MBAC 1001

M.B.A. DEGREE EXAMINATION, JUNE 2015.

First Semester

General/Marketing/Finance/IB/HRM/RM/Tourism

MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

(2012 – 2013 Batch onwards)

Time : Three hours   Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. What are the features of management?

2. Classify business plans.

3. What factors determine the degree of decentralisation?

4. List the factors which affect perception.

5. What are the causes of stress?

6. What are the characteristics of a group?

7. List the different leadership styles.

8. What are the characteristics of diversity?

Answer any FIVE out of the following.

9. Discuss the steps in planning process?

10. Discuss the problems faced during decision-making.

11. Explain the factors that affect the organistional structure.

12. Discuss the principles of delegation of authority.

13. Analyse different reward systems as a part of motivation of employee.

14. What do you mean by communication? What are common communication barriers? Explain.

15. Explain the elements of organizational culture.

16. Discuss the external forces for change.

PART C — (1 × 20 = 20 marks)

Case Study

(Compulsory)

Pat's Problem

17. "I almost wish Martin weren't such a nice guy," thought Pat Boyce, supervisor of a data analysis group for a large petroleum company. There was no doubt about it – Martin Stein was a nice guy. He had fit into the unit from the time he had arrived as a new hire and had done well in training. In fact, the time he had arrived as a new hire and had done well in training was not liked by some. At that time Boyce had thought that stein might have management potential. Boyce had thought at that time that stein might have management potential. "That surely hasn't worked out," Boyce concluded sadly.

Unfortunately, Stein wasn't anywhere near to living upto his potential. He hadn't been out of training long when he started running into problems with tardiness. When Boyce talked to him about it, stein was extremely apologetic and said that he was having car trouble but would have things straightened and said that he was having car trouble but would have things straightened out soon. In fact, the tardiness improved, and things went along five for a while. It wasn't long, however, until Stein's work performance started downhill. Boyce discussed the problem with Stein again. This time, steins seemed upsent and told Boyce that he was having family problems and could'nt keep his mind on his work.

Again, things improved for a while. Recently, Stein started having attendance problems. This time, when Boyce questioned him, he said that his wife had left him and he was trying and he was trying to raise his two young daughters alone. One of them, had health problems, and stein had to stay home with her. Again, he "felt terrible" and promised to do better.

Most recently, the office rumour mill had it that Stein had started to have drinking problems – not

during the week, though, parently, Stein had taken to starting his drinking on friday evening and continuing through the weekend. Several of the female employees have told Boyce that they fear for the safety of Steins young daughters during such times. Worse yet, Boyce has recently begun to wonder whether Stein in taking uppers of some kind to get him through the week.

"If only Stein weren't such a nice guy" pat thought again. "I really believe that his story is true-but where does that leave me? I've got a unit to run and work to get out. I'm not sure I can count on Stein".

Case questions :

(a) From a managerial perspective, what are the problems in this case?

(b) If you were a co-worker rather than Stein's boss, how/if any) would your perception of the problems differ?

(c) What should Pat Boyce do? What are his options?

(d) What should Stein's co-worker(s) who was aware of the problems do?

(e) If you were a personal friend of Stein's but did not work with the same firm what should you do?