

**Avinashilingam Institute for Home Science and Higher Education for Women,
(Deemed to be University), Coimbatore – 641 043**

**Master's Degree Examination – November 2018
Semester – I**

Class : I PG
Major: Business Administration
M.B.A. – IT Organisation Administration

Time: 3 Hours
Max. Marks: 60

17MBAC01/17MBMC01 Management and Organisational Behaviour

PART – A

(10 X ½ = 5)

Choose the correct answer

1. Father of Scientific management is ____
a) F.W. Taylor b) Maslow c) Henry Fayol d) Mary Parker
2. Fourteen Principles of Management is laid down by
a) Charles Babbage b) Henry Fayol c) F.W. Taylor d) Maslow
3. ____ is deciding in advance what to do, how to do it, when to do it, and who is to do it.
a) Organising b) Motivating c) Planning d) Controlling
4. For effective pooling of its efforts to accomplish the stated objectives, every group of persons joined together for common purpose, has to divide its total efforts into different functions is called as ____
a) Staffing b) Co-ordination c) Span of Control d) Division of Labour
5. ____ Theory denotes negative/pessimistic
a) X b) Y c) Maslow d) Herzberg
6. ____ are modern devices of control.
a) Inventory Control b) PERT and MIS
c) BEP d) Production control
7. ____ should include: external appearance and behavior or social stimulus value; inner awareness of self as a permanent organizing force.
a) Perception b) Learning c) Personality d) Attitudes
8. Hierarchical conflict between various levels of management, functional conflict between occupational specialists, professional Vs. profession conflict are examples of ____
a) Group Level Conflict b) Intra personal conflict
c) Individual conflict d) Interpersonal conflict
9. ERP stands for ____
a) Expert Resource Planning b) Enterprise Resource Project
c) Enterprise Resource Planning d) Enterprise Re-structuring Planning
10. ____ is a process of measuring the performance of a company's products, services or processes against those of another business considered to be the best in the industry.
a) SCM b) CRM c) ERP d) Benchmarking

PART – B

(5 X 4 = 20)

Answer all questions

Answer should not exceed 200 words or one page

11. (a) Define Scientific Management. What are its important aims?
(OR)
(b) Explain Kinsey's 7 – S approach.
12. (a) What do you know about MBO?
(OR)
(b) What types of factors are involved in the decision-making process?
13. (a) Enumerate the factors which make coordination necessary?
(OR)
(b) Write a note on the Qualities of a Leader.
14. (a) Discuss different methods of personality measurement.
(OR)
(b) What are the attitudes relevant for Organisational Behaviour?
15. (a) What are the functions of Supply Chain Management?
(OR)
(b) What do you know about CRM?

PART – C

(5 X 7 = 35)

Answer All Questions

Answer should not exceed 200 words or three pages

Question No. 20 is Compulsory

16. (a) Discuss about Evolution of Management Thought.
(OR)
(b) Briefly explain about Functions of Management.
17. (a) Enumerate the major steps involved in process of planning.
(OR)
(b) "Lind and Staff organization seeks to make up for the deficiencies in a pure Line Organisation". Comment.
18. (a) Describe Maslow's Hierarchy needs theory.
(OR)
(b) Describe the important devices of control.
19. (a) What is the concept of reinforcement in learning? How does it help in shaping behavior of people in a desirable way.
(OR)
(b) Discuss about Individual Level Conflict and Group Level Conflict.

20. CASE STUDY:

Express Courier Services is engaged in providing courier services throughout the country. Besides all metropolitan cities, it has its branches almost in every large city. In providing its courier services, the company has put emphasis on fast and reliable delivery at the least possible cost. With this emphasis, the company has been able to attract large number of customers, both corporates and individuals. The company's financial performance has been quite satisfactory up to 2000. However, with the entry of low-cost couriers during 2000 and onwards, the number of customers of Express started declining. Many of these couriers have franchisees in different cities which collect and distribute parcels for the couriers on commission basis. Further, each of these couriers has a single branch even in very large cities rather than having a network of branches in a city. They collect parcels through franchisees which are mostly public call offices (PCOs). Parcels are also distributed through some of these PCOs. Because of such a system, operating cost of these couriers is comparatively much lower, hence lower courier charges to customers.

In order to face challenges posed by these low-cost couriers, Express Courier Services decided to make courier charges competitive by bringing them down. In order to maintain profitability at the existing level, it designed and implemented a cost cutting strategy. It was estimated by the company's management that operating cost would be brought down by about 10 percent by changing the way the business was done. In a courier service, freight for sending parcels through transport (rail, road, and air) and employee cost are the major portion of operating cost. Since freight cost cannot be cut by a courier, Express Courier decided to cut employee cost. For this purpose, all those employees who were on probation were retrenched by paying one month salary to each. In cities where the company had more than one branch, some of the branches were closed and the employees were adjusted in the remaining branches. For collecting parcels, the company took the help of PCOs. Some of these PCOs were also used for parcel distribution. With such changes, the company was able to cut its operating cost by 5 percent in a year. However, these changes created attitudinal change in employees. Prior to change, employees used to talk highly about the company but the same employees started criticizing the company. Because of their low commitment, they started paying less attention to customers. With the result, customer complaints in the form of late receipt of parcels increased significantly.

Questions:

1. What are the reasons for change in employee attitudes resulting in increased customer complaints?
2. What actions should management take to change negative attitudes of employees?
