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I Semester M.B.A. [Day & Eve.] Degree Examination, July - 2022

MANAGEMENT

Management and Organisational Behaviour

(CBCS Scheme 2019 onwards)

Paper : 1.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions from the following, each question carries **5** marks. **(5×5=25)**

1. Explain the ABC Model of attitude formation with appropriate examples.
2. What is personality? Explain the types of Personality with examples.
3. What is social loafing? State the negative consequences of social loafing on employee productivity.
4. Discuss the different types of change with examples.
5. Explain the conflict management styles with its application to real - life corporate problems.
6. Explain victor vrooms valence and instrumentality theory with the model.
7. State and explain the differences between leadership and management.

SECTION - B

Answer any **Three** questions from the following, each question carries **10** marks.**(3×10=30)**

8. Discuss the evolution of management with its implications to the modern organisations.
9. What is an organizational structure? Explain the types of organizational structure with its merits and demerits.
10. Explain in detail the perception process model. Also briefly explain the perceptual errors committed by individuals.
11. Explain in detail the contemporary theories of leadership and its applicaitons to the millennial corporate leaders.

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SECTION - C

12. **Compulsory Case study :** (1×15=15)

Nithin Patel, an IIM graduate, was appointed the CEO of Primogen Consultancy Ltd. Primogen developed software packages for finance companies and banks. The ambience of Primogen was rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The comapny promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a Primogen employee was 25-27 years. Before Nithin took over as the CEO, Giridhar Bharadwaj, an IITian, was heading Primogen for nearly 4 years. Giridhar was known for his human touch. Most of the young programmers saw a role model in Giridhar because of his down - to - earth and amicable approach. Out of the total staff of 167 employees, anyone could walk up to him and freely discuss his problems with him. He enjoyed the week end "Film hours" with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Primogen has seen a steady growth under him, which intangible terms meant an increase in business turnover of up to Rs. 45 crores. His decision to leave for USA came as a shock to all the employees and when the new appointee Nithin joined Primogen, there was apprehension in the air. Nithin, of course, had an excellent track record, with a sound computer engineering degree and the added management qualification from IIM.

Within a few days of taking charge Nithin introduced a few changes. He saw no value in 'Film hours' and decided to discontinue this practice. He also insisted that employees first check with his PA and the meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Nithin used strong words to communicate his displeasure to Naresh Gupta, the project leader, to whose team the programmer belonged. Naresh obviously found Nithin strongly opinionated because he realized that Nithin was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Nithin minced no words in communicating to the project manager, Subodh Sharma, that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team. Of course, by now the office 'grape wine' was a buzz that Nithin has an 'Attitude' problem. In the meanwhile, Subodh Sharma resigned along with two other programmers from his team. During the first 6 months, the company showed a slight drop in its profitability. The company's employee turnover went up by whopping 10%. The managing Director, Mr. Srihari Rao was a worried man, He invited Nithin for a meeting to discuss the issue.

Questions :

a. State the theoretical model used to analyze this case.
b. Identify various problems in the leadership style of Nithin Patel.
c. Analyze the leadership style of Giridhar Bharadwaj.
d. If you were Mr. Srihari Rao, what course of action you would have initiated.