

Total No of Pages: 02

Roll. No.:

First Semester

MBA (BA)

End Semester Examination

Nov. / Dec. 2019

Paper Code: MB 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:

For years the culture at P & G had supported steady growth and profits. In recent years, however, the company found itself under a great deal of pressure from the external competitive environment. For example, Kimberly-Clark had cut deeply into P & G's disposable-diaper market, one of the company's most lucrative market niches. At the same time, Lever Brothers as making inroads into P & G's share of the soap and detergent market. On the new product development front, things were no better. The company was having disappointing results with its Pringles potato chips and was suffering financial losses on its Coldsnap Homemade Ice Cream Mix, Wondra hand cream, and Rely Tampons. These setbacks were reflected on the company's bottom line as pre-tax earnings fell for the first time in over thirty years.

At the same time, the firm was having union problems. Its Kansas City plant voted to unionize, and the company went through a long fight with worker representatives in its efforts to change work practices and improve efficiency.

These developments led P & G to make changes in its organisational culture. Some of these were the following:

1. The work team concept, in which production and maintenance workers called "technicians" are required to master and use a second skill, was extended throSughout P & G's operations.

2. The lifetime-job tradition that once made P & G workers the envy of their blue collar counterparts elsewhere gave way to layoffs.
3. The corporate paternalism of the past yielded to some hard practicalities as executives and workers alike were put on notice that plants that didn't measure up on productivity, cost, and quality would be shut down.
4. A determined management vigorously resisted attempts by organized labour to dictate how P & G's operations should be run.

In addition to the above, P & G trimmed its work force by 5 percent on the plant floor and 4 percent company-wide. This was accomplished through reduced hiring, early retirement, and, in some cases, layoffs. Changing conditions had led P & G to change its culture.

Answer the following Questions:

1. How has the environment affected P & G's culture?
2. If you were hired as a consultant by P & G's Board, what recommendations would you make to improve the company's cultural effectiveness?

Q. No. 2. What is meant by personality? Discuss the major types of personality. What are the major determinants of personality? Which one determinant you consider the most important in the formation of your personality. Exemplify.

Q. No. 3. Elaborate, with suitable examples, Maslow's need hierarchy theory of motivation. What are its limitations? How is it different from Alderfer's ERG (Existence, Relatedness and Growth) Theory of motivation?

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. What is eustress and distress job stress? What are the sources of job stress? In the light of the statement that it is better to bend than to break, discuss the strategies at both employee and organization level to be used in coping with job stress.