



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)**

Siddharth Nagar, Narayanavanam Road – 517583

QUESTION BANK (DESCRIPTIVE)

Subject with Code: Management & Organizational Behaviour (20MB9001)
MBA

Course & Branch:

Regulation: R20

Year & Sem: I-MBA & I-Sem

**UNIT –I
INTRODUCTION TO MANAGEMENT**

1	a	What is management? Discuss its main characteristics and significance.	[L1][CO1]	[5M]
	b	Write short notes on roles of managers, levels of management and the skills required.	[L3][CO1]	[5M]
2	a	Enumerate the various objectives of management.	[L2][CO1]	[5M]
	b	As a manager what functions do you need to perform? Discuss.	[L3][CO1]	[5M]
3	a	What are principles of management? Describe.	[L2][CO1]	[5M]
	b	Discuss about the modern theories of management.	[L3][CO1]	[5M]
4	a	Discuss the significance of management in the present day context.	[L2][CO1]	[5M]
	b	You are a marketing manager in a reputed firm. Interpret the functions that you are required to perform as the marketing manager.	[L3][CO1]	[5M]
5	a	Make a brief account of the nature and scope of management	[L2][CO1]	[5M]
	b	Briefly present an essay on the evolution of management theories.	[L2][CO1]	[5M]
6	a	Make a comparison between classical and neo-classical theories of management.	[L4][CO1]	[5M]
	b	Relate the contribution of F.W. Taylor or Henri Fayol to the theories of management.	[L4][CO1]	[5M]
7	a	Give a description of administrative theories of management.	[L2][CO1]	[5M]
	b	Make a comparison between scientific theory and administrative theories of management.	[L4][CO1]	[5M]
8	a	How classical theories are different from neo-classical theories of management?	[L3][CO1]	[5M]
	b	What inference can you make from scientific and administrative theories of management?	[L4][CO1]	[5M]
9	a	Management is an inexact science. Do you agree with the statement? Discuss.	[L5][CO1]	[5M]
	b	Distinguish between management and administration.	[L2][CO1]	[5M]
10	a	Bring out the challenges faced by the managers in globally competitive world of 21st century.	[L4][CO1]	[5M]
	b	Discuss the key characteristics of management as a system.	[L2][CO1]	[5M]

UNIT –II
FUNCTIONS OF MANAGEMENT

1	a	Summarize the importance of planning in managerial functions.	[L2][CO2]	[5M]
	b	Discuss the nature and process of planning.	[L3][CO2]	[5M]
2	a	How would classify the plans? What types of plans are used for various purposes? Illustrate with examples.	[L3][CO2]	[5M]
	b	Identify the decision making techniques utilized in the organizations.	[L3][CO2]	[5M]
3	a	Planning is the primary function of all the managerial functions. Appraise the statement.	[L4][CO2]	[5M]
	b	Establishing standards, comparing actual results with standards and taking corrective actions are the steps included in which function. Discuss in detail.	[L4][CO2]	[5M]
4	a	Write short notes on (a) Delegation of authority (b) Span of Control (c) Departmentation	[L1][CO2]	[5M]
	b	What is decentralization? What are the advantages of decentralization?	[L2][CO2]	[5M]
5	a	Distinguish between formal and informal organizations.	[L3][CO2]	[5M]
	b	Make a brief description on types of organization structures.	[L2][CO2]	[5M]
6	a	Define controlling function. What are the advantages of controlling function?	[L3][CO2]	[5M]
	b	Sridhar's father is working as a section in-charge in a government office. Identify the level of management at which he is working? State any five functions that he has to perform at this level.	[L5][CO2]	[5M]
7	a	"Decision making is an important function of good leadership". Add a note on the process of decision making.	[L3][CO2]	[5M]
	b	What are the different types of control? Explain.	[L2][CO2]	[5M]
8	a	What are the characteristics of Controlling function?	[L1][CO2]	[5M]
	b	Write short notes on modern techniques of control.	[L2][CO2]	[5M]
9	a	'Controlling is Systematic Process involving a series of steps'. Do you agree? Discuss it brief.	[L2][CO2]	[5M]
	b	Discuss the significance of controlling function.	[L3][CO2]	[5M]
10	a	Planning and Controlling go hand in hand. Do you agree with the statement? Substantiate your argument.	[L4][CO2]	[5M]
	b	Identify the significance of the staffing and directing functions in organizations.	[L4][CO2]	[5M]

UNIT –III
ORGANIZATIONAL BEHAVIOUR

1	a	Define the term Organizational behavior. Why is it essential to understand organizational behavior?	[L2][CO3]	[5M]
	b	Identify the significance of organizational behavior.	[L3][CO3]	[5M]
2	a	Define the term perception. Explain in detail about perceptual selection.	[L2][CO3]	[5M]
	b	What are the factors that affect perceptual selection?	[L3][CO3]	[5M]
3	a	Write short notes on (a) Halo effect (b) Figure ground effect	[L3][CO3]	[5M]
	b	Write short notes on (a) Stereotyping (b) Perceptual grouping	[L2][CO3]	[5M]
4	a	What is attitude? Describe the components of attitude.	[L3][CO3]	[5M]
	b	What are the barriers to changing attitude? How attitudes can be changed?	[L3][CO3]	[5M]
5	a	Define personality? Briefly explain about the determinants of personality.	[L4][CO3]	[5M]
	b	Outline the Big Five Personality dimensions.	[L2][CO3]	[5M]
6	a	Define learning. Discuss various learning theories.	[L3][CO3]	[5M]
	b	Compare and contrast operant conditioning with classical conditioning. Provide examples of each.	[L3][CO3]	[5M]
7	a	Identify the strategies for reinforcement, and provide an example of each.	[L4][CO3]	[5M]
	b	How might you design a simple behaviour modification program for a group of employees? Explain.	[L6][CO3]	[5M]
8	a	Distinguish between Introversion and Extraversion.	[L3][CO3]	[5M]
	b	Make a note on personality traits.	[L2][CO3]	[5M]
9	a	What is a Group? Explain the Benefits of Groups.	[L2][CO3]	[5M]
	b	Distinguish between formal and informal groups.	[L2][CO3]	[5M]
10	a	Describe the formation of group in an organization.	[L3][CO3]	[5M]
	b	'Groups are essential mechanisms of socialization and a primary source of social order' – Elaborate.	[L4][CO3]	[5M]

UNIT –IV
MOTIVATION AND LEADERSHIP

1	a	How might Maslow explain why organizational rewards that motivate workers today may not motivate the same workers in 5 or 10 years?	[L2][CO4]	[5M]
	b	What is the concept of Motivation? How this can be theoretically explained?	[L1][CO4]	[5M]
2	a	Describe the process by which needs motivate workers.	[L2][CO4]	[5M]
	b	Explain how employees are motivated according to Maslow's hierarchy of needs.	[L3][CO4]	[5M]
3	a	Describe the differences among factors contributing to employee motivation and how these differ from factors contributing to dissatisfaction.	[L2][CO5]	[5M]
	b	Describe need for achievement, power, and affiliation, and identify how these acquired needs affect work behaviour.	[L2][CO4]	[5M]
4	a	Review the hygiene and motivators in the two-factor theory of motivation. Do you agree with the distinction between hygiene factors and motivators? Are there any hygiene factors that you would consider to be motivators?	[L5][CO4]	[5M]
	b	Which motivation theory have you found to be most useful in explaining why people behave in a certain way? Why?	[L4][CO4]	[5M]
5	a	Using examples, explain the concepts of expectancy, instrumentality, and valence.	[L4][CO5]	[5M]
	b	Describe in detail Porter and Lawler's model of motivation.	[L3][CO4]	[5M]
6	a	What is leadership? What's the difference between leadership and management?	[L2][CO4]	[5M]
	b	Give a brief description on traits theory of leadership.	[L2][CO4]	[5M]
7	a	Describe 3 theories of leadership and provide examples for each.	[L2][CO4]	[5M]
	b	Discuss in detail Fiedler's Contingency model of leadership.	[L3][CO4]	[5M]
8	a	Briefly discuss various Leadership Styles and also refer to their disadvantages and conditions of use which is the best style in your opinion.	[L3][CO5]	[5M]
	b	Distinguish between transformational and transactional leaders with examples.	[L3][CO5]	[5M]
9	a	What are the most effective styles of leadership in India? Justify your answer with examples.	[L4][CO5]	[5M]
	b	Differentiate between leaders and managers.	[L3][CO5]	[5M]
10	a	What is leadership? Explain the leadership theory of Managerial Grid.	[L2][CO4]	[5M]
	b	Which theory of leadership do you consider is most suitable in the present day context? Substantiate your argument.	[L5][CO4]	[5M]

UNIT –V
ORGANIZATIONAL CULTURE, CLIMATE AND DEVELOPMENT

1	a	Define organization culture? Explain how it affects the employees of the organization.	[L2][CO6]	[5M]
	b	What are the types of culture and how do employees know about culture?	[L2][CO6]	[5M]
2	a	Explain about Functionality and Dysfunctionality of Culture	[L2][CO6]	[5M]
	b	Is It Possible to change An Organization's Culture & Structure? If So How?	[L3][CO6]	[5M]
3	a	Define change agents. Describe the characteristics of successful change agents. What the change agents can do in the organization?	[L2][CO6]	[5M]
	b	What are the major factors determining the organizational change?	[L3][CO6]	[5M]
4	a	Discuss about the resistance to change. Suggest measures to overcome the resistance to change.	[L2][CO6]	[5M]
	b	Explain in detail Lewin's model of Change management.	[L2][CO6]	[5M]
5	a	"Change for the sake of change is no change at all". Comment on this statement and show why change for the sake of change could be detrimental to the health of the organization?	[L5][CO6]	[5M]
	b	A well-established manufacturing unit plans to introduce new machines and new methods of production. The workers in the factory numbering two hundred are fearful of the change and are resisting it in many ways. How will you advise the management to tackle the problem?	[L5][CO6]	[5M]
6	a	Define change agents. Discuss the characteristics of change agents.	[L2][CO6]	[5M]
	b	Describe the different organizational development techniques?	[L2][CO6]	[5M]
7	a	What are the objectives of Organizational Development?	[L2][CO6]	[5M]
	b	What are the characteristics of Organizational Development?	[L2][CO6]	[5M]
8	a	Discuss the Positive and Negative effects of Organizational Culture	[L2][CO6]	[5M]
	b	How would you manage Conflict in your Organization? Explain.	[L4][CO6]	[5M]
9	a	What do you mean by organizational conflict? What are different types of conflicts situations?	[L3][CO6]	[5M]
	b	What are the various causes of conflict?	[L2][CO6]	[5M]
10	a	Discuss the Johari window model for analyzing interpersonal relationship.	[L3][CO6]	[5M]
	b	What is transactional analysis? How does it contribute to the understanding of the human behavior?	[L3][CO6]	[5M]

CASE STUDY

CASE STUDY 1

Lalwani Industries Ltd., is a Thane (Maharashtra) based company producing a variety of products such as electric goods, chemicals, footwear's and detergent powder, washing soaps, etc. These products are being produced in Thane and distributed throughout the country with the help of dealers. The company is facing many problems which are but natural in the process of growth and development. moreover, company is facing cut-throat competition from the local manufactures of these products in a different part of the country. As a

Course Code: 20MB9001

result of which total sales volume has come down. In view of this, the managing director of the company feels that for making products of the company more competitive in term of price, quality and consumer's needs the manufacturing operations of the company should be decentralized to various parts of the country as to get the benefits of localized product. Study whole case carefully and answer the following questions.

Questions :

1. Is the proposal of decentralizing production operations feasible? Give reasons.
2. Which form of decentralization or combination of many forms should be adopted by the company?

CASE STUDY 2

A firm having a roaring business of leather goods is intended to decentralize its operations at various places. In this regard six manufacturing plants of more or less similar nature have been installed in different places within the country. But the board of directors of the company is indecisive on the matters that how much authority should be delegated to the plant managers heading the plant. More specifically the board of director seeks your advice on the question whether the power to appoint supervisory and middle level managerial staff should be at the plant level or with the head office. 167 You are required to study the care case answer the following questions.

Questions:

1. How the head office should share authority with each plant manager?
2. On which matter head office should retain the authority and which matters should to left to plant managers?
3. Give your suggestions for maintaining coordination between head office and plants located at different places.

CASE STUDY 3

Managing director of the company is very serious and worried about increasing cost of production and resultant losses. He is intended to appoint some management consultant to enquire into the matter. For this purpose he has asked his private secretary to type a letter. It was at around 5 p.m., in hurry the private secretary could into file and put it to managing director, rather he left it at his table itself. Next day morning, messenger from branch office came to head office for delivering some letter. He saw the letter and went through it When he came back to branch office he narrated all contents of the letter to his superior. Soon the news spread over among middle level managerial, clerical and lower level staff that the company is likely to retrench the employees. Immediately after that union office-bearers held the meeting on the matter. By the time letter was dispatched it was known to everyone on the organisation. You are required to study this case and answer the following questions.

Questions :

1. What is 'grapevine' and how does it help in communication?
2. Through informal relation only half truth or rumors are spread. Do you agree with it give reasons.
3. How to make informal communication more effective? Give your suggestions.

CASE STUDY 4

Two companies X and Y producing 40 count cotton yarn with similar levels of investment, size, and labor force have been competing with each other. All their costs, such as raw materials, power, wages, administrative, sales, interest, and depreciation expenses, have been the same. Company X has been earning around 1.2 times of the net profit level when compared to the net profit earned by company Y. The management of company Y appointed a taskforce to find out the reasons for the same. On detailed analysis carried over by the task force, it was found that the motivation level of employees of company X was relatively far higher than that of company Y. it was mainly on account of certain facilities provided to company X such as environment on the shop floor in terms of space for movement, lighting arrangements, canteen facilities, pickup and drop facility from home to company and back and a free membership of a local club. It was also found that emphasis of company X had free access to top management and every month employees achievements used to be recognized by giving them token prizes; handed over to them by the top management in person in a function organized by the company.

Questions:

- i) Elaborate the benefits provided by company X as per the Herzberg's Two factor theory.
- ii) Discuss the impact of the provisions provided by company X on the performance of employees and more returns for company X.

CASE STUDY 5

You are a MD of ABC Ltd. You plan to automate the assembly line to increase the quantity and quality of production. New machines are installed and the proper training has been given to operators. It seems that even having advance system and all required supports, the production is declined. A meeting of managerial heads has been called. The HR manager stated that the workers are fear of job loss due to increasing automation and no additional incentives are offered to them for increased production. The low morale of worker is thus the reason of low production. You want to solve the problem in consultation with your subordinates.

Questions:

- (a) What steps will you take to solve this problem?
- (b) Explain the conditions of your decision.

Prepared by:
Dr. M. Vani