

# **MBAC 1001**

M.B.A. DEGREE EXAMINATION, DECEMBER 2021.

First Semester

General (Common Paper)

MANAGEMENT CONCEPTS AND  
ORGANISATIONAL BEHAVIOUR

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE of the following questions.

1. What are the advantages of managerial skills?
2. What are the techniques of decision making?
3. Define Delegation of authority.
4. What are the differences between formal and informal organisation?
5. What is stress management?
6. Explain power and politics
7. Bring out the significance of the Japanese management practices.
8. What is group dynamics?

PART B — (5 × 10 = 50 marks)

Answer any FIVE of the following questions.

9. Explain management by Objectives
10. Examine the emerging trends in corporate structure.
11. Discuss the types, process and barriers of Communication.
12. Analyse the different approaches to Leadership.
13. Compare the different management styles.
14. Organization Development is a complex strategy intended to change the beliefs, attitudes, values, culture and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Elucidate.
15. Bring out the important motivation theories.
16. Enumerate the factors influencing Entrepreneurial Management.

PART C — (1 × 20 = 20 marks)

17. Case Study ( Compulsory Questions)

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at

R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), he has been an amicable personality, he had always displayed keenness to gain knowledge willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known him right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications.

Meena had said: Giri sir, scares the hell- out of us by reusing to listen to his point to view”. Raj an executive at R.P. Communications had revealed that “Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn't entertain any questions or queries from any of the creative team members.

Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal

chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before".

Questions for Discussion

- (a) What do you think is the major cause of the problem in the above case?
  - (b) Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why?
  - (c) Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?
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