



MBA(F)/12.13.1080

MBA (FT) DEGREE I SEMESTER EXAMINATION DECEMBER 2013

SMS 2101 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

(2012 Admission onwards)

Time: 3 Hours

Maximum Marks: 50

PART A

(Answer *ALL* questions)

(5 × 2 = 10)

- I. List the four stages of group formation.
- II. Mention the basic assumptions of Y theory.
- III. What are the constituents of the subject 'organisational behaviour'?
- IV. Mention any four determinants of personality.
- V. Give any two advantages of democratic style of leadership.

PART B

(Answer *ANY FIVE* questions)

(5 × 4 = 20)

- VI. Discuss the relationship between the managerial functions of planning and controlling.
- VII. Explain the equity theory of work motivation.
- VIII. List the various bases of power.
- IX. Explain the most common perceptual distortions.
- X. Discuss the impact of organisational climate on employee behaviour.
- XI. Outline the steps involved in introducing planned change.
- XII. What are the roles of management in the present business scenario?

PART C

(Answer *ANY TWO* questions)

(2 × 10 = 20)

- XIII. Describe the features of different leadership styles in organisations.
- XIV. Examine critically the assumptions underlying in classical management thought.
- XV. Case Analysis

The Leak proof cable company, established in Kannur in 1948, employed 200 skilled workers who were mostly drawn from the local area. These workers were scattered in different sections of the plant and their work was supervised by fifteen different supervisors.

Mr. Ganesh was incharge of the insulating shop. It had been decided at the higher level to run an electrical conduit from one section of the plant to another distant section. In order to avoid laying it on the floor, laying it along the walls or suspending it from the ceiling, Ganesh planned to run it through the ventilating system. The ventilating system consisted of square metal pipes large enough for a man to crawl through and drag the conduit with him.

(P.T.O.)

Ganesh called on his immediate subordinate Das. Das was a fireman in the shop. Ganesh instructed him to select "two husky individuals to perform this task. Das called Raju and Jassir – the two electricians belonging to his crew and addressed them thus:

- Das : Mr.Ganesh wants me to tell you that you have to carry the electrical conduit through the ventilating systems.
- Raju : Why should two of us be asked to do this job?
- Das : I had been instructed to choose "two husky individuals".
- Raju : It is very risky to carry the conduit through the ventilations.
- Das : You will have to do it.
- Raju : No. You don't want to kill us, do you? We want to see Mr.Ganesh.

Das telephoned Ganesh and then proceeded to his room along with Raju and Jassir. The following conversation took place:

- Ganesh : Mr.Das tells me you refused to carry this conduit through the ventilations, why?
- Raju : It is too dangerous.
- Ganesh : Where is any danger involved?
- Raju : It is awfully hot in those ventilators. Do you want us to get stuck there and roast to death?
- Ganesh : Oh, it is not hot and even if you get stuck these, we would get you out.
- Raju : May be you would and may be would not. Anyway, you won't have a chance because we are not going.
- Ganesh : That is the way you feel, is it?
- Raju : Yes sir, and another thing I want to tell you. It is all easy for white-collar bosses sitting in cool offices to dream up these jobs, but doing is different.
- Ganesh : Well now, Raju, I do my job as I am told expect the same from you. But in as such you have made that last statement, I will tell you what we, that is, you, Jassir and I, are going to do. We are going through that ventilator with the conduit, and I am going to lead the way. If you do follow me, you are through with the company. If you refuse to follow me, you are going to be suspended from work for three days for forcing me to take this action.

Raju and Jassir choose to follow Ganesh through the ventilator.

Question for Discussion:

- (i) What is the problem in this case?
- (ii) Do you think that effective measures should be taken to improve the motivation, morale and superior-subordinate interpersonal relationships? If yes, what?
- (iii) As a behavioural scientist comment on the leadership style of Ganesh and Das to get things done through their subordinates.

