

**MBA Degree (FT) First Semester End Semester Examination- February / March 2022**  
**21-371-0101/20-371-0101: Management Concepts and Organisational Behaviour**  
 (Regular & Supplementary)

Time: 3 Hours

Max. Marks: 50

**PART A**

*(Answer ALL questions. Each question carries 2 marks)*

1. Recall the context in which social loafing occurs.
  2. State the determinants of personality.
  3. Outline OB related challenges in the modern business world.
  4. Differentiate between Management, Administration and Leadership.
  5. Identify the most confrontational stage in Group development specifying the reason.
- (5X2=10)

**PART B**

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

6. Identify some perceptual biases in business decision making.
  7. Compare the various learning theories you have come across.
  8. Analyse the circumstances in which Compromise can be used as conflict handling strategy.
  9. Illustrate some power tactics used to exert influence in organisations.
  10. Explain Vroom's VIE theory and its application in business.
  11. Interpret the relevance of emotional intelligence in an organisational framework.
  12. Suggest some measures for managing issues related to workforce diversity.
- (5X4=20)

**PART C**

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

13. Imagine you are the team lead of a virtual team in a multinational IT company. Propose measures to improve team effectiveness in times of pandemic.
14. Describe the contributions of Classical and Human Relations approaches to Management Thought.
15. Manna Consultants Pvt Ltd is an HR consulting firm established in 2014 with several network associates in Indian cities and overseas. The firm has been experiencing decline in its business over the past 4 years. Initially, the firm provided services in HRD and facilities management covering recruitment, HR outsourcing and Training & Development, but now services are limited to recruitment only. As part of recruitment support, they help clients in sourcing resumes, candidate screening, evaluation and counselling. Despite having

onboard, an all-woman team of professionals with sound technical and educational backgrounds, there has been an alarming increase in client complaints about the quality of candidates supplied by the firm. The entire team follows an idle daily office routine. Many of the consultants come to office as late as 11am.

Lunch is an elaborate affair as they have a system of potluck lunch where everyone brings an item or two and shares among all. By around 3pm, they would become conscious about their work, make a few frantic calls to potential candidates, sent out a few follow-up mails to clients and within an hour or so it was time to leave office. Both business and revenue are spiraling downwards and the management is starting to feel the pinch. If this dip continues, the management wouldn't be able to pay salaries on time and may even have to close shop. Realising that desperate measures are needed, Manna, one of the founding partners has convened a meeting of the employees to discuss the matter.

*Answer the following questions.*

- (i) Examine the issues in the case from a team building & leadership perspective.
- (ii) Suggest some behavioral reinforcements that would be effective in improving performance.

(2x10=20)

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