

CODE: 17CE00101

MBA I Year I Semester Regular Examinations, December 2017

MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Time: 3 hours

Max Marks: 60

PART-A

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

UNIT-I

1. “ HenryFayol is known as the father of modern management”. Do you agree? Discuss the contributions of Henry Fayol towards management. Do you think these principles are still valid today? Justify your answer.

OR

2. Discuss the Taylor’s Scientific approach towards management.

UNIT-II

3. Explain the various Elton Mayo’s Hawthorne experiments in brief including his contribution.

OR

4. “Critically evaluate Maslow’s Hierarchy of needs theory”. Do you think this theory is still valid today? Justify your answer.

UNIT-III

5. Explain the various types of organizational structures with suitable examples and its features.

OR

6. Explain the various factors that lead to the change?

UNIT-IV

7. “Without planning there is no control”. Do you agree with the statement? In this context explain the various controlling techniques in brief.

OR

8. Discuss the managerial grid in detail? Which type of leadership style is suitable for Indian software industry?

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UNIT-V

9. “ If all of perceive all the things similar, life would be simpler” do you agree with the above statement. Explain the various steps in the perceptual process.

OR

10. Discuss the various factors affecting personality in brief.

PART-B

Compulsory Question. (01 × 10 = 10 Marks)

11. Case Study:

Mr. Sanjay Tandon has been working as the Personnel Manager of Chickware Clothing Company which manufactured children's clothing and accessories. Last year, he attended a management development seminar, where considerable attention was given to motivation and especially the theories of Maslow and Herzberg. Impressed by Maslow's Hierarchy of Needs and Herzberg's Hygiene-Motivation Theory, he felt that the Company could immediately make practical use of them. Since the Company's wage and salary levels were among the best in the industry, he was convinced that the company should concentrate on Herzberg's motivators. The Executive Committee of the Company succeeded in starting programmes of emphasizing recognition, advancement, greater personal responsibility, achievement, and making work more challenging. After the various programmes emphasizing these factors had been in operation for a number of months, Mr. Sanjay was puzzled to find that the results were not as he had expected.

Clothing designers appeared to react enthusiastically to the programmes although some felt that these were a poor substitute for higher pay. Sales people took the position that they already had a challenging job, that their sense of achievement was fulfilled by exceeding their sales quotas, that their recognition was in their commission cheques, and that all these new programmes were a waste of time with them. Cutters, seamsters, pressers and packagers had mixed feelings. Some responded to the recognition they got from the top management; others regarded it as a managerial ploy to get them to work harder without any increase in pay. Their union leader, agreeing with the latter group, openly criticized the new motivational techniques. With reactions so variable, Mr. Sanjay came under considerable criticism by the company's top executives who believed they had been taken in by an overzealous Personnel Manager. On discussing the problem with the company's management consultant, Mr. Sanjay was advised that he had taken too simple a view of human motivation.

Questions:

1. Comment on this case by referring to various motivational models.
2. Compare and contrast the Maslow's and Herzberg's theories of motivation as they apply to this case.
