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I Semester M.B.A. (Day/Evening) Degree Examination, August - 2021

MANAGEMENT

Management And Organizational Behaviour

(CBCS Scheme 2019-2020)

Paper-1.1

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Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **FIVE** questions. Each carries **5** marks. **(5×5=25)**

1. What is perception? Discuss the steps involved in the perception process.
2. What is organizing? Discuss its principles.
3. Explain Maslow's needs hierarchy theory of motivation.
4. Discuss the styles of conflict management.
5. Explain organisational learning & Transformation.
6. What is organizational change? State and explain the various types of change.
7. What is decision making? Explain the process of decision making with the help of a model.

SECTION - B

Answer any **THREE** questions. Each carries **10** Marks. **(3×10=30)**

8. Discuss the evolution of management.
9. What do you mean by an organizational failure? State and discuss the key reasons for organizational failure.
10. What is an organization structure? Explain the various types of organization structures with a model, and their merits and demerits.
11. Explain the Five-stage model of group formation. Discuss its relevance to organisations of the new millennium.

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SECTION - C

Compulsory Question **(1×15=15)**

12. CASE STUDY

Dr. Alok Banerjee is the Chief Executive of a medium sized pharmaceutical firm in Kolkata. He holds a Ph.D. in pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company. Dr. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is a well-known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Dr. Banerjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans. One fine morning, Dr. Banerjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?" The personnel Manager gave the following reply: " I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which in fact, according to the workers, should go only to those who work hard". Dr. Banerjee then wanted the personnel manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions:

a) Explain the motivational problem in this case. If you were the manager, how would you motivate the employees so that they work better?

b) What would be your response to Banerjee's statement, if you were the Personnel Manger in the company.