

**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES  
(Autonomous)**

**MASTER OF BUSINESS ADMINISTRATION**

**I MBA - I Sem**

**Regulation R22**

**MANAGEMENT AND  
ORGANIZATIONAL  
BEHAVIOR**

**Faculty in Charge: Dr.Jyoshna.C  
Department: MBA**

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**MASTER OF BUSINESS ADMINISTRATION**

**QUESTION BANK**

<b>I MBA – Semester - I</b>					
<b>Course Code</b>	<b>MANAGEMENT AND ORGANIZATIONAL BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>22MBA111</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Course Educational Objectives (CEO):</b>					
CEO1: To make students to understand the basic perspectives of management concepts, theories and practices					
CEO2: To gain and apply the basic knowledge for understanding functional areas of management					
CEO3: To provide the students with the conceptual framework and theories of organizational behavior					
CEO4: To make students to understand the concepts of leadership and motivation					
CEO5: To analyze the group dynamics and conflicting situation in business organizations					
<b>UNIT - I</b>	<b>Introduction to Management</b>	Lecture Hrs: 8			
Management concept, Significance, Levels, Functions -Management as an Art, Science and Profession - F.W Taylor’s Scientific management Theory - Fayol’s theory Management –Social Responsibilities.					
<b>UNIT - II</b>	<b>Functions of Management</b>	Lecture Hrs: 12			
Introduction, Planning, Process of planning - Techniques of Decision making. Organizing: Organization Structure, Span of Control, Line and Staff, Delegation, Centralization and Decentralization, Staffing, Direction, Controlling and its Techniques, Co-ordination.					
<b>UNIT - III</b>	<b>Organizational Behaviour</b>	Lecture Hrs:12			
Meaning, Nature and Scope of Organizational Behavior – Perception: Factors Influencing Perception, <b>Learning:</b> Principles of Learning, Theories: Classical conditioning, Operant conditioning and Social Learning Theory. <b>Personality:</b> Determinants and Theories of Personality–Trait Theory, Sigmund Freud Theory, Erickson Theory.					
<b>UNIT - IV</b>	<b>Leadership and Motivation</b>	Lecture Hrs:12			
Leadership, Trait Approach to Leadership, Leadership Styles -Managerial Grid - Transactional Vs Transformational leadership, Motivation: Theories of Maslow, Herzberg, Theory X, Theory Y & Theory Z.					
<b>UNIT - V</b>	<b>Behavioral Dynamics</b>	Lecture Hrs:12			
Group Dynamics, Transactional Analysis and Johari Window, Management of Organizational Conflicts, Organisational Change and Development, Theories of Planned Change, Impact of Change, Factors affecting Change.					
<b>Course Outcomes:</b>					
<b>On successful completion of the course the student will be able to,</b>					<b>POs &amp; PSOs related to COs</b>
CO1	<b>Understand</b> the basic concepts, theories of management and evolution of management.				PO1, PO6, PSO1

CO2	<b>Apply</b> various functions and techniques of management.	PO1, PO2, PO6, PSO1
CO3	<b>Analyse</b> the fundamentals of organizational behavior, theories of Learning and Personality.	PO1, PO2, PO5, PO6, PSO1, PSO2
CO4	<b>Analyse</b> different styles of leadership and theories of motivation.	PO1, PO3, PO6, PSO1, PSO2
CO5	<b>Analyse</b> group dynamics and conflicting situations in business organizations.	PO1, PO5, PO6, PSO1, PSO2

**Text Books:**

1. Organizational Behavior, 18/e, Neharika Vohra Stephen P. Robbins, Timothy A. Judge, Pearson Education, 2022.
2. Essentials of Management, 10/e., Koontz H and Wehrich H, McGraw-Hill, New York, 2015.
3. Organizational Behavior, 15/e, Stephen P. Robbins, Pearson Education, San Diego, 2013.

**Reference Books:**

1. Organizational Behavior, 9/e, Steven L. McShane, Mary Ann Von Glinow, et al., McGraw Hill, 2002.
2. Organizational Behavior Emerging Knowledge, 9/e, Global Reality, 2021, Steven McShane and Mary Von Glinow.
3. Organizational Behaviour, 12 /e, Fred Luthans, Tata McGrawHill, NewDelhi, 2010.
4. Organizational Behaviour, 15/e, Robbins, SP, Prentice Hall of India, New Delhi, 2012.
5. Management and Organisational Behaviour, 4/e, Subbarao P, Himalaya Publishing House, New Delhi, 2010.

**Online Learning Resources:**

<https://www.geeksforgeeks.org/introduction-to-business-management/>  
<http://www.mim.ac.mw/books/Management%20&%20Organizational%20Behaviour,%207th%20edition.pdf>  
<https://ccsuniversity.ac.in/bridge-library/pdf/Main-Principles%20of%20Management%20and%20Organisational%20Behaviour.pdf>  
[https://www.ripublication.com/gjfm-spl/gjfmv6n6\\_12.pdf](https://www.ripublication.com/gjfm-spl/gjfmv6n6_12.pdf)

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**QUESTION BANK**

<b>Q. No.</b>	<b>QUESTIONS</b>	<b>PO ATTAINMENT</b>
<b>UNIT - I</b>		
<b>PART – A TWO MARKS QUESTIONS</b>		
1	Define Management.	PO1, PO6, PSO1
2	Explain significance of Management.	PO1, PO6, PSO1
3	What are the levels of Management?	PO1, PO6, PSO1
4	What are functions of Management?	PO1, PO6, PSO1
5	Define planning function.	PO1, PO6, PSO1
6	What do you mean by organizing?	PO1, PO6, PSO1
7	Define staffing function.	PO1, PO6, PSO1
8	What do you mean by social responsibilities?	PO1, PO6, PSO1
9	Write about directing function.	PO1, PO6, PSO1
10	What do you meant by unity of command?	PO1, PO6, PSO1
11	What are the principles of Fayol’s management?	PO1, PO6, PSO1
12	Write about Management as an art.	PO1, PO6, PSO1
13	Explain the significance of Management.	PO1, PO6, PSO1
14	What are the objectives of Management?	PO1, PO6, PSO1
<b>PART – B TEN MARKS QUESTIONS</b>		
1	Explain the concept of management and its significance.	PO1, PO6, PSO1
2	Demonstrate the three levels of management. Explain each level’s functions.	PO1, PO6, PSO1
3	Describe F.W. Taylor’s Scientific Management Theory. Explain its importance in the workplace.	PO1, PO6, PSO1
4	Discuss about Fayol’s Theory of Management. Explain its significance in the field of management.	PO1, PO6, PSO1
5	Discuss about social responsibilities of management. Explain how they contribute to society.	PO1, PO6, PSO1
6	Elucidate the differences between top-level, middle-level and bottom-level management.	PO1, PO6, PSO1
7	Explain various functions of Management to perform in the current scenario.	PO1, PO6, PSO1
8	Discuss about how Management can be considered as an Art, Science and Profession.	PO1, PO6, PSO1
<b>UNIT - II</b>		
<b>PART – A TWO MARKS QUESTIONS</b>		
1	What are the functions of management?	PO1, PO2, PO6, PSO1
2	Define planning function.	PO1, PO2, PO6, PSO1
3	Explain the process of planning.	PO1, PO2, PO6, PSO1

4	Write about the techniques of decision making.	PO1, PO2, PO6, PSO1
5	Define organizing function.	PO1, PO2, PO6, PSO1
6	Define organization structure.	PO1, PO2, PO6, PSO1
7	What do you meant by span of control?	PO1, PO2, PO6, PSO1
8	Define line organization.	PO1, PO2, PO6, PSO1
9	Define staff organization.	PO1, PO2, PO6, PSO1
10	Differentiate line organization and staff organization.	PO1, PO2, PO6, PSO1
11	What do you meant by delegation?	PO1, PO2, PO6, PSO1
12	Define centralization.	PO1, PO2, PO6, PSO1
13	Define decentralization.	PO1, PO2, PO6, PSO1
14	Differentiate centralization and decentralization.	PO1, PO2, PO6, PSO1
15	What do you meant by controlling?	PO1, PO2, PO6, PSO1
<b>PART – B TEN MARKS QUESTIONS</b>		
1	Explain how can you design an organizational structure that defines the roles, responsibilities, and relationships among employees.	PO1, PO2, PO6, PSO1
2	Explain delegation of authority, and how does it differ from centralization and decentralization.	PO1, PO2, PO6, PSO1
3	Discuss about Planning and explain Process of planning.	PO1, PO2, PO6, PSO1
4	Demonstrate span of control, and how does it affect organizational design.	PO1, PO2, PO6, PSO1
5	Design a scenario that highlights the importance of coordination in management.	PO1, PO2, PO6, PSO1
6	Discuss and differentiate Centralization and Decentralization.	PO1, PO2, PO6, PSO1
7	Elucidate the various Techniques of Decision making that impacts organizational performance.	PO1, PO2, PO6, PSO1
8	Explain about Controlling and how its Techniques helps the organization in improving its effectiveness.	PO1, PO2, PO6, PSO1
<b>UNIT – III</b>		
<b>PART – A TWO MARKS QUESTIONS</b>		
1	Define organizational behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
2	Explain the nature of organizational behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
3	Write about the scope of organizational behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
4	Explain the importance of organizational behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
5	Define perception.	PO1, PO2, PO5, PO6, PSO1, PSO2
6	What are the factors influencing perception?	PO1, PO2, PO5, PO6, PSO1, PSO2

7	Define learning.	PO1, PO2, PO5, PO6, PSO1, PSO2
8	Write about the principles of learning.	PO1, PO2, PO5, PO6, PSO1, PSO2
9	What are the theories of learning?	PO1, PO2, PO5, PO6, PSO1, PSO2
10	Define personality.	PO1, PO2, PO5, PO6, PSO1, PSO2
11	What are the determinants of personality?	PO1, PO2, PO5, PO6, PSO1, PSO2
12	What are the theories of personality?	PO1, PO2, PO5, PO6, PSO1, PSO2
<b>PART – B TEN MARKS QUESTIONS</b>		
1	Discuss about perception and explain what factors that influences it.	PO1, PO2, PO5, PO6, PSO1, PSO2
2	Demonstrate how you can apply the principles of learning in a work environment.	PO1, PO2, PO5, PO6, PSO1, PSO2
3	Explain the theories of personality, and how do they differ from each other.	PO1, PO2, PO5, PO6, PSO1, PSO2
4	Discuss about the significance of trait theory in understanding personality.	PO1, PO2, PO5, PO6, PSO1, PSO2
5	Design a scenario that highlights the importance of communication in organizational behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
6	Explain classical conditioning, and how does it differ from operant conditioning.	PO1, PO2, PO5, PO6, PSO1, PSO2
7	Discuss about social learning theory, and how does it explain human behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
8	Explain the determinants of personality, and how do they affect an individual's behavior.	PO1, PO2, PO5, PO6, PSO1, PSO2
9	Judge the value of Sigmund Freud's theory and Ericksons Theotyin understanding personality.	PO1, PO2, PO5, PO6, PSO1, PSO2
<b>UNIT - IV</b>		
<b>PART – A TWO MARKS QUESTIONS</b>		
1	Define leadership.	PO1, PO3, PO6, PSO1, PSO2
2	Explain the functions of leadership.	PO1, PO3, PO6, PSO1, PSO2
3	Differentiate leader and leadership.	PO1, PO3, PO6, PSO1, PSO2
4	What do you meant by trait approach?	PO1, PO3, PO6, PSO1, PSO2
5	What are the leadership styles?	PO1, PO3, PO6, PSO1, PSO2
6	What do you meant by autocratic leader?	PO1, PO3, PO6, PSO1, PSO2

7	What do you meant by democratic leadership style?	PO1, PO3, PO6, PSO1, PSO2
8	Define participative leadership style.	PO1, PO3, PO6, PSO1, PSO2
9	What do you meant by managerial grid?	PO1, PO3, PO6, PSO1, PSO2
10	Define transactional leadership.	PO1, PO3, PO6, PSO1, PSO2
11	Define transformational leadership.	PO1, PO3, PO6, PSO1, PSO2
12	Differentiate leadership and transformational leadership.	PO1, PO3, PO6, PSO1, PSO2
13	Define motivation.	PO1, PO3, PO6, PSO1, PSO2
14	What are the assumptions of Theory Y?	PO1, PO3, PO6, PSO1, PSO2
15	What are the assumptions of Theory Z?	PO1, PO3, PO6, PSO1, PSO2
16	Write about Theory Z.	PO1, PO3, PO6, PSO1, PSO2
17	What do you meant by Maslow theory?	PO1, PO3, PO6, PSO1, PSO2
18	What are the two factors of Herzberg Theory?	PO1, PO3, PO6, PSO1, PSO2
<b>PART – B TEN MARKS QUESTIONS</b>		
1	Discuss about Trait Approach to Leadership.	PO1, PO3, PO6, PSO1, PSO2
2	Explain Behavioral Theory of Leadership.	PO1, PO3, PO6, PSO1, PSO2
3	Discuss and differentiate Vs Transformational leadership.	PO1, PO3, PO6, PSO1, PSO2
4	Explain different styles of leadership and its contemporary issues.	PO1, PO3, PO6, PSO1, PSO2
5	Define Motivation. Demonstrate the application of various motivational theories in Management.	PO1, PO3, PO6, PSO1, PSO2
6	Explain a. Maslow’s need hierarchy theory. b. Herzberg Two Factor theory.	PO1, PO3, PO6, PSO1, PSO2
7	Discuss about various assumptions of Theory X, Theory Y & Theory Z.	PO1, PO3, PO6, PSO1, PSO2
<b>UNIT - V</b>		
<b>PART – A TWO MARKS QUESTIONS</b>		
1	What do you meant by behavioral dynamics?	PO1, PO5, PO6, PSO1, PSO2
2	Define group dynamics.	PO1, PO5, PO6, PSO1, PSO2

3	Explain the importance of group dynamics.	PO1, PO5, PO6, PSO1, PSO2
4	Define interpersonal relations.	PO1, PO5, PO6, PSO1, PSO2
5	Explain how to analyse interpersonal relations.	PO1, PO5, PO6, PSO1, PSO2
6	What do you meant by transactional analysis?	PO1, PO5, PO6, PSO1, PSO2
7	Define ego states.	PO1, PO5, PO6, PSO1, PSO2
8	Write about Johari window.	PO1, PO5, PO6, PSO1, PSO2
9	What do you meant by Management of Organisational conflicts?	PO1, PO5, PO6, PSO1, PSO2
10	Explain the reasons for Organisational conflicts.	PO1, PO5, PO6, PSO1, PSO2
11	Define change management.	PO1, PO5, PO6, PSO1, PSO2
12	Explain the importance of change management.	PO1, PO5, PO6, PSO1, PSO2
<b>PART – B TEN MARKS QUESTIONS</b>		
1	Explain the concept of Group Dynamics.	PO1, PO5, PO6, PSO1, PSO2
2	Discuss about Transactional Analysis and how is it used in organizational behavior.	PO1, PO5, PO6, PSO1, PSO2
3	Explain the Johari Window model and its applications in organizational settings.	PO1, PO5, PO6, PSO1, PSO2
4	Demonstrate Organizational Conflict and how can it be managed.	PO1, PO5, PO6, PSO1, PSO2
5	Discuss about Management of Organisational conflicts and explain conflict resolution mechanism.	PO1, PO5, PO6, PSO1, PSO2
6	Explain the concept of Organizational Change and Development.	PO1, PO5, PO6, PSO1, PSO2
7	Elucidate various Theories of Planned Change and explain Impact of Change on organizations.	PO1, PO5, PO6, PSO1, PSO2
8	Explain the Factors affecting Change in organizations.	PO1, PO5, PO6, PSO1, PSO2
9	Explain how can Organizational Development (OD) interventions be used to manage change.	PO1, PO5, PO6, PSO1, PSO2