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MBA/ MBA-TM
(SEM I) THEORY EXAMINATION, 2014-15
MANAGING ORGANIZATION

*Time: 3Hours**Max. Marks: 100***Note:** Attempt all Sections. Assume missing data, if any.**SECTION-A**

1. Attempt any **five parts** of the following **[5 X 4 = 20]**
- a) Explain the levels and skills required for a manager in an organization.
 - b) Explain the relationship between authority and responsibility.
 - c) Discuss the determinants of personality in brief.
 - d) Define values and discuss types of values.
 - e) Discuss the process of conflict.
 - f) Differentiate between charismatic and visionary leadership.
 - g) What do you mean by systems approach? Explain.
 - h) What do you understand by nature of management? Explain.

SECTION-B

2. **Case Study:** **[10 X 3= 30]**

Raghu Ram's new job as safety and welfare manager with Maruti Construction Ltd (MCL), a large construction outfit from South India, was extremely challenging. Construction industry in India had one of the worst accident records of all industries in recent times, thanks to the pressure on construction companies to complete projects at an unbelievable pace to meet the deadlines set by highly demanding customers. MCL's safety record was, of course, better than its counterparts but it was still a matter of great concern. Raghu's understanding of the situation made him believe that when it comes to safety, workers generally resort to short cuts. For example, when it was mandatory to use protective goggles, gloves and face masks while employing power cutter, workers ignored the same completely and felt it was an inconvenient and time wasting tactic. Since site managers and supervisors were under great pressure to meet predetermined targets, they also turned a blind eye to such unsafe practices. They were more interested in getting the work done on time. Raghu examined the situation carefully and felt that changing workers' attitude toward safety practices through an education campaign might not work. He knew that to have any impact, their behaviour need to change. He also knew that various previous attempts to improve safety, initiated by his predecessor, had failed. These included poster campaigns and lectures from safety experts and sometimes even from medical staff. Raghu, without wasting much time, came to the conclusion that he should come down very heavily on those who indulge in unsafe acts. Site managers were also strictly instructed to this effect and were asked to reprimand people severely and cut the salaries of those not observing safety rules. Most of their reprimands were given to accident victims or (when it was not the victim's fault) others involved in causing the accident. The policy seemed to work initially. The first few weeks of the campaign went off peacefully, with a perceptible decrease in accidents. When he discussed the issue with site managers in an excited mood, they did not share his pleasure. Immediately after the meeting, one of the site managers took Raghu to a nearby coffee shop and explained why the policy seemed to work the other way round. The operatives simply were not reporting normal accidents (unless they were really serious) to avoid punishment. As a result of this, the relationships between site managers and operatives had also deteriorated. Site workers did not like site managers reprimanding their unfortunate colleagues who were still shaken and in pain after an accident.

Questions:

1. Using the concepts and terminology of behaviour modification, explain what went wrong and why?
2. Offer suggestions about how Raghu might have gone about changing his goal by a more successful route, using OB Model scheme?
3. Referring to the above case discuss the role of organization behavior.

SECTION-C

3. Answer the following: **[10 X 1= 10]**

Discuss the contribution of 'Hawthorne experiments' in the development of managerial thinking.

OR

What do you understand by scientific management? Describe the salient features of Taylor's scheme of scientific management and discuss their validity today.

4. Answer the following: **[10 X 1= 10]**

"Organization structure refers to the differentiation, integration of activities, authority roles and relationships." Discuss the statement and explain the types of organization structure.

OR

Discuss the role of planning in a modern business organization. Enumerate the steps involved in planning process.

5. Answer the following: **[10 X 1= 10]**

Define personality and describe the Type A and Type B behavior pattern of personality.

OR

"Perception is the process of interpreting and understanding one's environment." Discuss in brief the perceptual process.

6. Answer the following: **[10 X 1= 10]**

Discuss the relationship between Maslow's higher order needs and Herzberg's motivation factors.

OR

What is meant by reinforcement? What types of reinforcers could be employed by managers to make employees learn new behavior?

7. Answer the following: **[10 X 1= 10]**

"Rensis Likert has developed 4 models of leadership." Discuss.

OR

What do you mean by organizational change? Also discuss the Kurt Lewin Theory of change.