



SIDDHARTH GROUP OF INSTITUTIONS :: PUTTUR
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QUESTION BANK (DESCRIPTIVE)

Subject with Code :MANAGEMENT & ORGANISATION BEHAVIOUR(19MB9001) Course & Branch: MBA

Year & Sem: I-MBA & I-Sem

Regulation: R19

UNIT-I

1. What is management? Discuss its main characteristics and significance. 10M
2. Write a descriptive note on the managerial levels and their functions. 10M
3. Management is an inexact science. Do you agree with the statement? Discuss. 10M
4. Explain Henry Fayol's administrative school. 10M
5. Examine the different roles played by a manager of a typical business organization. 10M
6. Briefly describe the contributions of FW Taylor to the field of management. 10M
7. Write a descriptive note on the fourteen principles propounded by Henry Fayol in his administrative management. 10M
8. Explain the growth of neoclassical theories of management. 10M
9. Bring out the challenges faced by the managers in globally competitive world of 21st century. 10M
10. What is system? Discuss the key characteristics of management as a system. 10M

UNIT-II

1. What is planning? Explain the nature, importance and process of planning. 10M
2. What is controlling? Explain the importance, types and techniques of controlling. 10M
3. Discuss different types of plans with examples. 10M
4. Explain the following:
 - a) Delphi technique 5M
 - b) Brainstorming technique 5M
5. What do you mean by qualitative techniques? Explain the main qualitative techniques for decision making. 10M
6. Enlist controlling techniques. Discuss any three techniques. 10M
7. Define controlling. Write a note on importance of controlling. 10M
8. Write a description on the Organizing function. 10M
9. Comment on the planning process and explain various steps in the planning process. 10M
10. What are the tools and techniques of decision making? 10M

UNIT-III

1. Define the term Organizational behavior. Explain the organizing process. 10M
2. Define the term perception. Explain various steps in perceptual process. 10M
3. What is learning? Discuss various learning theories. 10M
4. Explain the personality traits. State in detail the big five personality traits. 10M
5. Define term attitude. Explain the functions of attitude. 10M
6. Explain the group dynamics in relation to organizational behavior. 10M
7. What is a Group? Explain the Benefits of Groups. 10M
8. “Types of groups in an Organization may lead dynamic approachability” comment on this statement. 10M
9. How Groups can be formed in an organization in view of its development? 10M
10. How groups can be developed in an organization towards its behavioral context? 10M

UNIT-IV

1. Define the concept of motivation. Explain its key drives. 10M
2. What is the concept of Motivation? How this can be theoretically explained? 10M
3. Bring about the comparison between Abraham Maslow’s and Herzberg motivational theories. 10M
4. What is Hierarchical need stages in human life according to Maslow? 10M
5. Explain the concepts and themes of Herzberg motivational theory. 10M
6. What are hygiene and dissatisfies of motivational theory Conceptualized by Herzberg? 10M
7. Explain the theories of Motivation proposed by David Mc Clelland, and Porter and Lawler. 10M
8. What is leadership? Make a note on this concept in relation to management view. 10M
9. “Leadership has to be developed as human trait” articulate this statement. 10M
10. What is Managerial Grid and Transactional Vs Transformational Leadership? 10M

UNIT-V

1. What is Organizational Culture? Explain its climate and Development. 10M
2. What are the functional areas of Culture in any organization? Write about them pointedly. 10M
3. Explain about Functionality and Dysfunctionality of Culture. 10M
4. Define Organizational Change. Explain its Process and Implementation of Change. 10M
5. How an organization can manage Change Resistance through a specific strategy? 10M

6. What is Organizational Development? Write about Phases and Interventions of OD. 10M
7. What is Conflict Management? Explain its sources in an organization. 10M
8. Narrate the concept of Johari window- and the blocks in Johari Window. 10M
9. Transactional Analysis helps in understanding the individual behavior. Substantiate your argument. 10M
10. Explain the rational relationship Conflict management and Organizational Development. 10M

Case study 1:

Mr. A is a great scholar and manager. His style of management is followed as an example in other organizations. He is respected by the peers and co-workers for his sincerity, commitment and loyalty. He spends ample time with his peers and subordinates solving various managerial problems and also delegate them authority for the same. As a president of the company he developed principles and philosophy of management for all departments in consultation with each departmental heads and concerned subordinates. Tough he prefers a persuasive style of leadership, he expects perfection in work. He can't tolerate mistakes, laziness and slackness in performance. His idea of perfection made people believe that he was intolerant and strict.

Questions:

- (a) Analyze the management style of Mr. A.
- (b) Would do you like to suggest Mr. A to change his approach. If so why and how.

Case study 2:

Two companies X and Y producing 40 count cotton yarns with similar levels of investment, size, and labor force have been competing with each other. All their costs, such as raw materials, power, wages, administrative, sales, interest, and depreciation expenses, have been the same. Company X has been earning around 1.2 times of the net profit level when compared to the net profit earned by company Y. The management of company Y appointed a taskforce to find out the reasons for the same. On detailed analysis carried over by the task force, it was found that the motivation level of employees of company X was relatively far higher than that of company Y. it was mainly on account of certain facilities provided to company X such as environment on the shop floor in terms of space for movement, lighting arrangements, canteen facilities, pickup and drop facility from home to company and back and a free membership of a local club. It was also found that emphasis of company X had free access to top management and every month employees achievements used to be recognized by giving them token prizes; handed over to them by the top management in person in a function organized by the company.

Questions:

- i) Elaborate the benefits provided by company X as per the Herzberg's two factor theory.
- ii) Discuss the impact of the provisions provided by company X on the performance of employees and more returns for company X.

Case study 3:

Kavery Limited publishes fortnightly magazine titled *Kavery*. The magazine is published in four regional languages. The company has its own printing press with M.S.Subramaniam as press manager. He is responsible for the overall working of the press. The press runs on two-shift basis for six days per week perform all activities related to magazine printing that is, starting from typesetting stage to binding stage. For making magazine successful, its timely publication is one of the crucial factors.

The press manager has total employee strength of nearly 300 with six persons at the senior management level who work in the day shift and 25 supervisors and 120 operators for each of two shifts. Each supervisor has 4 to 10 operators directly reporting to him. The number of operators reporting directly to a supervisor varies according to nature of work involved in different sections.

One day, the press manager attended a seminar on management by objectives organized by the local management association and addressed by a consultant on management by objectives. He was highly inspired by the theme of management by objectives and intended to install this system in the press. He was very much sure that he would make performance evaluation of the employees easier and improve their productivity. Subramaniam worked several days on what the output objective of the press would be. After finishing this work, he called a meeting of his senior staff. He gave a written statement containing the objectives of each functional area of the press to senior staff members and requested each member to review the objectives, ask questions for clarification, and then prepare specific operational plans and quotas for his respective departments, supervisors, and operators.

Questions:

- a) Is this a workable MBO system? Explain your stand.
- b) Had you been the press manager, would you have proceeded to install MBO differently? Why?
- c) As the press manager, how will you proceed to define press's objectives?

Case study 4:

You are a MD of ABC Ltd. You plan to automate the assembly line to increase the quantity and quality of production. New machines are installed and the proper training has been given to operators. It seems that even having advance system and all required supports, the production is declined. A meeting of managerial heads has been called. The HR manager stated that the workers are fear of job loss due to increasing automation and no additional incentives are offered to them for increased production. The low morale of worker is thus the reason of low production. You want to solve the problem in consultation with your subordinates.

Questions:

- (a) What steps will you take to solve this problem?
- (b) Explain the conditions of your decision.