



(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 270125

Roll No. 1 4 0 3 2 7 0 0 9 3

M.B.A.

(SEM. I) (ODD SEM.) THEORY
EXAMINATION, 2014-15
MANAGING ORGANIZATION

Time : 3 Hours]

[Total Marks : 100

SECTION - A

5×4=20

Containing SIX Questions from the total syllabus, out of which Five to be attempted

- 1 Define values and discuss its importance in organization.
- 2 Define attitude. How can one build positive attitude?
- 3 Differentiate between centralization and decentralization.
- 4 Write short notes on halo effect and stereotype.
- 5 Discuss transactional and transformational leadership.
- 6 Discuss characteristics of organization culture.

This Section is Compulsory for all Students.

It was 9.30 am when two trucks brought some large crates to the assembly shop. Everyone saw the truck crew unloading the boxes quickly; leave them piled near the gate of the stores department and drive away. Mohan, a worker, watched and approached the foreman and pointed to the boxes. The foreman stopped, shrugged his shoulders and walked away.

Mohan came across another worker who asked: "what's in the boxes? "I don't know", was the reply," and the foreman doesn't know either or at least, he doesn't want to tell me." Mohan went over his work but continued to wonder: what could be in the boxes? And why doesn't the foreman want to tell us? May be it is new machines... say, that's probably what is, those new automated machines. All you have to do is push the button and the machine does the rest. There won't be many jobs in the assembly shop if these machines are installed.

Mohan became more nervous. He got up and went over to the water cooler where two other workers were gossiping: "The foreman doesn't want to tell us what's in those crates because it is new automated machinery. That will mean fewer jobs for us." Mohan saw fear rather than anger creep across the workers' faces.

Words spread like wildfire, soon no one was working, all were talking and their voices grew angrier and angrier. Finally, a worker stood on his bench and shouted, "if this is the way the management treats us, then let's teach them a lesson. If they fire us, we'll fire the boxes."

Just then the superintendent came running and stood in the middle of the man. "What's the matter? What happened?"

You are trying to replace us with new machines.

What new Machinery?

The new machinery in the boxes.

“ Oh my God! That’s equipment for our new plant. We are only keeping these here only for few days.”

Everyone looked very foolish and tempers quickly cooled, "You should have told us", one man said dejectedly. Mohan quietly slipped away.

Questions :

- 1 What is the problem in the case?
- 2 Do you feel that the workers would have not agitated if there were two-way communication between the management and the workers?
- 3 If you were in the foreman’s situation, how would you have handled the situation?

SECTION – C

10×5=50

- 1 Elaborate Henry Fayol’s contribution to the principles of management.

OR

What do you understand by management? Why management is needed in present business environment? Elaborate.

- 2 “Planning is the primary function of the business”. Explain the main features of planning.

OR

What do you understand by the term “Decision making”? Discuss the various techniques of decision making.

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- 3 Define Organization Behaviour. Explain the nature and significance of understanding organization behavior for managers in 21st century.

OR

Define Personality. Discuss the major factors which shape the personality of an individual in an organization.

- 4 What is meant by hierarchy of needs? Is this hierarchy rigid? Explain this with the help of Maslow's need hierarchy theory.

OR

Define Learning. Discuss any two theories of learning in detail.

- 5 "Most effective leaders show great concern, both for production and people". Comment on the validity of this statement providing the theoretical framework of managerial grid.

OR

What do you understand by the term "Organizational conflict"? Describe various types of conflicts along with its resolution strategies.