



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

First Semester, Master of Business Administration (MBA)

Semester End Examination; April / July - 2021

Management Fundamentals and Organization Behaviour

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART - A and PART - B (Case Study) is compulsory.

Q. No.	Questions PART - A	Marks	BLs	COs	POs
1 a.	Discuss Henry Fayol's fourteen principles of Management.	10	L2	CO1	
b.	Write a note on Hawthorne experiment.	10	L3	CO1	
OR					
2 a.	Sketch out managerial roles according to Mintzberg. Include specific examples for each role.	10	L3	CO2	
b.	Compare different levels in management and how the scope of authority and responsibility varies from one level to the other?	10	L7	CO2	
3 a.	List out and explain the steps in planning process.	10	L1	CO2	
b.	Explain SWOT and PEST analysis.	10	L2	CO2	
OR					
4 a.	What is span of control? Discuss the three types of control.	10	L2	CO2	
b.	Explain why managers direct their subordinates and the steps involved in directing.	10	L6	CO2	
5 a.	Compare and contrast any three types of organization.	10	L4	CO3	
b.	Define MBO and state its objectives.	10	L4	CO3	
OR					
6 a.	Illustrate OB is inter disciplinary subject.	10	L5	CO3	
b.	Discriminate between Maslow's Need Hierarchy theory and theory X and Y.	10	L7	CO4	
7 a.	Define Perception. Explain perpetual process.	10	L1	CO4	
b.	Model various stages of group development.	10	L7	CO3	
OR					
8 a.	Summarize various leadership styles and suggest which one is a best style according to you.	10	L7	CO4	
b.	What do you mean by the term personality? How it's been formed, and its determinants?	10	L1	CO3	

PART - B Case study (Compulsory)**9. Super Department Stores's MBO Programme:**

Prakash Gupta was irritated and confused after the meeting with Dinesh Sharma. Prakash was chief manager of Delhi City Super Department Stores (SDS) and Dinesh was the regional stores manager in charge of stores of Noida, Faridabad and Ghazibad. Three weeks earlier, Prakash had received a letter from Dinesh explaining that top management had decided on an MBO programme to help SDS improve its operational efficiency and profitability. The letter mentioned about linking stores managers salary hikes, promotions etc. to the performance. The accompanying instructions required managers to list the objectives they achieved which were appropriate for their store and then to await the regional manager's review visit.

Prakash has done just what he was asked to do. In a meeting with his departmental managers, Prakash has chosen objectives that they all agreed were appropriate. All of the objectives represented performance levels that were improvements over the past year and were reasonably attainable, such as;

- i) Increasing sales by 10%
- ii) Reducing inventory losses by 2%
- iii) Improving customer service (i.e. 20% fewer complaints made to head office)
- iv) Reducing cash register shortage to 0.05% of sales

Dinesh came late for the MBO review visit and stressed that there was little time. He quickly scanned the written statement of objectives which Prakash gave him, then explained that profit improvement was really what the home office was interested in. Senior management in Chennai, running the SDS in over 18 major cities in India, decided that a 10% increase in profit would be a reasonable objective for Prakash's store. This single objective, Dinesh explained, would facilitate the monitoring of performance by the head office and would also reduce the amount of information the store would have to be submitted.

Questions:

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| a. Explain the concept of MBO. | 5 | L2 CO2 |
| b. Support your statement on does the MBO system at SDS meet the criteria for an effective programme. | 5 | L7 CO3 |
| c. Evaluate Prakash's approach to objective setting. | 5 | L7 CO3 |
| d. Describe the expected outcome of MBO on management and employees. | 5 | L6 CO4 |