Reg. No:

SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)
MBA I Year I Semester (R16) Regular & Supplementary Examinations Dec 2017
MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Time: **3 hours**   Max. Marks: **60**

SECTION – A
(Answer all Five Units **5 x 10 = 50** Marks)

UNIT-I

1   Comment on different levels of managers. Explain their functions?   10M

OR

2   Discuss in detail Fayol's Principles of Management and their relevance to the
modern companies?   10M

UNIT-II

3   Comment on the planning process and explain various steps in the planning
process   10M

OR

4   Define the term control. Discuss the need for managerial control   10M

UNIT-III

5   Explain the relationship between strategic management and organizational
behavior.   10M

OR

6   What is attitude? Explain the functions of attitudes   10M

UNIT-IV

7   What is motivation? Identify the difference among motive, motivating and
motivation   10M

OR

8   Compare and contrast different behavioral theories of leadership   10M

UNIT-V

9   What is organizational culture? How do you measure it?   10M

OR

10   why did employees resist change? Give a detailed account of resistance to
change   10M

SECTION – B
(Compulsory Question)

1 x 10 = 10 Marks

11. Case Study

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left, as well as three key research staff, and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however she supervises two managers, who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff that provides research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated, driven, and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staffs are becoming over-worked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

Questions:

1. What steps could be taken to build staff confidence?
2. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
3. Which leadership style do you think a leader would need to be effective in this situation?

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