

M.B.A. DEGREE EXAMINATIONS: DECEMBER 2008

Fifth Trimester

P07BA522 MANAGERIAL BEHAVIOUR AND EFFECTIVENESS**Time: Three Hours****Maximum Marks: 100****Answer ALL Questions:-****PART A (1 x 20 = 20 Marks)**

1. Metropolitan Hospital was built two years ago and currently has a workforce of 2355 people. The hospital is small, but because it is new, it is extremely efficient. The board has voted to increase its capacity from 60 to 190 beds. By this time next year, the hospital will be over three times as large as it is now in terms of both beds and personnel.

The administrator, Clara Hawkins, feels that the major problem which is proposed increase is that the hospital will lose its efficiency. "I want to hire people our current team of personnel – hardworking, dedicated, talented and able to interact well with patients. If we triple the number of employees, I don't see how it will be possible to maintain our quality patient care. We are going o lose our family atmosphere. We will be inundated with mediocrity, and we'll end up being like every other institution in the local area – large and uncaring!"

The chairman of the board is also concerned about the effect of hiring such a large number of employees. However, he believes that Clara is over-reacting. "It can't be that hard to find people who are like our current staff. There must be a lot of people out there who are just as good. What you need to do is develop a plan of action that will allow you carefully screen those will fit into your current organizational culture and those who will work out just fine".

As a result of the chairman's comments, Clara has decided that the most effective way of dealing with the situation is to develop a plan of action. She intends to meet with her administrative group and determine the best way of screening incoming candidates and then helping those are hired to become socialized in terms of the hospital's culture. Clara has called a meeting for the day after tomorrow. At that time she intends to discuss her ideas, get suggestions from her people, and then formulate a plan of action. "We've come too far to lose it all now," she told her administrative staff assistant. "If we keep our wits about us, I think we can continue to keep Metropolitan as the showcase hospital in this region".

- a) What can Clara and her staffs do to select the type of entry-level candidates they want? Explain.
- b) How can Clara ensure that those who has hired come to accept the core cultural values of the hospital? What steps would you recommend?
- c) Could Clara use this name approach if another 200 people were hires a few years from now?

PART B (10 x 2 = 20 Marks)

- 2) Define Managerial Job.
- 3) What do you mean by Performance Appraisal?
- 4) What is Performance Feedback?
- 5) State the difference between Manager and the Leader
- 6) Who is an effective Manager?
- 7) Differentiate Organizational Climate and Culture
- 8) List out the Managerial Styles in Indian context
- 9) What is Self Development?
- 10) Define Knowledge Management
- 11) What do you mean by Creativity at work?

PART C (4 x 15 = 60 Marks)

- 12 a) Enumerate the dimensions in Managerial Jobs

(OR)

- b) What are the Qualities you as a MBA Student feel that you possess in order to be successful Manager in future?

- 13 a) How does a Managerial Job compensated?

(OR)

- b) The Performance Appraisal of Manager's is different from the Performance Appraisal of the other employees' - Substantiate

- 14 a) Explain how Managerial Effectiveness can be measured

(OR)

- b) "An Effective Manager is an optimizer" - Discuss

- 15a) What are the Skills required for a Manager to conduct Negotiations Successfully

(OR)

- b) Write down the process of Knowledge Management
