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**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)****MBA I Year I Semester (R16) Regular Examinations December 2016****MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

(For Students admitted in 2016 only)

Time: 3 hours

Max. Marks: 60

SECTION – A

(Answer all Five Units 5 x 10 = 50 Marks)

UNIT-I

- Q.1** a. Define the term Management? Briefly explain the objectives of Management? 5M
b. Discuss the difference between Management and Administration? 5M

OR

- Q.2** Discuss in detail Fayol's Principles of Management and their relevance to the modern companies? 10M

UNIT-II

- Q.3** What is Planning? What are the steps involved in planning process? 10M

OR

- Q.4** Explain the different kinds of control? Which kind of control is most desirable? 10M

UNIT-III

- Q.5** Explain the personality Traits? State in detail the big five personality Traits? 10M

OR

- Q.6** What is perceptual Selectivity? Explain the influence of external environmental factors on perceptual selectivity? 10M

UNIT-IV

- Q.7** Define the concept of Motivation? Explain in detail about Maslow's theory of Motivation? 10M

OR

- Q.8** What is leadership? Discuss different leadership styles? 10M

UNIT-V

- Q.9** Explain the steps to be taken by the management to overcome the resistance to change? 10M

OR

- Q.10** a. Explain functionality and dis-functionality of organization culture? 5 M
b. Write about Transactional Analysis? 5 M

SECTION – B

(Compulsory Question)

1 x 10 = 10 Marks**Q.11****Case Study:**

Billions of dollars are spent each year on purchases of perfumes and other cosmetics in America. Most cosmetics are sold, through elite department stores. However, one cosmetics sale company. Avon products felt that the department stores were highly impersonal and

their locations were generally not close to the residential areas and hence the company became successful by visiting women at their homes, specially in the areas outside the major cities and selling the cosmetics to them on a more personal basis. Another successful company with similar but slightly different sales technique in Mary Kay Cosmetics Inc.

Mary Kay Ash started her company in 1963. Her approach was to market the cosmetics, specially skin care products directly to consumers at previously arranged parties at somebody's house, where one of the company representatives known as "beauty consultants" would informally meet with up to five potential consumers, give them a sales pitch on the usefulness of the product and take orders for the product. The idea became so successful that within 20 years, the company had a sales force of 200,000 people, mostly women, working under 4,000 regional sales directors.

Full time employees of the company earn over \$25,000 per year and top sales people are rewarded with vacations and other material rewards such as diamond rings, mink coats and even automobiles. Mary Kay Ash herself introduced the concept of awarding a pin, called "ladder of success pin" where a diamond is put on each "rung" of the pin for meeting successive sales goals. The number of diamonds on the pin would show the degree of the sales success. This pin is envied as a symbol of success and every one attempts to have as many diamonds on the pin as possible.

Each regional sales director holds regular meeting with the beauty consultants on Monday nights discussing different selling ideas and promoting social interaction with each other. The meeting is structured to build and maintain motivation, teach new sales skills and reward performance. The first hour is usually devoted to an orientation for new prospective beauty consultants. The meetings are informal in nature and the director praises the sales accomplishments of various consultant who are at the meeting. The group applauds and congratulates those who did well in sales.

In the same meeting, new goals are set for all consultants individually on the basis of feedback and suggestions of these consultants. If a consultant is unable to meet her goal, there is no negative feedback or repercussions. Instead, other experienced consultants give suggestions as to how the individual consultant can reach her goal.

Discussion Questions

1. Explain as to what steps the company is taking to reinforce positive behavior patterns for achieving sales success?
2. Could the same techniques of positive reinforcement be used in other marketing oriented organizations? Give reasons?
3. Does the monetary or material reward always act a re-inforcer? If not, what other types of rewards can be used to reinforce positive behavior?

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