

Reg. No. :

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Question Paper Code : 20192

M.B.A. DEGREE EXAMINATIONS, NOVEMBER/DECEMBER 2024.

First Semester

BA 4102 — MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR

(Common to : Master of Business Administration (Apparel Management)/
Master of Business Administration (Business Analytics)/
Master of Business Administration (Retail Management)/
Master of Business Administration (Textile Management)/Master of Business
Administration (Artificial Intelligence and Data Science))

(Regulations 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is management?
2. List out any three roles of a manager.
3. What do you mean by MBO?
4. What is strategy?
5. What do you mean by organization behaviour?
6. What is motivation?
7. What is group cohesiveness?
8. What is leadership?
9. What is Japanese management practice?
10. What is cross-cultural communication?

PART B — (5 × 13 = 65 marks)

11. (a) 'Management as an art or science'. Discuss.

Or

- (b) Discuss the functions of management.

12. (a) Discuss the steps in planning process.

Or

(b) Discuss the impact of technology on organizational design.

13. (a) Explain the different types of motivation theories.

Or

(b) Discuss the importance of organization behaviour.

14. (a) Discuss the stages conflict.

Or

(b) Discuss the different types of leadership styles.

15. (a) Discuss the organizational behaviour across cultures.

Or

(b) Discuss the conditions affecting cross-cultural organizational operations.

PART C — (1 × 15 = 15 marks)

16. (a) Mr John was a young officer in a nationalised bank in Mumbai. He was approached by Mr. David Tepper , owner of a small textile plant, for a loan to renovate his plant. Mr. John gave him a loan of \$50,000. The bank's branch manager, who saw no future in textiles, was shocked at the loan transaction. He told Mr. John to stay close to David Tepper until the money was paid back. Mr. John stuck so close that he became David Tepper's financial adviser. The loan was repaid but Mr John became David Tepper's partner and resigned his bank job. Within six years, Mr. John set up another textile plant and after two decades, his textile unit became the second fastest growing textiles company in the country. David Tepper's management style was characterised by an emphasis on innovation and tight control. To his employees Mr. John was a friendly and highly visible boss. He always worked around the plant and called vast number of workers by their first names. He preferred to lead by example rather than telling people how to do their jobs.

However, Mr. John committed a big mistake of not grooming a successor. Therefore, there was a vacuum at the top when he had a severe heart attack and died.

Questions :

- (i) What were the qualities of Mr. John as a manager?
- (ii) Did he consider management to be an art or science or both?
- (iii) Do you think Mr. John was a successful manager?

Or

- (b) Mr. Tharun has been office manager of Superfine Textiles Ltd. for the last six years. During the period, he has gained reputation as a hard-driving, autocratic manager. He has attended lectures and seminars on "situational leadership" but has not changed his leadership style. When reminded of this apparent inconsistency, Mr. Tharun replied that his employees have not shown either the desire or the ability to participate in decision-making. Therefore, he will manage in the same style until they develop the required desire and ability.

Questions:

- (i) Evaluate Mr. Tharun's views on leadership. Do you agree with him?
- (ii) Suggest ways and means of developing employees' desire and ability to participate.
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