

Total No of Pages: 03

Roll. No.:

First Semester

MBA (EFB)

End Semester Examination

Nov. / Dec. 2019

Paper Code: FB 101

Title of Paper: Management Process and Organizational Behaviour (MPOB)

Time: 3 Hours

Maximum Marks: 60

Note: (i) Answer in all 5 Questions.

(ii) Question Number 1 is compulsory which carries 20 marks and any 04 from questions 2 to 7.

(iii) Questions 2 to 7 carry 10 marks each.

Q. No. 1. Read the following case study and answer the questions given at the end of the study:

Major Mohanty of Sunrise Limited

Major Mohanty, a retired man from army, joined as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Major Mohanty, after having made indepth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on productivity and production related issues. People related matters are of no consequence. for him, for he believed that people, by and large, are dun, lazy, shirkers and non-starters, and as such, work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organization, having got a better assignment in United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organization in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he effected some major changes. First of all, he decentralized the organization so that the subordinates could exercise their discretion and initiative in decision-making, as also their imagination and creativity in performing other managerial functions. Further, he empowered the junior managers to incur expenditure up to an approved limit without seeking prior approval of the higher management. Communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr. Soni's managerial style prove effective in ensuring bright future of the company? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagreed with them, and said, 'Okay, we will give it a fair trial'.

Answer the following questions:

1. Was Major Mohanty a theory 'X' or a theory 'Y' Manager? Explain with reasons. How do you fit his style of functioning in the 'Managerial Grid' of Blake and Mouton?
2. Is Mr. Soni a theory 'X' or a theory 'Y' Manager? Discuss. Will you advise Mr. Soni to change his presumptions about the nature of people at work? Give reasons in support of your advice.
3. How do you describe Mr. Soni's managerial style in the, light of 'Managerial Grid' of Blake and Mouton? Can it be regarded as the best style of management? Give your response.

Q. No. 2. What is meant by social responsibility of management (SRM) popularly known as corporate social responsibility (CSR)? What is rationale behind CSR? Discuss the arguments in favour and against CSR with reference to India.

Q. No. 3. Elaborate, with suitable examples, Maslow's need hierarchy theory of motivation. What are its limitations?

Q. No. 4. What are the major sources of organizational conflict found in modern day organizations? Discuss the functional and dysfunctional types of organizational conflict. Based on the assertiveness and cooperativeness, discuss the five techniques of conflict handling.

Q. No. 5. Appreciate the importance of organizational culture. Illustrate, with suitable examples, how organizational culture is created, sustained and changed.

Q. No. 6. "Resistance to change is a normal part of the process of change." In the light of this statement, discuss the reasons for employee resistance to organizational change. What techniques would you use as change manager in overcoming such resistance?

Q. No. 7. "Job stress can have physiological, psychological, and behavioural effects." Elaborate with examples. Also suggest the individual and organizational strategies to be used in coping with job stress.

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