

MBA Degree (PT) I Semester End Semester Examination- February/March 2022
21-372-0101: Management Concepts and Organisational Behaviour
 (Regular and Supplementary)

Time: 3 Hours

Max. Marks: 50

PART A

(Answer ALL questions. Each question carries 2 marks)

1. Define Management and differentiate efficiency and effectiveness.
2. Ms. Karthika's father is working as a section in-charge in a government office. Identify the level of management at which he is working? State any five functions that he has to perform at this level.
3. What is Ringelmann effect?
4. Explain grapevine communication.
5. Differentiate Formal and Informal group with example.

(5X2=10)

PART B

(Answer ANY FIVE Questions. Each question carries 4 marks)

6. People's behavior is based on their perception of what reality is, not on reality itself. Do you agree? What are the common biases and errors in attribution?
7. Talking to The Boston Consulting Group, Indra Nooyi, Former CEO of PepsiCo once said, the way to hold on to employees is by "Hooking them emotionally to the job, through the company's business model and what it stands for." "You need to look at the employee and say, 'I value you as a person. I know that you have a life beyond PepsiCo, and I'm going to respect you for your entire life, not just treat you as employee number 4,567". What is that she is talking about? Also explain Daniel Goleman's Mixed Model.
8. Why Myers-Briggs Type Indicator is one of the widely used instruments to measure personality types? What is this Indicator talks about?
9. "Human needs are unlimited but the resources to satisfy them are limited" Which theory of motivation carries this assumption? Explain the theory.
10. Conflicts can hinder individual and group performance as well as affects the productivity of the company. Do you agree? Briefly explain the conflict management strategies.
11. Comment on different leadership styles.
12. What is your thought on advocating work force diversity in the organisations? How can organisations manage work force diversity?

(5X4=20)

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PART C

(Answer ANY TWO questions. Each question carries 10 marks)

13. "Classical theory includes the first works and contributions that comprise the core of modern management theory". Do you agree? What are those contributions?
14. Rahul was having a Chicken Sandwich which his mother has prepared. Unfortunately, the chicken was spoiled and Rahul felt sick after having it. Thereafter, the mere mention of sandwich would make Rahul nauseous. Can you differentiate unconditional stimulus, unconditional response, conditioned stimulus and conditioned response from the case? Which learning theory is it related to? Explain.
15. **Case Study : "TOYOTA'S TEAM CULTURE"**

Many companies proudly promote their team culture. At Toyota, the promotion seems sincere. Teamwork is one of Toyota's core values, along with trust, continuous improvement, long term thinking, standardization, innovation and problem solving. The firm's value statement says the following: "To ensure the success of our company, each team member has the responsibility to work together, and communicate honestly, share ideas, and ensure team member understanding." So how does Toyota's culture reflect its emphasis on teamwork? First, although individualism is a prominent value in western culture, it is deemphasized at Toyota. In its place is an emphasis on system, in which people and products are seen as intertwined valued streams and people are trained to be problem solver so as to make the product system leaner and better. Second, before hiring, Toyota tests candidates to ensure they are not only competent and technically skilled but also oriented toward teamwork-able to trust their team, be comfortable solving problems collaboratively, and motivated to achieve collective outcomes. Third, and not surprisingly, Toyotas structures its work around teams. Every Toyota employee knows the Adage "All of us are smarter than any of us." Teams are used not only in the production process but also at every level and in every function: In sales and marketing, in finance, in engineering, in design and at the executive level. Fourth, Toyota considers the team to be the power center of the organizations. The leader serves the team, not the other way around. When asked whether he would feature himself in advertisements the way other automakers had (most famously, "Dr. A," Daimler's CEO Dieter Zetschce), Toyota USA's CEO, Yuki Funo, said, "No. We want to show everybody in the company. The heroes. Not one single person."

- a) Do you think Toyota has succeeded because of its team-oriented culture, or do you think it would have succeeded without it? What are the key roles of a team?
- b) What are the different types of teams in the organization?

(2x10=20)