



MBA DEGREE EXAMINATIONS: JUNE 2015

(Regulation 2012)

Third Semester

MASTER OF BUSINESS ADMINISTRATION

MBA616: Managing Organizations

Time: Three Hours

Maximum Marks: 100

Case Study:-

PART A (1 x 20 = 20 Marks)

1. The manager of ABC Enterprises, Ms. Margret stepped out of the conference hall in a after an important meeting called by the CEO. The meeting was attended by the heads of various departments in the company and was convened to discuss the targets for the coming assessment year. Margret had a formidable sales target to achieve and wondered how she would be able to meet those seemingly impossible goals. This fear was further aggravated by the fact that the productivity levels of employees in the company had been falling. She also had to deal with the decreasing levels of employees' morale in her 24-member team. As a first step, Margret informed her team members about a meeting that she planned to hold the next day. She then drafted a plan of action that she intended to discuss with her team. The next day, she began the meeting by informing her team members about the corporate meeting she had attended. She then said, "We have a difficult task ahead for this year, and your participation and involvement is essential to achieve the goals". She then invited suggestions from her team members regarding the role to be played by each of them. The meeting then progressed on to setting of individual targets for by each team member as, it was felt that this would help in accomplishing the organizational goals. Specific goals were, therefore, set and agreed upon by all the team members. The team aimed to increase the organizational profits by 18% over the next six months. They sketched out a plan of action to achieve the targets set for the team and decided that they would meet once every two months to monitor their progress. Two months later, the team met again and received their progress. Margret also gave a feedback on the performance of every member of the team. The team then collectively identified the areas of improvement and decided upon the measures they would take to overcome their deficiencies. This continued for the rest of the year. The final review meeting was held just before the yearly corporate meeting attended by the top management. The team was surprised to see that they had achieved their targets. Thus, effective planning and control

mechanisms helped the team achieve their short term goals, and this in turn, helped in the achievement of the organizational objectives. Besides, the employees were also motivated as the management gave adequate recognition to their involvement and participation in achieving team goals. The target to be achieved by the team was highly challenging. This further motivated the team members as they had better opportunities to prove their problems solving skills.

Questions for Discussions:

1. Ms.Margret followed the practice of management by objectives (MBO) while setting goals for team members. Discuss the various phases of the MBO process that helped her team achieve its goals. (10)
2. Explain briefly the process of MBO and the various advantages of implementing MBO in organizations. (10)

Answer all the Questions:-

PART B (10 x 2 = 20 Marks)

2. Differentiate Management and Administration?
3. Name few enterprise applications that help build information systems in organisations.
4. Is Motivation necessary?
5. Why decentralization is important?
6. What is organizational culture?
7. Recall transformational leadership style?
8. What is meant by selective perception?
9. Why Emotional intelligence is important?
10. Define group dynamics?
11. What are the elements of organizational climate?

PART C (4 x 15 = 60 Marks)

12. a) (i) Explain on Henry Fayol's contribution to Modern Management (10)
(ii) State briefly the role of a Manager. (5)
- (OR)**
- b) (i) Discuss the trends and challenges of management in the Global scenario (10)
(ii) Outline a type of organization suitable for a global organization. (5)
13. a) (i) Illustrate the Maslow's need hierarchy theory. (8)
(ii) Compare the Maslow's and Herzberg's theory of Motivation (7)

(OR)

- b) (i) Explain the factors influencing group cohesiveness? (10)
(ii) Distinguish between leaders and managers (5)
14. a) (i) What are the functions of organizational culture? How is it created? (10)
(ii) How is power acquired in an organization? (5)
- (OR)**
- b) (i) What are the different stages of team building? How to make them deliver results? (10)
(ii) Distinguish between leadership and power (5)
15. a) (i) Explain the factors influencing perception and its important. (8)
(ii) Explain the trait theories of personality and their dimensions? (7)
- (OR)**
- b) (i) Distinguish between proactive and reactive change? Explain the process of change (10)
(ii) Why people resist to change? (5)
