumentality theory with the model.

7. State and explain the differences between leadership and management.

SECTION - B

Answer any **Three** questions from the following, each question carries 10 marks.(3×10=30)

8. Discuss the evolution of management with its implications to the modern organisations.

9. What is an organizational structure? Explain the types of organizational structure with its merits and demerits.

10. Explain in detail the perception process model. Also briefly explain the perceptual errors committed by individuals.

11. Explain in detail the contemporary theories of leadership and its applicaitons to the millennial corporate leaders.

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SECTION - C
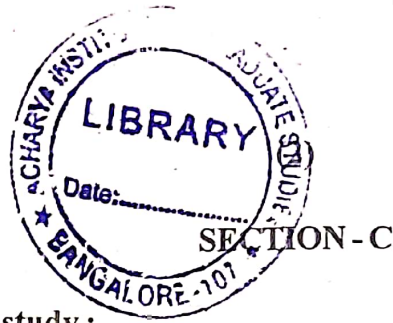
12. Compulsory Case study :   (1×15=15)

Nithin Patel, an IIM graduate, was appointed the CEO of Primogen Consultancy Ltd. Primogen developed software packages for finance companies and banks. The ambience of Primogen was rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The comapny promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a Primogen employee was 25-27 years. Before Nithin took over as the CEO, Giridhar Bharadwaj, an IITian, was heading Primogen for nearly 4 years. Giridhar was known for his human touch. Most of the young programmers saw a role model in Giridhar because of his down - to - earth and amicable approach. Out of the total staff of 167 employees, anyone could walk up to him and freely discuss his problems with him. He enjoyed the week end "Film hours" with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Primogen has seen a steady growth under him, which intangible terms meant an increase in business turnover of up to Rs. 45 crores. His decision to leave for USA came as a shock to all the employees and when the new appointee Nithin joined Primogen, there was apprehension in the air. Nithin, of course, had an excellent track record, with a sound computer engineering degree and the added management qualification from IIM.

Within a few days of taking charge Nithin introduced a few changes. He saw no value in 'Film hours' and decided to discontinue this practice. He also insisted that employees first check with his PA and the meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Nithin used strong words to communicate his displeasure to Naresh Gupta, the project leader, to whose team the programmer belonged. Naresh obviously found Nithin strongly opinionated because he realized that Nithin was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Nithin minced no words in communicating to the project manager, Subodh Sharma, that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team..Of course, by now the office 'grape wine' was a buzz that Nithin has an 'Attitude' problem. In the meanwhile, Subodh Sharma resigned along with two other programmers from his team. During the first 6 months, the company showed a slight drop in its profitability. The company's employee turnover went up by whopping 10%. The managing Director, Mr. Srihari Rao was a worried man, He invited Nithin for a meeting to discuss the issue.

Questions :

a. State the theoretical model used to analyze this case.

b. Identify various problems in the leadership style of Nithin Patel.

c. Analyze the leadership style of Giridhar Bharadwaj.

d. If you were Mr. Srihari Rao, what course of action you would have initiated.
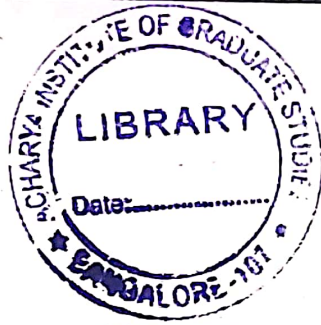
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Paper : 1.1

Time : 3 Hours

Maximum Marks : 70

SECTION-A

Answer any Five questions, each carries 5 marks.

(5×5=25)

1. What is Planning? Discuss the steps involved in Planning process.

2. What is Organizational Design? Discuss its determinants.

3. Explain the factors influencing Individual Decision Making.

4. Discuss Mc Gregors XY theory and bring out its implications to management.

5. What is Management? Explain the nature of Management.

6. State and explain the factors influencing Group Effectiveness.

7. Explain the emerging trends and transformation in modern organizations.

SECTION-B

Answer any Three questions, each carries 10 marks.

(3×10=30)

8. What is Decision making? Explain the different types of decisions with appropriate examples.

9. Explain matrix organization structure along with its advantages and disadvantages.

10. What is Organizational Change? Explain the various types of organizational change with examples.

11. Explain the contemporary leadership theories.

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SECTION - C

(Compulsory Question)

(1×15=15)

12. Case Study

Emotions are an inevitable part of people's behaviour at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays. The question is, can organizations become more intelligent about emotional management? Is it ever appropriate to yell, laugh, or cry at work? Some people are skeptical about the virtues of more emotional displays at the workplace. As the chapter notes, emotions are automatic physiological responses to the environment, and as such, they can be difficult to control appropriately. One 22-year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual." It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations, and anger can have serious maladaptive consequences. Others believe organizations that recognize and work with emotions effectively are more creative, satisfying, and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others, note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change." The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts?

Questions:

a) What factors do you think make some organizations ineffective at managing emotions?

b) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves?