

**MBA DEGREE EXAMINATIONS: JULY 2013**

First Semester

**MASTER OF BUSINESS ADMINISTRATION**

MBA616: Managing Organizations

**Time: Three Hours**

**Maximum Marks: 100**

**Case Study**

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

1. Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make "unique"/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all, and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as trainee, was surprised and recalling the contents of the just concluded meeting with the members of the creative team at R.P. Communications. Meena a recent recruit at R.P. had said "Madam, Giri sir, scares the hell out of us by refusing to listen to our point to view". Raj an executive at R.P. Communications had revealed "Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P".

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn't entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good and however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before". Nicky

decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm to diagnose their own behavior patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organization.

### **Questions**

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behavior? Why?
3. Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?

### **Answer all the Questions:-**

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

2. What are the essential skills needs for the manager?
3. What is MBO?
4. Is KMS important for an organization? Why?
5. What are MIS resources?
6. What is personality?
7. List out any three components of an attitude.
8. Explain the functions of a management leader.
9. List out any five disadvantage of Conflict.
10. Do Organizations have uniform cultures?
11. What is Coercive power?

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

12. a) Explain the Principles of Scientific Management developed by F.W.Taylor.  
(OR)  
b) What do you mean by "Management by Objectives"? What are the steps involved in it?
13. a) "Information itself is a resource for optimum utilization by management."  
Comment.  
(OR)  
b) What are the symptoms of an inadequate MIS design?

14. a) Does Motivation come from within a person or is it a result of the situation? Explain.

**(OR)**

b) What are the components in the conflict process model? From your own Experience gives an example of how a conflict proceeded through five stages.

15. a) More Powerful managers are good for an organization. It is the powerless not the powerful, who are the ineffective managers”. Do you agree or disagree with this statement. ? Explain in detail.

**(OR)**

b) Discuss the different styles of leadership, pointing out merits and demerits of each.

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