

Printed Pages :6

13 & 14

NMBA011/MBTM011

Paper ID and Roll No. to be filled In your Answer Book)

Roll No.

M.B.A. (Semester-I)

SPL. THEORY EXAMINATION, 2014-15

MANAGING ORGANIZATION

Time : 3 Hours]

[Total Marks : 100

Note: Attempt all questions. All questions are compulsory.

Part – A

1. Answer any five parts of the following: 5×4=20
- (a) Discuss the features of contingency approach.
 - (b) Explain the various bases of departmentation.
 - (c) Discuss the basic model of organizational behavior.
 - (d) What are the methods of measurement of attitude?
 - (e) Discuss the process of organizational culture.
 - (f) Differentiate between transactional and transformational leadership.

270125]

(1)

[Contd...

Part – B

2. Case study: 10×3=30

Bombay Printers is a large printing firm located in Bombay. It has specialized in printing calendars' and greeting cards. Right from inception, this concentration brought rich dividends and over the years sales have increased considerably, much to the envy of competitors. Slowly but steadily, it has captured a major share of the market. Since Bombay Printers is a family held company, exact figures are not readily available. Despite this statistical deficiency, competitors knew very well that Ramakant Patil and his children who own the company are extremely wealthy. The fact that the Patil Foundation grants several lakhs of rupees every year to charitable institutions speaks volumes. Over the years the company has been investing its surplus funds in real estate and equity capital in a calculated manner. Supported by a vast reservoir of funds, it is small wonder; the company has achieved a stupendous growth rate leaving everyone behind in the race.

Currently, Bombay Printers is the dominant employer in the printing industry. Though there is no union, employees

OR

Discuss the classical conditioning theory of learning.

7. "Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party." Define conflict and explain different approaches of conflict.

OR

What is resistance to change? Why do people resist change?

—x—

are well-paid. The demand for calendars' and greeting has increased considerably, in the recent past, and most of the employees receive a fat overtime allowance. In an interview, give to a local magazine, Ramakant Patil proudly declared, "Workers in Bombay Printers are highly motivated. They're currently the highest paid employees in the country. The future is rosy. Within a few days we are going to introduce a new productivity incentive plan under which employees are likely to get annual bonus based on a novel productivity formula devised by our Accounting Staff. We always want our employees to grow alongwith us."

To this surprise and dismay, Ramakant Patil received a nasty letter, containing a long list of demands, from a group of anonymous employees- after the publication of the interview in the magazine. Among their complaints were the following:

"We're sick of all the overtime. You and other officers in the company may like working day and night. We prefer the company of our families and friends to machines and tools during holidays."

"The new bonus plan is a hoax. None of us can understand how it operates. As usual, it will be those

people who lick the boots of management that will benefit. Stop playing these dirty tricks. We hate working harder for something we don't have any chance of getting."

"You are talking as if we're one big family, and yet trying to throw us all on the roads at the same time. Stop manipulating us. We know pretty well that company has brought land in Delhi and you're going to settle their only throwing us all out of work. Why should we care for a company that is abandoning us on streets?"

Questions:

- (a) From the point of view of employee perception discuss the scenario in reference to the above case.
- (b) How can company avoid the negative reactions?
- (c) From the above case discuss the various positive aspects of perceptions.

Part – C

10×5=50

3. "Bureaucracy is an administrative system designed to accomplish large scale administrative tasks by systematically coordinating the work of many individuals." In the light of the above statement, discuss various features and problems in bureaucratic organizations.

270125]

(4)

11,700+25

OR

Discuss the principles of management as suggested by Henry Fayol.

4. "Control is a fundamental function that ensures work accomplishment according to plans." Analyze this statement and outline the various steps involved in control process.

OR

Why is planning regarded as a primary function of management? Discuss the important features of planning and point out its internal and external limitations.

5. Define personality with its major determinants. What is the Myers-Briggs Type Indicator?

OR

"Peoples responses are always based on their perceptions." Examine the statement and discuss the factors on which perception is based.

6. "Douglas McGregor proposed two distinct sets of assumption about what motivates people." Discuss those factors.

270125]

(5)