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

(An Autonomous Institution affiliated to VTU, Belgaum)

First Semester - Master of Business Administration (MBA)

Semester End Examination; Jan/Feb. - 2016

Management Fundamentals and Organizational Behavior

Time: 3 hrs

Max. Marks: 100

*Note: Answer any **FOUR** full questions from **PART - A** and **PART - B** (Case study) is compulsory.*

PART - A

- 1 a. Define management. List and briefly discuss the functions of management. 10
 b. Explain the Henry Fayol's 14 principles. 10

OR

- 2 a. State and explain Henry Mintzberg's classification of managerial roles. 10
 b. Discuss the various levels of management. Write on brief note on skills required for managers. 10
- 3 a. Explain the controlling process in detail. Discuss the various types of controls. 10
 b. Discuss the various types of organizational structure. List and briefly discuss the various stages of planning. 10

OR

- 4 a. What is MBO? Describe the basic steps in the MBD process. 10
 b. Elaborately explain the steps involved in planning process in modern organizations. 10
- 5 a. Why do people join groups? Explain the 5 stage model of group development. 10
 b. What is motivation? Explain Maslow's hierarchy of needs theory in detail. 10

OR

- 6 a. Explain the formation of attitudes. Discuss the various determinants of personality. 10
 b. What is leadership? Explain the different styles of leadership. 10
- 7 a. Explain the individual behavior framework. Discuss the various factors determining Individual behavior. 10
 b. Elaborately explain the contributing disciplines to the field of OB. 10

OR

- 8 a. What is perception? Explain the factors that influence Perception. 10
 b. He, who can manage, can manage anything" Critically examine the statement? 10

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PART - B**9. Case Study: Compulsory**

Rajesh hails from a hard working immigrant family. Right from childhood he wanted to achieve something and acquire power for himself. Unfortunately, he could secure a low paid job in the assembly line in a large manufacturing line.

It is charmless job having no promotional opportunities. Since he has to support a large family, he needed a well paid job and all his efforts in this direction had gone waste. To blow off his steam and to relieve himself from worldly woes, he started living in a fools paradise and spent most of his day in day dreaming. Not surprisingly, he fell a prey to drinking and other vices. After exhausting his meagre financial resources, he would get depressed and start worrying his family.

It has been a vicious circle, and he wants to come out of it. Unable to bear with his miserable situation, one fine morning, he wanted to seek the advice and counsel from his supervisor. But since his relationship with his supervisor is not too intimate, he sought help from his union leader. The union leader had listened to Rajesh's woes patiently. He told Rajesh in a sympathetic tone "There is no use working in this company. We have innumerable problems and not a single problem is solved by management so far. The working conditions are pathetic! Our salaries are too low and let's not talk about our benefits plans. After our contract finishes let's unite together and right with management for better salary and working conditions".

Answer the following Questions:

- a. Discuss the attitude of Mr. Rajesh and the Union leader.
- b. What behaviours are expected from the individuals involved in the above case situation? Discuss.
- c. What are the few job related attitude you suggest Mr. Rajesh?
- d. Briefly suggest steps to solve the above case.

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