

MBA I Semester Regular/Supplementary Examinations, May-2022

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Time: 3 Hours

Max. Marks: 75

*Answer Any FIVE Questions, one from each unit
Question No. 11 is Compulsory*

UNIT-I

1. a Explain the nature and scope of management. 6M
b What are managerial skills? Who should have more of conceptual skills? 6M

OR

2. a Explain the principles of scientific management. 6M
b What is planning? Explain the process of planning. 6M

UNIT-II

3. a Explain the importance of organization. 6M
b Define delegation. Explain the benefits of delegation. 6M

OR

4. a Describe the various organizational structures. 6M
b What are the new forms in corporate structure? Explain. 6M

UNIT-III

5. a Explain nature & scope of organizational behavior. 6M
b How perceptual skills can be developed? Explain the importance of perception. 6M

OR

6. a Explain the role of individual in an organization. 6M
b Discuss the various phases in learning. 6M

UNIT-IV

7. a Explain the classification of motivation. 6M
b Write about McClelland's theory of motivation. 6M

OR

8. a Explain different types of leadership styles. 6M
b Describe the Path Goal theory of leadership. 6M

UNIT-V

9. a Analyze the causes and consequences of conflict. 6M
b Outline the steps involved in change process. 6M

OR

10. a Explain different types of conflicts and why they arise between groups in an organization. 6M
b Define team building. Explain the need for team building. 6M

11. CASE STUDY

15M

ABC company recently discovered that the costs due to shipment of defective items had risen to an alarming level. To correct the situation, they decided to implement a quality assurance program. Previously, all inspection was done by workers on their own work. Because of the lack of formal education in quality assurance for the present employees and managers, it was decided to form team of recent college graduates for quality assurance programs (QAP).

The team which was formed was given the responsibility of reducing the percentage of defective items being produced to half of the present level in one month. Problems, however, began to crop up immediately. Conflict arose between the inspectors of the QAP and the workers. Some of the older employees felt they were being insulted whenever a quality problem was traced to their work. This resentment often resulted in their work deteriorating further instead of improving. Other workers believed they were being wrongly accused of shoddy workmanship. Some even accused the inspectors of actually making defects in their work so that they could claim they had found a problem spot (defect) and hence, look good in the eyes of the QAP manager.

Monitoring reports after the first month showed that the quality level had actually worsened. Management felt that perhaps they had introduced the quality assurance program improperly.

Questions:

- i) What errors do you feel the ABC company made in the implementation of QAP?
- ii) What remedial actions would you take to improve the present situation?
