

M.Com. Semester I/(NC)**G**

Course 4105— Organizational Theory and Behaviour

Time : 3 hours

Maximum Marks : 100

(Write your Roll No. on the top immediately
on receipt of this question paper.)

Attempt all questions.

All questions carry equal marks.

1. "Bureaucratic structures can eliminate the variability that results when managers in the same organization have different skills, experiences, and goals." Elucidate the statement. Also explain the concept of Scientific management and its advantages and limitations. 20

Or

- (a) Write a detailed note on 'learning' based on classical conditioning and operant conditioning. Also discuss the types and schedules of reinforcement. 10
- (b) "Behavior of people is largely governed by emotions instead of logic and rationality." Critically evaluate the statement in the light of bounded rationality and emotions. 10
2. "There are various techniques of group decision making even then people are unable to make good use of them." Critically evaluate the statement. Also discuss the advantages and drawbacks of various group decision making techniques. 20

Or

- (a) "A student can never be in the parent ego state." Critically evaluate the statement. Also write a detailed note on all the ego states with the help of suitable diagrams and examples. 10
- (b) "Self disclosure is the most important dimension of Johari Window in building trust in interpersonal relations." Elaborate the statement with the help of diagram and suitable examples. 10
3. "Intrinsic motivation is for long term and extrinsic motivation is for short term." Elucidate the statement. Also discuss the relevant models of intrinsic and extrinsic motivation. 20

Or

- (a) "Managing misbehavior at workplace is very essential and critical for the efficiency and effectiveness of the employees." Elucidate the statement with the help of suitable examples. 10
- (b) "Managing conflict in time is very important in any organization." Discuss. Also discuss the modes of handling conflict. 10
4. "Appropriate Leadership style is followed based on the assumption about the people." Elucidate the statement with the help of Theory X & Theory Y, and Hersey & Blanchard's Situational Leadership Theory. 20

P. T. O.

Or

(a) "Stress is based on the perception about the situation and the gap between the expectation and the reality." Explain the sources of stress and the techniques to cope with stress. 10

(b) Compare and contrast the transactional and transformational Leadership. 10

5. Analyse the following Case Study and answer the questions given at the end:

Tata Sons, one of India's largest and iconic business conglomerates threw a huge surprise on Monday i.e., Oct. 24, 2016. The salt-to-software conglomerate replaced Cyrus Mistry from the Chairman's post, within four years of his appointment. The group's doyen Ratan Tata has returned as its interim chairman. He would hold the office for a period of four months till the selection committee finds a new person to lead the business empire. The committee includes Ratan N Tata, Venu Srinivasan, Amit Chandra, Ronen Sen and Lord Kumar Bhattacharyya.

Meanwhile, Tata stocks came under selling pressure and fell by up to 3.16 per cent on the Bombay Stock Exchange on Tuesday. The market capitalisation — or the market value of listed shares — of top listed Tata companies lost close to Rs 10,877 crore. Tata Steel fell 2.51 per cent, TCS 1.20 per cent and Indian Hotels 3.16 per cent. There are 29 publicly-listed Tata enterprises with a combined market capitalisation of about \$116 billion (around Rs 775,000 crore) as on March 31, 2016.

The position of chief executives leading the group's companies remained undisturbed.

While the Tata Group remained tight-lipped about the reasons leading to the decision, unconfirmed reports claimed that Mistry himself was planning to move the Bombay High Court against the decision. The sudden announcement on change of guard has come as a shocker for many industry analysts and experts. This is because, Mistry's appointment in 2013 was considered as a move for stability, to ensure a smooth succession plan for the group. Now with his removal, uncertainties have emerged over the conglomerate's future. By stating that he would be the 'interim Chairman', septuagenarian Ratan Tata has made it clear that he is unlikely to take permanent control.

The change in leadership is not expected to be a smooth ride, considering the way things transpired. Cyrus Mistry is the son of Shapoorji Pallonji Mistry, an Irish-Indian construction tycoon and chairman of the Shapoorji-Pallonji Group. Interestingly, this group is also the single largest shareholder in Tata Sons with an 18.5 per cent stake. According to unconfirmed reports, Pallonji had termed the development as an 'illegal move'.

Taking over as the interim Chairman of the Tata Sons after the sacking of Cyrus Mistry, Ratan Tata wrote to employees stating he agreed to take up the role of interim Chairman in the interest of stability and reassurance to the group.

In a letter, Tata, 78, said the board of directors of Tata Sons in its meeting today i.e., Oct. 24, 2016, replaced Cyrus P Mistry as Chairman, with immediate effect.

"A new management structure is being put in place and a selection has been constituted to identify the next Chairman of Tata Sons," he said.

Tata, who became Chairman Emeritus of the group when he retired on December 29, 2012, further said: "The committee has been mandated to complete the process in four months. In the interim, the board has requested me to perform the role of Chairman and I have agreed to do so in the interest of stability of and reassurance to the Tata group." Before he hung up his boots nearly four years back, Tata had led the salt-to-software conglomerate for 21 years after being chosen successor by his uncle, the iconic JRD Tata, in 1991.

Cyrus Mistry said the decision by the board of Tata Global Beverages to remove him as chairman of the company, announced earlier on Tuesday, was "inaccurate and illegal."

Mistry also compared his removal from Tata Global Beverages, which co-owns and runs the Starbucks chain of coffee stores in India, to his ouster last month from Tata Sons, the holding company for the Tata conglomerate.

His ouster from Tata Sons has sparked a bitter feud between the Tata group and Mistry over the past few weeks.

Moving swiftly to ensure that no ex-parte order is passed in case ousted Tata Sons chairman Cyrus Mistry decides to move court, the Tata group Tuesday filed caveats against Mistry and his firm Cyrus Investment Pvt Ltd at various legal forums.

The caveats have been filed by Tata Sons, Ratan Tata and Sir Dorabji Tata Trust in the Bombay High Court and the National Company Law Tribunal, sources familiar with the development said. The Tata move comes a day after a Tata Sons board announcement said Mistry would be immediately replaced by Ratan Tata, for an interim period of four months.

However, the Cyrus Mistry camp said they have not moved the court against the decision of the Tata Sons board. "A caveat is a notice filed by a party fearing legal action seeking notice before action. Tatas have filed caveats seeking notice from Cyrus Mistry fearing legal action. Cyrus has not filed any caveat. He has already made a statement that such concerns are misplaced at this stage," an official statement from Cyrus Mistry said.

While Tata Sons has appointed law firm Shardul Amarchand Mangaldas and Karanjawala & Co to advise them, Mistry has approached Desai & Diwanji for legal advice.

Questions

- A) Do you think that the decision to replace Mistry is correct from the point of view of the Tata Group? Justify your answer. If you were in place of Mistry then what you would have done? 5
- B) Development of the Leadership pipeline is very important in any organization which it seems could not be done in the Tata group properly. 5
- C) Does this decision match with the value system and culture of Tata group? Describe the value system of Tata group. 5
- D) What will be the impact of this decision on the motivation level of the employees of Tata group? 5