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I Semester M.B.A. Degree Examination, June/July - 2023

**MANAGEMENT**

**Management and Organizational Behaviour**

**(CBCS Scheme)**

**Paper : 1.1**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any Five questions, each carries 5 marks.

(5×5=25)

1. What is Planning? Discuss the steps involved in Planning process.
2. What is Organizational Design? Discuss its determinants.
3. Explain the factors influencing Individual Decision Making.
4. Discuss Mc Gregors XY theory and bring out its implications to management.
5. What is Management? Explain the nature of Management.
6. State and explain the factors influencing Group Effectiveness.
7. Explain the emerging trends and transformation in modern organizations.

**SECTION - B**

Answer any Three questions, each carries 10 marks.

(3×10=30)

8. What is Decision making? Explain the different types of decisions with appropriate examples.
9. Explain matrix organization structure along with its advantages and disadvantages.
10. What is Organizational Change? Explain the various types of organizational change with examples.
11. Explain the contemporary leadership theories.

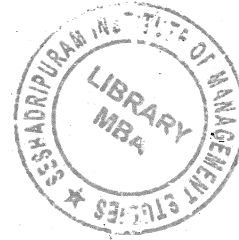
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SECTION - C

(Compulsory Question)



62201

12. Case Study

(1×15=15)

Emotions are an inevitable part of people's behaviour at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays. The question is, can organizations become more intelligent about emotional management? Is it ever appropriate to yell, laugh, or cry at work? Some people are skeptical about the virtues of more emotional displays at the workplace. As the chapter notes, emotions are automatic physiological responses to the environment, and as such, they can be difficult to control appropriately. One 22-year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees; and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual." It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations, and anger can have serious maladaptive consequences. Others believe organizations that recognize and work with emotions effectively are more creative, satisfying, and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others, note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change." The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts?

**Questions:**

- a) What factors do you think make some organizations ineffective at managing emotions?
- b) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves?