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1955

Your Roll No.

MIB / I Semester

A

Course 511 – Management Concepts and
Organisational Behaviour

(Admissions of 2004 and onwards)

Time : 3 Hours

Maximum Marks : 70

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

Attempt All questions.

1. (a) Is it right to say that the decisions with regard to six key elements in organization design determines whether an enterprise is designed more as mechanistic or organic in structure? Also state when would each be preferable?

OR

What do you understand by organization behaviour? Why is it important to understand the behaviour at work? Describe the key elements of organization behaviour.

- (b) What is a rational decision making? Give examples of different kinds of decisions that needs to be taken by the Manager Production of a big

P.T.O.

manufacturing company exporting its products. Also explain the process of decision making.

(14)

2. (a) The management of a well established manufacturing organization plans to introduce new machines and methods of production, but the workers of the factory are fearful of the changes and are resisting it in many ways. Elaborate. Also suggest suitable strategies so as to implement the changes successfully.

OR

Define organization change. Describe how managers might bring in change in structure, technology, people. Also, discuss the today's issues related to change which pose critical concerns for managers.

- (b) What is learning? What are the different ways of learning that can be adopted by the manager to condition the employees. (14)

3. Write explanatory note on any two of the following :

(a) Contribution of classical approach to the development of Management Thought.

(b) Emerging principles of management

(c) Attitudes and job satisfaction (14)

4. (a) What is Individual behaviour ? Explain the factors that influence the individual behaviour.

(b) Imagine that you are supervising ten employees who are not getting along. Their constant fighting is interfering with their job performance. Identify any two different organizational development techniques that might be employed to address this problem. Explain why they may help. Describe the steps required to implement these techniques.

OR

(a) Stress related illnesses often prove very costly to organizations in terms of employee absence and the cost of administering health insurance plans. What steps can companies take to reduce stress among their employees ?

(b) Optimism, dedication, higher levels of commitment are some of the qualities of the people who have high resistance to stress. Comment. (14)

5. Read the following case and answer the questions given at the end :

Case

Mr. Sundram has recently joined as the Managing Director of a giant manufacturing company which at

present is incurring heavy losses. Mr. Sundram has been entrusted with the formidable task of rejuvenating the company. He faces many challenges to achieve this task, such as controlling costs and expenses, increasing productivity and boosting the morale of the employees so that they unhesitatingly cooperate to achieve the set standards of output.

Mr. Sundram in his previous company also a big manufacturing company, as the Deputy Managing Director, had proved to be a proficient manager and a talented leader who had successfully inspired his employees to increase the productivity. He was commended for his maximum concern for both people and production and also for bringing about an integration and harmony between the needs of the employees and the production.

In the new company also, Mr. Sundram has pursued his policy of participative management and has shown high 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 decentralised the organization so that the subordinates could exercise their discretion and initiative in decision making and their imagination and creativity in performing their other functions. Furthermore, he empowered the junior managers to sanction expenditure upto a specified limit, without seeking prior

approval of the higher level. Communication system was also improved to facilitate free flow of upward and downward communications.

Mr. Sundram also adopted several measures to cut costs and wasteful expenditure. He banned donations to charitable institutions but increased the amount being spent on the welfare activities meant for the employees.

Will Mr. Sundram's leadership style prove effective in ensuring bright future of the company? Some employees are of the view that 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 try'.

Questions :

- (a) Is Mr. Sundram a Theory X or Theory Y manager? Give reasons for your answer.
- (b) Comment on the behaviour style of Mr. Sundram as a leader.
- (c) Will you advice Mr. Sundram to change his assumptions about the nature of people at work? Give reasons. (14)