

Code No: MB1911/R19

MBA I Semester Regular/Supplementary Examinations, July-2021

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 What is management? 2M
b Explain the nature, functions and importance of management. 10M

OR

2. a What is Planning? 3M
b Explain the steps in planning process. 9M

UNIT-II

3. a What is delegation of authority? 5M
b Explain VA Gracunas effective span of management. 7M

OR

4. a Explain line and staff. 4M
b Why conflicts arise between line and staff? Explain the strategies to overcome the conflicts. 8M

UNIT-III

5. a What is Organizational Behaviour? 4M
b Explain the nature, scope and importance of organization behavior. 8M

OR

6. a What is personality? 4M
b Explain the determinants of personality. 8M

UNIT-IV

7. a What is motivation? 3M
b Explain the Herzberg hygienic theory of motivation. 9M

OR

8. a What is group dynamics? 5M
b Explain the various stages of group formation. 7M

UNIT-V

9. a What is organizational conflict? 4M
b Explain the causes and consequences of conflicts in an organization. 8M

OR

10. a What is organizational change? 4M
b How would you manage the change in pandemics? 8M

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11.

CASE STUDY

15M

Mr. Chinmai, the founder and the chief executive of a garment manufacturing company built his business from a one-man operation to an organisation with fifty employees and an annual turnover of five crore rupees within five years. Although the business has grown in size and profitability, Chinmai's management has not changed to a noticeable extent. He was deeply involved in the day-to-day affairs of the business and hesitant to let his senior subordinates carry out some of the important tasks. Nothing seemed to move during his purchasing trips abroad. Chinmai believed that he was the only one who knew his business well and had the required knowledge and expertise to make the decisions pertaining to the well-being of his business.

Chinmai prepared all the plans for his business, organised various activities, recruited personnel, guided their activities, solved their problems, and took care of all personnel-related matters. He knew all his employees by their names and practiced the open-door policy.

As his business was experiencing growth, Chinmai could not find time for formulating new strategies to cope with the challenges. Employees found it difficult to reach him when they faced certain important and difficult problems. The morale of the organisation has reached its lowest point.

As the problems grew and the pressure increased, Chinmai was contemplating getting rid of his business. He felt that his business has put him into deeper trouble, and as a result, he was experiencing health problems, and most of all, he had lost his peace of mind.

Questions:

- i. What would be your assessment of Chinmai's situation?
- ii. Comment on his managerial style.
- iii. What advice would you give to Chinmai before he dissolves his business?
- iv. Was Chinmai a good manager? Support your feelings.