

**M.B.A DEGREE EXAMINATIONS: JANUARY 2011**

First Semester

**MASTER OF BUSINESS ADMINISTRATION**

MBA557: Management Concepts and Organisational Behaviour

**Time: Three Hours**

**Maximum Marks: 100**

**Answer All the Questions:-**

**PART A (1 x 20 = 20 Marks)**

**1. Case Study:-**

Vinod was a scientist in the R & D department of the Indian Space Research Organization (ISRO). He worked for the Institution ever since he received his degree 15 years earlier and he was clearly recognized as one of the best researchers in the area. He spent many hours keeping current on the literature, and he knew how to set up tight research designs. Knowledgeable in space research, he had a reputation for sticking to his guns about how specific research studies should be conducted. He believed that if something was not done well, it should not be done at all. A number of his discoveries had saved the company of millions of dollars in foreign exchange. His colleagues frequently came to him for advice about how to proceed on various projects. He was convinced about the correctness of his advice. In short, Vinod was a star in the organization.

Early in February 2000, Roney would retire as head of R& D. The decision about his successor was in the hands of Dr Arun the chairman of ISRO. Roney recommended Vinod because his record of his outstanding service. The new position required large amounts of administrative work and less research. Roney and Dr. Arun discussed some of these issues with Vinod. He would no longer be incharge of specific research projects, but because everyone came to him for advice, he could still be actively involved in research. Vinod thought long about the offer. The promotion meant more money and recognition. Starting June 1, Vinod became the head of the R& D department.

It was not long before things started to go wrong. First, of all, Vinod had more difficulty keeping up with the literature. Other priorities seemed to always interfere with his reading time. He also noticed a distinct cooling in the way his colleagues treated him. At first they had continued to come to him with questions and problems. Vinod

responded as he always had "Here's how it has to be done". In few cases his advice was not followed.

He also got into a number of arguments with Dr Arun. In many cases he demanded more financial support from Dr Arun to conduct various research projects in the way he felt it to be done. It got to the point where almost every interaction between the two resulted in an argument.

Finally, Dr. Arun knew that something had to be changed. He went to Vinod and told him that he had to (1) compromise more and accept the realities of his job.

- (2) Step down from his position, or
- (3) leave ISRO.

**Questions:**

- (i) Why do you think Vinod was not successful at this job?
- (ii) Why did problem start to occur between Vinod and his colleagues?
- (iii) Do you think the selection of Vinod to the position of R and D Head was the right move?  
How should this process of selection have been conducted?

**PART B (10 x 2 = 20 Marks)**

- 2. Define Scientific Management?
- 3. Differentiate between MBO and MBE.
- 4. State two reasons for the need of Delegation.
- 5. What are the steps involved in control process?
- 6. What is the need for OB?
- 7. State two important OB models.
- 8. Mention any 4 styles of leadership?
- 9. What are the determinants of personality?
- 10. What do you mean by reactive and Proactive Change?
- 11. What are the basic elements of Organisational Culture?

**PART C (4 x 15 = 60 Marks)**

- 12. a) Briefly highlight on the evolution of Management thought?

(OR)

- b) Differentiate and discuss the contributions of Fayal and Taylor.

- 13. a) (i) Explain the various types of planning? (8)
- (ii) Discuss the various methods of delegation with examples? (7)

**(OR)**

b) Explain the challenges and opportunities of OB.

14. a) Discuss the different theories of motivation.

**(OR)**

b) Discuss the pros and cons of autocratic vs de autocratic leadership.

15. a) State the causes for conflicts in an organization, discuss the resolution strategies of conflicts.

**(OR)**

b) Only constant thing in an organization is “change” — discuss.

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