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Roll No

MBA

(SEM I) THEORY EXAMINATION

MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIORS

Time: 3 Hours *Total Marks: 100*

Note: Attempt all Sections. If require any missing data; then choose suitably.

SECTION A

1. Attempt *all* questions in brief. 2 x 10 = 20

(a) Define types of planning
(b) Define Management
(c) State the advantages of organization
(d) What is span of control?
(e) Define Transactional Analysis.
(f) Define attitude
(g) What do you mean by coordination?
(h) What is Motivation?
(i) Define Leadership Styles
(j) Define organizational change

SECTION B

2. Attempt all questions: 10x3=30

Read the following case study carefully and answer the questions –

Aman Singh had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Aman had worked for the previous ten years for the ABC Company, but ABC had been through some hard times of late and had recently shut down several of its operating groups, including Aman's, to cut costs. Fortunately, Aman's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece.

At ABC, things had been great. Aman had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Aman believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.

Aman had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out.

The people had been another plus. Aman and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.

When word about the shutdown came down, Aman was devastated. He was sure that nothing could replace ABC. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.

As Aman drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and ABC were about as different as you could get. Top managers at Reece

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apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.

Maybe this stemmed from the organization itself, Aman pondered. Reece was a bigger organization than ABC and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.

Aman also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday.

It was at that point that Aman had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

Questions:

(a) Identify several concepts and characteristics from the field of organizational behavior that this case illustrates

(b) What advice can you give Aman? How would this advice be supported or tempered by behavioral concepts and processes?

(c) Is it possible to find an "ideal" place to work? Explain

SECTION C

3. Attempt any *one* part of the following: **10x1=10**

(a) Explain the contributions of F.W.Taylor to Management

(b) Define MBO. Explain the process of MBO with the merits and demerits

4. Attempt any *one* part of the following: **10x1=10**

(a) Bring out the factors affecting centralization / decentralization. Also highlight the merits and demerits of centralization and decentralization with examples

(b) Differentiate between Recruitment and Selection with suitable examples

5. Attempt any *one* part of the following: **10x1=10**

(a) Explain the factors that influence personality and any one theory of personality in detail

(b) What do you mean by Group Dynamics? Explain.

6. Attempt any *one* part of the following: **10x1=10**

(a) How attitudes are formed? Explain Transactional Analysis

(b) Explain the importance of motivation in organizations and also describe the types of motivation

7. Attempt any *one* part of the following: **10x1=10**

(a) Differentiate leader and manager. Discuss the relation and relevance of leadership as a power center.

(b) Explain Organizational Change. Also discuss Kurt Lewin Model of change

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