

(6 pages)

Reg. No. :

Code No. : 5953

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M.B.A. (CBCS) DEGREE EXAMINATION,
APRIL 2015.

Fourth Semester

Business Administration

Elective – MANAGERIAL BEHAVIOUR AND
EFFECTIVENESS

(For those who joined in July 2012 and afterwards)

Time : Three hours

Maximum : 75 marks

PART A — (10 × 1 = 10 marks)

Answer ALL the questions.

Choose the correct answer :

1. A Job description enables the manager in _____.
- (a) job grading
 - (b) investigating accidents
 - (c) promotions
 - (d) all the above

2. _____ is the process of generating a pool of qualified applicants for organizational jobs.
- (a) Recruitment
 - (b) Selection
 - (c) Appraisal
 - (d) None of these
3. _____ is an oral examination of candidates for employment.
- (a) Reference
 - (b) Interview
 - (c) Test
 - (d) None of these
4. _____ pay refers to cash incentives and year-end bonuses granted to high performers based on their extraordinary contributions to the organization relating to a specific period.
- (a) Variable
 - (b) Merit
 - (c) Skill - based
 - (d) Competency - based
5. Theory X and Theory Y of motivation were proposed by _____.
- (a) McClland
 - (b) Douglas McGregor
 - (c) Vroom
 - (d) Porter and Lawler
6. _____ is a criterion of the internal existence of an organisation.
- (a) Effectiveness
 - (b) Efficiency
 - (c) Profit
 - (d) Target



7. _____ is a long term plan chosen deliberately after a thorough analysis of the internal and external environment of the organization.

- (a) Structure (b) Strategy
(c) Value (d) Vision

8. Leadership is a _____ relationship in which power and influence are unevenly distributed.

- (a) status (b) power
(c) structural (d) strategic

9. Managerial style of professionally managed companies is _____.

- (a) decentralised (b) articulate
(c) systematic (d) all the above

10. Knowledge management is a process of generating, accumulating, sharing and using knowledge for improving _____ performance.

- (a) individual (b) group
(c) organisational (d) none of these

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PART B — (5 × 5 = 25 marks)

Answer ALL questions, choosing either (a) or (b).

Each answer should not exceed 250 words.

11. (a) What are the uses of managerial job description?

Or

(b) Explain the significance of time dimensions in managerial jobs.

12. (a) List out the constraints and challenges in recruitment.

Or

(b) Describe the performance appraisal process.

13. (a) Define motivation. Explain the importance of motivation.

Or

(b) Explain the concept of managerial effectiveness.

14. (a) Why effectiveness managers are called optimisers? Give your views.

Or

(b) How does competition affect the managerial effectiveness?

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15. (a) Explain the impact of job challenges on managerial effectiveness?

Or

- (b) What are the problems and pitfalls of knowledge management?

PART C — (5 × 8 = 40 marks)

Answer ALL questions, choosing either (a) or (b).

Each answer should not exceed 600 words.

16. (a) Explain the models for designing managerial job description.

Or

- (b) Explain the required skills for performing the managerial job effectively.

17. (a) Discuss the various methods of recruitment.

Or

- (b) Explain the different types of pay for performance.

18. (a) Explain Vroom's Expectancy Theory and its implications for managers.

Or

- (b) Explain the various methods adopted for measuring managerial effectiveness.

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19. (a) Explain the different managerial styles with suitable examples.

Or

- (b) Explain how the environmental factors influence managerial effectiveness?

20. (a) Explain the managerial efforts to develop the competitive spirit of an organisation.

Or

- (b) How to improve creativity among the members of an organisation?

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