

Subject Code: MB1311/R13

M B A - I Semester Regular Examinations, February - 2014

MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR

Time: 3 hours

Max Marks: 60

Answer any **FIVE** of the following

All questions carry equal marks. **Q.No.8 is compulsory**

1. Give a brief note of the decision making models you are familiar with.
2. What is feed forward control? What are the techniques of future directed control?
3. "The matrix organization has been hailed as a panacea for all problems and as the organization for the future" comment.
4. What are the problems of group dynamics? How do you manage them?
5. What is organizational culture? Explain the factors influencing the culture of organization.
6. Explain the different theories of leadership styles. How could you choose your leadership style as a manager?
7. 'Centralization and decentralization are mutually dependent'. Comment.

8. CASE STUDY:

The managing director of ABC airlines, seeing that costs were getting out of control, as the company grew, brought in as an assistant a brilliant young man who was a certified chartered accountant. The assistant was told about the company's problem of rising costs and was asked for his help in solving the problem.

The new assistant gathered a staff of high-quality industrial engineers, financial analysts and recent top graduates from one of the best known graduate schools of business administration. After laying out the company's problem, he assigned them to investigate cost problems and management methods in the airline's operations, maintenance, engineering and sales departments. After a number of studies, the M.D. assistant found many sources of inefficiency in the various departments and initiated a number of changes in operating practices. In addition, he made many reports to the M.D. outlining in detail the inefficiencies his staff had found and the measures being taken to correct them. These reports also showed, with ample supporting detail, the crores of rupees, which his actions were saving the company.

Just as these cost savings programmes were being implemented, the managers in charge of operations, maintenance, engineering and sales descended on the M.D. and insisted that the assistant be discharged.

Questions:

- a) Why should the assistant who was doing so well be so much resented by the managers? What went wrong?
- b) Assuming that the findings of the assistant and his staff were accurate, what should have been done by the M.D., the assistant, the managers and others to make these findings useful?

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