

CODE: 17CE00101

MBA I Year I Semester Supplementary Examinations, March 2018

MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Time : 3 hours

Max Marks : 60

Answer all **five** units. (5 x 12 = 60 Marks)

PART-A

Answer all **five** units (05 × 10 = 50 Marks)

UNIT-I

1. Explain the various steps in decision making process in detail.

OR

2. “Management is science or art” Discuss in detail

UNIT-II

3. Explain ‘expectancy theory of motivation’ in detail including its advantages, limitations and implications.

OR

4. Discuss in detail about ‘equity theory of motivation’.

UNIT-III

5. What do you mean by organisational culture? Discuss the various factors that will influence culture of the organisation in brief

OR

6. Explain the various principles of organising in detail

UNIT-IV

7. Explain the various steps in controlling process in detail

OR

8. Define power and discuss the various types of power in the organisation.

UNIT-V

9. What do you mean by perception? What are the different factors that influence perception .

OR

10. Define Organisational behaviour? Discuss the basic model of Organisational behaviour in brief

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PART-B

Compulsory Question. (01 × 10 = 10 Marks)

11. Case Study:

John Tan, the service manager, had Ram Lim as a supervisor in the equipment service section to oversee the work of the servicemen. The supervisor was a nice person, but a bit soft in dealing with people. After working for four years, Ram Lim left the company for a new job elsewhere. A new supervisor was recruited from outside. Roy Lee, a senior technician who had 10 years of service with the company, was disappointed because he was not considered for the supervisor's post. Robert had maintained a good record all along, and in fact, came up through the ranks from trainee to senior technician. The new supervisor, Mehra, was generally a more aggressive person. Shortly after taking over the job, he started asking his subordinates to record the actual hours spent on various activities and idle time, if any. (Prior to this, the hours spent on each job were based on some kind of estimate.) The technicians were not happy with this, but unwillingly complied with the demand. The relationship between the supervisor and his workers deteriorated when Mehra started to change certain routine matters which were supposed to improve the flow of work and reduce overtime.

A few months later, two servicemen resigned. Then the senior technician also tendered his resignation and complained to the service manager accusing Mehra of trying to create more work for them unnecessarily. However, these complaints were found to be not fully justifiable, but to a great extent were the result of misunderstandings between Mehra and his men. The service manager did not want to lose the senior technician, and managed to persuade him to stay on and reconcile with the supervisor. Shortly after, the supervisor left the company.

Questions:

- a) Do you consider the actions taken by the new supervisor as not tactful enough?
What would have been the tactful approach?
- b) If you were the service manager, would you let the senior technician or supervisor go?
