## MBA 01 R

M.B.A. DEGREE EXAMINATION, JUNE 2013.

First Semester

Finance, Marketing, HRM, IB, R.M., Tourism

Paper I – MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

(2012–2013 Batch onwards)

Time : Three hours        Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Describe the nature of management.

2. Discuss the decision making process in detail.

3. Write a note on delegation of authority.

4. Define the term 'Personality'? What are its determinants?

5. What is motivation? Discuss its types.

6. What is stress, eustress and distress?

7. What is group dynamics? Why is it important for understanding organizational behaviour?

8. Explain the concept of Management of Innovation

9. Enumerate the steps in planning process.

10. Write short notes on the following:

   (a) Management by Objectives

   (b) Matrix Organization Structure

11. "Planning is a basis, action is essence, delegation is key and information is guide to control," Comment on this statement.

12. Define 'attitude'. Discuss the factors that affect attitude formation.

13. "Communication is not a mere vehicle of transmission of messages; it performs a number of functions", Analyse this statement by bringing out the various functions of communication.

14. How do people react to organizational change? Discuss the methods of overcoming resistance to organizational change.

15. Define the term 'leadership'. Discuss any two theories of leadership.

16. Explain the concept of benchmarking? What are the different ways by which benchmarking can be done?

PART C — (1 × 20 = 20 marks)

17. Case Study - Compulsory

Read the following case carefully and answer the questions given at the end :

Mr. Suresh occupies No. 2 position in the Corporate Planning Department of multi-product company having a turnover of more than Rs. 900 crores and operating in a high technology (hi-tech) industry. For the last five years, Mr. Suresh has been associated with strategic planning of the company and recently he has been deputed to a task force to reorganize the company to cope up with the changing technology and environment.

Questions :

(i) How far do you agree with the procedure adopted by the task force?

(ii) Explain how the system and contingency approaches can contribute to the analysis of this case.

(ii) What type of organization design should the task force recommend? Explain its broad features.

At the last meeting of the Board of Directors of the company, the members expressed their concern about the falling competitive position of the company in the industry. The main reason cited by the Chief Executive was the outdated organization structure which has not undergone any change for the last 10 years though the size, technology and environment of the company have changed tremendously. It was on the advice of the Chief Executive that the Board of Directors decided to set up a task force for the company's reorganization.

At the first meeting of the task force, Mr. Suresh who is an expert in planning convinced the other members to adopt the following procedure:

(a) Determine exactly what type of structure the company has at present.

(b) Determine the type of environment the company faces now and the weaknesses of the present structure.

(c) Forecast the environmental changes in the future and the type of technology to be used by the company.

(d) Design the organization structure to meet the future challenges.

It was discovered that the company is currently structured along classical lines and the company is operating in a highly dynamic environment. The environment in future is likely to be more uncertain because of fast changes in technology and requirements of customers and competition by MNCS. The task force came to the conclusion that the structural design must be responsive to change and if this is not done, the company's survival in the market would be made more difficult.