

No. of Printed Pages : 2

MS-1

MANAGEMENT PROGRAMME

Term-End. Examination

December, 2011

07092

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are two Sections A and B.
- (ii) Attempt three questions from Section-A, all carrying 20 marks each.
- (iii) Section-B is compulsory and carries 40 marks.

SECTION - A

1. What is the impact of Organisation Structure and Organisation Chart in the functioning and efficiency of an organisation ? Discuss with examples the factors which influence the choice of the structure of an Organisation. **20**
2. What is the role of Communication in the functioning of an organisation ? Explain with examples various channels of communication in an organisational set-up. **20**
3. Why do people generally resist change ? Do personal factors of employees play role in this process ? Briefly discuss the common coping strategies for change. Explain with examples. **20**
4. Define delegation. What are the basic assumptions of delegation of authority, and problems faced in doing so in an organisational set-up ? Explain with suitable examples. **20**
5. Write, short notes on *any three* of the following : **20**
 - (a) Group formation
 - (b) Conflict handling strategies
 - (c) Span of control and managerial levels
 - (d) Building Inter-personal skills
 - (e) Determinants of organisational climate.

SECTION - B

6. Please read the case and answer the questions given at the end.

40

A Sr. Design Engineer, Ashok Pillai was transferred to Textile Dyeing Unit in Vardhman Texoknit Pvt. Ltd. as a Manager (Production). He was finding managing workmen in the unit increasingly difficult. There were 45 workmen under him. These workmen were from different states. On one hand he was finding and experiencing difficulty in communicating with them which resulted in mistakes in issuance of instructions by him to the workmen and consequent problems on the production front and loss of production due to low morale. Secondly due to improper communication between Ashok Pillai as Manager and workmen as Subordinates, various misconducts like late coming, insubordination, delay in execution, wrongful execution, absence, indiscipline etc. started taking place. Complaints of Ashok's inefficiency reached his boss. Because of his miscommunication and inappropriate language used, some workers got provoked, and took the matter to the worker's union. The union issued a notice to the Management for removal of Mr. Pillai on the grounds of intimidating behaviour. He realised that if he had to manage his work-front and remain in control, he had to quickly take some corrective steps.

The management asked the General Manager Mr. Naveen Srivastava to immediately look into the matter and sort out the issue at the earliest. Mr. Srivastava called Mr. Ashok and wanted a full account of what had happened. When Ashok explained, Mr. Srivastava could see that a number of factors were responsible for misunderstanding, like use of very strong words sometimes amounting to foul language, not being able to communicate appropriately both orally and/or through written Office Memorandums, poor listening habit, impatience and very offensive body language. Whenever he went to give instructions to workmen, his facial expression would be stern, his tone and voice quality very aggressive, his behaviour very rude and he would stand very close with red bleary eyes, and shoot instructions using a high pitched voice. All this created a very dramatic frightening impact on the workmen resulting in lowering their morale.

Questions :

- (a) What corrective steps should be taken by Ashok Pillai to make his behaviour more positive ?
- (b) What steps should Management take to bring the workmen's unrest under control ?
- (c) What do you perceive as barriers to effective communication in the case ? Identify.

No. of Printed Pages : 3

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

17843

June, 2012

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are *two* Sections A and B.
- (ii) Attempt *any three* questions from Section-A, each question carries 20 marks.
- (iii) Section-B is compulsory and carries 40 marks.

SECTION-A

1. Define and describe 'Systems Concept' and 'Management Processes'. Briefly discuss the significance and features of an effective MIS in an organisational set up. Explain with examples.
2. Explain and differentiate between the concepts of policies, programmes and procedures in an organisational context, with relevant examples.
3. What are the determinants of organisational Climate and Culture ? How do they affect the functioning of an organisation ? Discuss with examples.
4. Identify the stages of developing inter personal relationships ? Explain with relevant examples.
5. Write short notes on *any three* of the following :
 - (a) Managerial Skills
 - (b) Individual Vs Group Decision Making
 - (c) Sources of Conflict
 - (d) The Communication Process
 - (e) Types of groups

SECTION-B

40

6. Read carefully the case and answer the questions given at the end :

Sarvodaya Structurals Limited was engaged in the fabrication of heavy structurals. The company had six shops besides engineering, accounts, personnel, sales and administrative departments. It employed 7000 men. The chief executive of the company was the General Manager.

In one of the shops employing 1000 men, 900 tons of structurals were fabricated every month. The day-to-day management of the shop was entrusted to the Manager, who was assisted by the Senior Foreman. The three main sections of the shop were Preparation, Marking, and Finishing.

In the Marking and Finishing Sections , the work was supervised by two Foremen each. The Preparation Section was under the direct supervision of the Senior Foreman, who, in addition, planned and coordinated the work of all the three sections. The Preparation Section was responsible for the collection and classification of works orders, for reading intricate machine and structural, drawings, determination of priorities of execution orders, checking bills of materials and processing raw materials for fabrication. This section had 200 men on the rolls.

In 1981, the shop started receiving heavy orders, and as the work-load increased considerably, the Senior Foreman was unable to cope with it. On the Manager's recommendation, the General Manager sanctioned two new posts of Foremen for the Preparation Section. Two Progress Incharges attached to the Senior Foreman were thus rendered surplus and their principal work , namely reporting progress of work in the shop, was transferred to the Production Planning Department. This action of the General Manager had the concurrence of the Manager. The Incharges themselves were not transferred to the Production Planning Department, as this had its own departmental men to take care of this work. They continued on the rolls of the shop, awaiting orders for transfer to vacancies of equivalent grade in other shops.

The minimum qualifications for the recently created posts of Foremen, prescribed by a Joint Committee, were a diploma in engineering and five years' experience in structural shop. The posts were advertised for in the organisation but none of the applicants was found suitable for appointment. The Incharges concerned who were non-matriculantes, did not apply, as they did not possess the prescribed qualifications. The posts were therefore advertised in the press. Three outside candidates applied. Only one appeared for the interview and he was not considered suitable for appointment.

The case of the two surplus Incharges did not come within the purview of the grievance procedure in operation, in the company, as it involved a change in the minimum qualifications prescribed for the post of Foreman. As, however, they were powerful members of the Union executive, the Secretary of the recognized trade union took up their case for appointment as foreman with the General Manager. The Union Secretary argued that they had been doing part of the foreman's job before the posts were created and in the absence of suitable candidates they should be preferred for promotion.

The General Manager maintained that the men concerned were not qualified for the posts and did not possess the technical background required to perform the Foreman's duties. The written job - descriptions of the posts of Progress Incharge and Foreman prepared by the Joint Committee indicated that the job content of the former was only about 25% of that of a Foreman, and only, on the administrative side. They did not supervise the work of the Preparation Section in any way, where there were mistries in line for promotion. The latter, though good in their own area, could not be promoted as they were not technically qualified to hold the higher position.

After prolonged discussion, the General Manager conceded that in the circumstances, the Incharges would be given an opportunity to prove their fitness for the job. It was also agreed that in the first place, test specifications for the posts of Foreman would be worked out by a Joint Committee and given to the men concerned. If they wished, they would also be given guidance for a period of three months, to learn the job. They would then be subjected to a test by the Training Officer, and if they passed the test, they would be promoted to Foremen.

The Manager communicated this decision to the Senior Foreman in the presence of the two men. He readily agreed to give them the necessary guidance whenever they requested it. However, they maintained that the decision was not only to give them guidance when asked for, but full- time training and guidance in order to enable them to pass the test. On hearing this, the Senior Foreman remarked : 'I have no one to spare primarily for the purpose of training them to pass the test'.

Questions :

1. What is the main problem in the case ?
2. Identify and discuss the stage and action required to tackle the problem before it became a grievance. Comment on the role of the management .
3. Critically evaluate the grievance and the follow - up action.
4. If you were the manager of the 'shop', how would you handle the problem, after the Senior Foreman's remark about sparing the 'Incharges' for three months ?

No. of Printed Pages : 3

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

07830

December, 2012

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are **two** Sections A and B.
- (ii) Attempt **three** questions from **Section-A**, all carrying **20** marks each.
- (iii) **Section-B** is **compulsory**, and carries **40** marks.

SECTION - A

1. Define and describe the concept of 'Management Processes'. Enumerate the processes all the managers essentially have to be concerned with. Discuss any two processes with relevant examples.
2. Explain and differentiate between the concepts viz; Mission, Objectives, Goals, and Strategy in the context of an organisation. Cite examples.
3. What causes organizational conflict ? Briefly explain different views about conflict with suitable examples.
4. What are the determinants of Inter-personal Behaviour ? Describe with suitable examples.
5. Write short notes on any three of the following :
 - (a) MIS
 - (b) Decision making under different States of Nature
 - (c) Antecedents of organizational change.
 - (d) Factors influencing the choice of organization structure
 - (e) Leadership styles.

MS-1

P.T.O.

SECTION - B

6. Please read the case and answer the questions given at the end.

Major Mohanty, a retired man from the army, joined company as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Major Mohanty, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on production and productivity related issues. People related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organisation, having got a better assignment in the United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organisation in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some major changes. First of all, he decentralised the organisation so that the subordinates could exercise their discretion and initiative in decision making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr. Soni's managerial style prove to be effective in ensuring a bright future of the company ? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagree with them, and say 'Okay, we will give it a trial'.

Questions :

- (a) Was Major Mohanty a theory 'X' or a theory 'Y' Manager ? Explain with reasons.
- (b) Is Mr. Soni a theory 'X' or a theory 'Y' Manager ? Will you advise Mr. Soni to change his presumptions about the nature of people at work ?
- (c) How do you describe Mr. Soni's managerial style in the light of 'Managerial Grid' of Blake and Mouton ? Can it be regarded as the best style of management ? Support your answer with arguments.
- (d) Identify the possible problems that can arise from Mr. Soni's way of institutionalizing the changes in rules and regulations.



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No. of Printed Pages : 3

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

06718

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are *two* Sections A and B.
- (ii) Attempt *four* questions from Section-A, all carrying 15 marks each.
- (iii) Section-B is *compulsory*, and carries 40 marks.

SECTION-A

1. Enumerate various tasks of a professional manager. Describe and discuss any four of them with suitable examples.
2. Identify the various types and nature of decisions a manager is required to take in an organisational situation. Discuss various phases in decision making process propounded by Henry Mintzberg and Herbert Simon.
3. Enumerate and briefly describe various strategies of conflict management. Justify your answer with relevant examples.
4. Why is 'Coordination' seen as a problem in organisational set ups ? Describe with examples various approaches to coordination.
5. Write Short notes on *any three* of the following :
 - (a) Dimensions of Organisational Culture and Climate.
 - (b) Antecedents of Organisational change.
 - (c) Channels of Communication.
 - (d) Policies and design choices in control.
 - (e) Determinants of Inter-personal behaviour.

SECTION-B

6. *Please read the case and answer the questions given at the end :*

Major Mohanty, a retired man from the army, joined as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Major Mohanty, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on production and productivity related issues. People related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organisation, having got a better assignment in the United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organisation in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some major changes. First of all, he decentralised the organisation so that the subordinates could exercise their discretion and initiative in decision making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr.Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr.Soni's managerial style prove to be effective in ensuring a bright future of the company ? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagree with them, and say, 'Okay, we will give it a trail'.

Questions :

- (a) Was Major Mohanty a theory 'X' or a theory 'Y' Manager ? Explain with reasons .
- (b) Is Mr. Soni a theory 'X' or a theory 'Y' Manager ? Will you advise Mr.Soni to change his presumptions about the nature of people at work ? Give reasons in support of your advice.
- (c) How do you describe Mr. Soni's managerial style in the light of 'Managerial Grid' of Blake and Mouton ? Can it be regarded as the best style of management ? Support your answer with arguments.
- (d) Identify the possible problems that can arise from Mr.Soni's way of institutionalizing the changes in rules and regulations.



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MS-1

MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

04116

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections, A and B.
(ii) Attempt **any three** questions from Section A, each question carrying 20 marks.
(iii) Section B is compulsory and carries 40 marks.
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SECTION-A

1. Describe various Responsibilities of a professional manager in an organisational set up. Discuss any four of them with suitable examples.
2. Describe MBO process and discuss pre-requisites and benefits of a successful implementation of MBO. Explain with relevant examples.
3. What are the bases for differentiation and integration of tasks and activities within an organisation ? Explain with examples.
4. Define 'self' concept ? Describe various stages of developing inter-personal relationship. Give examples.

5. Write short notes on **any three** of the following :
- (a) Managerial Skills.
 - (b) Overcoming barriers to Effective Design Making.
 - (c) Types of conflict.
 - (d) Pre-requisites for effective delegation.
 - (e) Contingency theories of leadership.

SECTION-B

6. *Please read the case and answer the questions given at the end.*



Bellasti is a pioneer in the field of marketing surgical cotton, lint, adhesive plaster, and allied products. Started seventeen years ago with a couple of employees, in a hotel-room in New Delhi, the business had grown in size to over 132 employees in 1967, operating from the three cities of Delhi, Bombay, and Calcutta. The sales had grown from a negligible turnover at the start to over 12 million rupees in the northern zone in 1967, and to about 45 million rupees over the three zones.

During the period of growth, employee relationships in the organisation had been exceedingly good, the main characteristic being informality. The Chief Executive was affectionately called "Daula" for Dowlat Ram, who liked it. He was the seniormost member of the family owning the company. Though there was a Board of Directors, Dowlat Ram was everything in the company. He had professional

people to assist him in the management of the company.

In 1967, there was some restlessness among the staff on the award of increments. Dowlat Ram had an individual, man-to-man talk with his officers and satisfied them to some extent by awarding increments. In 1968, the dissatisfaction repeated, which was solved amicably.

In January 1969, Dowlat Ram had a heart attack, and doctors advised him to retire from active work. But he had too much of life in him to retire. He continued to work till September 1969 when he had the second attack. Then he retired in the real sense of the term. He stopped even a casual talk about the business and made gardening and religious activities his hobby. The restlessness of the staff noticed in 1967 and 1968 did not recur in 1969, since the staff did not want to strain Dowlat Ram.

Harish, the Sales Development Manager, and the seniormost in status among the officers, succeeded Dowlat Ram as the Chief Executive. He was 36, a graduate with statistics and Economics, with a post graduate in Market Research from the United States. He had studied Industrial Engineering as an elective subject. He had been with the company for eleven years, and was elevated to the post of Sales Development Manager after five years. He held shares in the company, though he was not related to Dowlat Ram.

By January 1970, Harish realized that there were no job classifications or grades in the company and salaries were paid on an ad hoc basic. Therefore, he felt that the time had come

for rationalizing the wage structure. He sought the help of Arvind, a management consultant. Arvind made a survey of the company and suggested job evaluation, using the point rating system. The Board of Directors accepted the suggestion of the consultant.

After that, within a week Harish appointed a Job Evaluation Committee consisting of the Administrative Officer, Arvind, and a clerk who was popular with the subordinate staff. There was no union. However, after the grades were worked out they were notified to the employees through a circular, with the proviso that employees were free to represent their objections, if any, to the revised grades. But there was no representation. The final proposals were ready by mid-March, i.e, ten weeks after the Committee was appointed. While some employees derived larger benefits than some others as a result of the changes, in some case there was no change.

The grades were given effect from 1 April 1970. Two weeks later, two steno-typists tendered their resignations ; a month later, a clerk wanted to leave. Two officers represented to Harish that they had been effectively down-graded, since an officer junior to them for years had been placed in higher grade.

The company's monthly wage bill had gone up by over Rs. 36,000.00 roughly eight percent of the total wage bill - as a result of job evaluation and gradation.

The various jobs evaluated and classified under the scheme were as follows :

	Job Title	Points	Grade
1	Development Engineer	280	I
2	Area Manager	269	I
3	Administrative Officer	240	I
4	Sales Rep. - Tech.	235	II
5	Publicity and PRO	222	II
6	Cashier and A/c's Asst.	220	II
7	Sales Rep. - Gen.	215	III
8	Secretary to Chief Exec.	176	IV
9	Sales Assistant	159	IV
10	P.A. to Chief Accountant	121	V
11	Stores Assistant	115	V
12	Accounts Clerk-Purchase	113	V
13	Steno to Area Sales Mgr.	111	V
14	Accounts Clerk-Bank	111	V
15	Steno - Typist	106	VI
16	Accounts Clerk-Stock	95	VI
17	Receptionist-cum-PABX- Tel. Op.	85	VI
18	Statistical Assistant	85	VI
19	Statistical Clerk	81	VI
20	Typist - Clerk	78	VI
21	Despatch Clerk	77	VI
22	Godown Keeper	71	VI
23	Telex Operator	71	VI
24	General Clerk	71	VI

Messenger boys, peons and attenders were not evaluated.

The total number of jobs evaluated was 102. The thirty delivery boys, messengers, and such others felt that they had been left out from the scheme and were deprived of the benefits given to other categories.

At this juncture the Board of Directors asked Harish for his explanation.

Questions :

- (a) Identify the core issues of the case.
- (b) Critically analyse the organisational structure in the light of the core issues.
- (c) What action plans could have been devised to avoid the problems ?
- (d) What would you suggest to the Board of Directors ?

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No. of Printed Pages : 4

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

June, 2014

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections, A and B.
(ii) Attempt **any three** questions from Section A, each question carrying 20 marks.
(iii) Section B is **compulsory** and carries 40 marks.
-

SECTION-A

1. 'The degree of involvement of managers in various management processes may vary from manager to manager, but eventually all managers have to be concerned with these processes as the back-bone of organisational functioning'. Elaborate this statement and briefly discuss the underlying concepts.
2. 'When conflict level is too low, the performance is likely to be low. A manager can stimulate conflict to enhance the performance of the group. When the level of conflict is too high it needs to be resolved to restore the optimum level for maintaining high performance'. Elaborate this statement and discuss the underlying concepts with relevant examples.

3. What are the dimensions and defining characteristics of Differentiation and Integration of organisational tasks and objectives ? Explain with examples.
4. Why is developing successful working relationship important for dynamics of an organisation ? Briefly discuss various stages of developing Inter-personal relationship. Justify with suitable examples.
5. Write short notes on **any three** of the following :
 - (a) Determinants of Organisational Culture and Climate.
 - (b) Factors influencing the choice of organisation structure.
 - (c) M.B.O.
 - (d) Leadership styles.
 - (e) Importance of Policy, Programmes and Procedures in organisational functioning.

SECTION-B

6. Please read the cases and answer the questions given at the end :

CASE I

Raman who manages the personnel department of an industrial plant of about 500 employees, recently distributed to all employees a detailed questionnaire that required the employees to fill in information pertaining to their job title, number of years with the organisation, salary drawn and description of their job responsibilities. The form stated that the

purpose of the questionnaire would be to provide the management with an updated material concerning job classifications. It was also indicated that all employees should return the forms on or before the coming Friday, which gave the employees five days to fill the needed information. Raman announced to each department that he would visit the plant on Friday morning and collect the forms that had not yet been returned to the personnel department.

The updating of the job classifications was requested by the plant manager. The reason was to review all the job duties with the possibility of reclassifying some of the positions, and to provide in some cases a more equitable pay structure.

At the end of the week, before Raman's visit of the plant, less than 20 per cent of the questionnaires had been returned to the personnel department. After visiting the plant, Raman had collected only an additional 15 forms. As the response was poor, Raman contacted the plant manager and other management officials and sought their co-operation. There appears to be a problem between line and staff, more specifically the passing of information from one to the other.

Questions :

- (a) What consequences will the line personnel face as a result of not filling out the questionnaire ?
- (b) How could Raman have made his communication more effective ?

CASE II

Ramnath is the supervisor of 35 persons in the business office of Electronic Corporation. The company is a fast-growing corporation and employs a total of 700 people from the local community. Due to the rapid and continual growth rate that the corporation is experiencing, Ramnath has been informed by higher management that the accounting and payroll functions of the office will be computerised.

Ramnath has been told by the vice-president of the Corporation that it is his responsibility to inform the corporate office about his plans to computerise accounting and payroll and that he will also be incharge of working with the employees who will be directly affected by the change. Of the 35 employees in the office, 15 will be required to adjust to their job responsibilities and 10 will require training in the use of computers. Many office employees voiced concern for the proposed change. They felt that the use of computers would eventually place all of them out of work.

Questions :

- (a) If you were Ramnath, how would you go about informing the office employees of the change-over to the use of computers ?
- (b) What action plan Ramnath should adopt for encouraging his employees to accept the change ?

No. of Printed Pages : 5

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

00666

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections, A and B.
(ii) Attempt **any three** questions from Section A, each question carrying 20 marks.
(iii) Section B is **compulsory** and carries 40 marks.
-

SECTION - A

1. What managerial skills are required at different levels of management and why? Briefly describe the roles of top level executives in an organisation. Explain with suitable examples.
2. Explain the concept of MBO. Describe its key features. Critically analyse the extent of feasibility and usefulness of MBO in present day business scenario.
3. How do conflicts get generated in an organisational situation? How does it impact the group behaviour and functioning of the organisation? Explain with relevant examples.

4. Define 'Controlling' and discuss the 'Control Process'. Explain with examples the pre-requisites. Identify characteristics of an effective control system, and the method of exercising control in a structured set-up.
5. Write short notes on **any three** of the following :
 - (a) Determinants of Inter-personal behaviour
 - (b) Resistance to Change
 - (c) Channels of Communication
 - (d) Models of Decision- making
 - (e) Group Formation

SECTION - B

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

Sundar Steel Limited was a medium-sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives.

Under the General Manager (Production), there were operation, maintenance, and service groups, each headed by a chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 executives, and 50 supervisors.

Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker sitting idle. He pulled him up for this. The worker retaliated by abusing him with filthy words. With a grim face and utter frustration, Chatterjee reported the matter to Mukherjee. The worker who insulted Chatterjee was a "notorious character", and no supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker.

Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others.

But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties.

Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case.

The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would adversely affect the morale of all sincere and efficient supervisors. But Chatterjee was demoted.

Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee's resignation letter before Shukla, he expressed deep concern at this development.

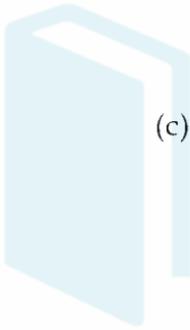
Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, "I think the incident should help us to appreciate the essential qualification required for a successful supervisor. An honest and hard working man need not necessarily prove to be an effective supervisor. Something more is required for this as he has to get things done rather than do himself".

Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work. Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided".

Shukla said, "I am really sorry to lose Chatterjee. He was very honest and painstaking in his work. But I do not know how I could have helped him. I wonder how he always managed to get into trouble with workers. We know they are illiterates and some of them are tough. But a supervisor must have the ability and presence of mind to deal with such men. I have numerous supervisors, but I never had to teach anybody how to supervise his men".

Questions :

- (a) Identify the problems in this case.
- (b) Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organisation? Critically evaluate.
- (c) How would you help in improving behaviour of employees?



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No. of Printed Pages : 5

MS-1

MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

(00529)

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) There are *two Sections : A and B.*
(ii) Attempt *any three questions from Section A, each question carries 20 marks.*
(iii) *Section B is compulsory and carries 40 marks.*
-

SECTION - A

1. Define and describe 'Planning' as a management process. Discuss components that would make a plan effective and successful in achieving its objectives. Explain with relevant examples.
2. Briefly explain the concepts and importance of Mission, Objectives, Goals, and Strategy with relevant examples. Critically analyse the role and impact of their inter-relationships in the management and success of an organisation.
3. What are the basic reasons driving change in an organisation ? Briefly describe the strategies which may be adopted for handling change effectively. Explain with suitable example.

4. Define 'Controlling' and discuss the Control Process. Describe, with examples, the pre-requisites of an effective control system and the methods of exercising controls in a structured setup.
5. Write short notes on **any three** of the following :
 - (a) Types of Power
 - (b) Barriers to effective Communication.
 - (c) MBO
 - (d) Group Formation
 - (e) Approaches to Coordination

SECTION - B

6. **Read the following case and answer the questions given at the end of the case.**

Sundar Steel Limited was a medium-sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives.

Under the General Manager (Production), there were operation, maintenance, and services groups, each headed by a chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 executives, and 50 supervisors.

Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker sitting idle. He pulled him up for this. The worker retaliated by abusing him with filthy words. With a grim face and utter frustration, Chatterjee reported the matter to Mukherjee. The worker who insulted Chatterjee was a "notorious character", and no supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker.

Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others.

But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties.

Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case.

The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee

expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would adversely affect the morale of all sincere and efficient supervisors. But Chatterjee was demoted.

Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee's resignation letter before Shukla, he expressed deep concern at this development.

Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, "I think the incident should help us to appreciate the essential qualification required for a successful supervisor. An honest and hardworking man need not necessarily prove to be an effective supervisor. Something more is required for this as he has to get things done rather than do himself."

Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work. Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided."

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trouble with workers. We know they are illiterates and some of them are tough. But a supervisor must have the ability and presence of mind to deal with such men. I have numerous supervisors, but I never had to teach anybody how to supervise his men."

Questions :

- (a) Identify the problems in this case.
- (b) Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organisation ? Critically evaluate.
- (c) How would you help in improving behaviour of employees ?
- (d) How would you react to the role and statement of the Chief of Personnel, keeping the whole case and its duration in view ?

No. of Printed Pages : 5

MS-1

MANAGEMENT PROGRAMME

Term-End Examination 03388

December, 2015

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections : A and B.
(ii) Attempt any three questions from Section A, each question carrying 20 marks.
(iii) Section B is compulsory and carries 40 marks.
-

SECTION - A

1. What skills a manager would require as he moves from middle to top management level ? Explain with rationale and relevant examples.
2. Why do organisations feel the need for identifying and evaluating possible alternative courses of action for accomplishing organisational objectives ? Describe various means for generating alternative courses of action. Explain with relevant examples.
3. What is Delegation ? What are the basic elements of delegation of authority and problems faced in doing so in an organisation ? Explain with examples.

4. What is the relevance of inter-personal competencies in the management of an organisation? Briefly discuss the determinants of inter-personal behaviour with the help of relevant examples.
5. Write short notes on **any three** of the following :
 - (a) Managerial Values and Ethos.
 - (b) Individual Vs Group Decision making.
 - (c) MIS.
 - (d) Successful Vs Effective leader.
 - (e) Resistance to change.

SECTION - B

6. Read the case given below and answer the questions given at the end.

Ms. Renu had graduated with a degree in foreign languages. As the child of a military family, she had visited many parts of the world and had travelled extensively in Europe. Despite these broadening experiences, she had never given much thought to a career until her recent divorce.

Needing to provide her own income, Ms. Renu began to look for work. After a fairly intense but unsuccessful search for a job related to her foreign language degree, she began to evaluate her other skills. She had become a proficient typist in college and decided to look into secretarial work. Although she still wanted a career utilizing her foreign language skills, she felt that the immediate financial pressures would be eased in a temporary secretarial position.

Within a short period of time, she was hired as a clerk/typist in a typing pool at Life Insurance Company. Six months later, she became the top

typist in the pool and was assigned as secretary to Mrs. Khan, Manager of marketing research. She was pleased to get out of the pool and to get a job that had more variety in the tasks to perform. Besides, she also got a nice raise in pay.

Everything seemed to proceed well for the next nine months. Mrs. Khan was pleased with Renu's work, and she seemed happy with her work. Renu applied for a few other more professional jobs in other areas during this time. However, each time her application was rejected for lack of related education and/or experience in the area.

Over the next few months, Khan noticed changes in Renu. She did not always dress as neatly as she had in the past, she was occasionally late for work, some of her lunches extended to two hours, and most of her productive work was done in the morning hours. Khan did not wish to say anything because Renu had been doing an excellent job and her job tasks still were being accomplished on time. However, Renu's job behaviour continued to worsen. She began to be absent frequently on Mondays or Fridays. The two-hour lunch periods became standard, and her work performance began to deteriorate. In addition, Khan began to suspect that Renu was drinking heavily, due to her appearance some mornings and behaviour after her two-hour lunches.

Khan decided that she must confront Renu with the problem. However, she wanted to find a way to help her without losing a valuable employee. Before she could set up a meeting, Renu burst through her door after lunch one day and said :

"I want to talk to you Mrs. Khan".

"That's fine," Khan replied. "Shall we set a convenient time?"

"No! I want to talk now."

"OK, why don't you sit down and let's talk?"

Khan noticed that Renu was slurring her words slightly and she was not too steady.

"Mrs. Khan, I need some vacation time."

"I'm sure we can work that out. You've been with the company for over a year and have two weeks vacation coming."

"No, you don't understand. I want to start it tomorrow."

"But, Renu, we need to plan to get a temporary replacement. We can't just let your job go for two weeks."

"Why not? Anyway anyone with an IQ above 50 can do my job. Besides, I need the time off."

"Renu, are you sure you are all right?"

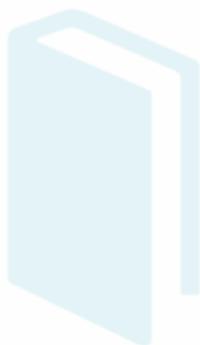
"Yes, I just need some time away from the job."

Khan decided to let Renu have the vacation, which would allow her some time to decide what to do about the situation.

Khan thought about the situation the next couple of days. It was possible that Renu was an alcoholic. However, she also seemed to have a negative reaction to her job. Maybe Renu was bored with her job. She did not have the experience or job skills to move to a different type of job at present. Khan decided to meet with the Personnel Manager and get some help developing her options to deal with Renu's problem.

Questions :

- (a) What is the core issue in the case ?
- (b) What, according to you, was responsible for so sudden change in Renu's behaviour and work ?
- (c) Did Mrs. Khan handle the situation timely and properly ?
- (d) As Chief of HR function, what alternatives do you have ?
 - do you see this as an isolated case ?,
 - would you to check and revisit organisational systems and processes only after a case ? Substantiate your answer with rationale.



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No. of Printed Pages : 4

MS-001

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

02626

MS-001 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) There are two Sections : A and B.
(ii) Attempt any three questions from Section-A, each question carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Briefly discuss the MBO process and explain the relevance and benefits of Management By Objectives (MBO) in the present day context.
2. Describe the options organisations have in exercising control and explain Pre-requisites for having an effective control system. Justify your answer with a suitable example.
3. What are the implications of Formal and Informal groups for Management ? Discuss and give examples.

4. Briefly describe four stages of developing interpersonal relationship and discuss Johari Window Model and it's relevance in developing interpersonal skills.
5. Write short notes on **any three** of the following :
 - (a) Overcoming barriers to effective decision-making
 - (b) Managerial Values and Ethos
 - (c) Delegation
 - (d) Communication effectiveness
 - (e) Successful Vs Effective leader

SECTION - B

6. Read the case and answer the questions given at the end.

On the eve of retirement of Mr. Sengupta, CEO of Precision Metals, a farewell party was arranged by the staff of the company. Many senior Managers paid tributes to the outstanding role played by Mr. Sengupta in bringing the company to its present position of advantage. After the party was over, Mr. Sengupta took aside two of his brilliant and favourite managers – Vijay Joshi and Ashok Mitra. He told them confidentially that though he was retiring from the post of CEO, The Chairman, Farukh Irani, had told him that he would now be inducted on the Board of Directors, and his experience with the Company

would be invaluable in the future also. He asked the two Managers to continue meeting him from time-to-time, and to keep him informed about the happenings at Precision Metals. He asked them to provide information about the way, the new designated CEO Mr. Saxena was handling things. Both the managers agreed to comply with the instruction.

After about a month, both Joshi and Mitra went to meet Sengupta at his residence. They told Sengupta that soon after he left Precision Metals, things started deteriorating and the internal environment was no more what it used to be during his days as CEO. While Joshi is a serene person Mitra is more volatile. He is also addicted to liquor. On that day he was in his element and he told Sengupta that CEO Saxena had started inducting employees from his clan irrespective of their merit. He did not consult Mitra in the matter of recruitment in spite of his being a manager HR Joshi remained quiet on any controversial issues and did not say anything derogatory against CEO Saxena.

A couple of days after this incident, CEO Saxena summoned the two managers into his chamber and interrogated them regarding their visit to Sengupta. He shouted at them and warned them that they should better focus on their work in the company instead of acting as spies to higher-ups. He denounced them for telling

Sengupta that he was a good-for-nothing and incompetent CEO. Both Mitra and Joshi apologized to the CEO, and said that they would not repeat such things in future. But they remarked that his information was a highly distorted version of what they told Sengupta. Upon this, Saxena said that his information was authentic because this is what Mrs. Sengupta told Mrs. Saxena during their meeting at a kitty party. He told that he believed more in his life partner than just two junior colleagues like them.

After this incident, Saxena was quite hostile to Mitra and somewhat less hostile to Joshi, because sometime later Joshi spoke to Saxena and confessed that while he remained quiet Mitra had actually blamed Saxena during the episode.

Now, both Mitra and Joshi started looking for jobs outside. Being highly merited they were able to secure better jobs outside and soon resigned.

From Precision Metals Saxena accepted the resignation of Mitra readily, but persuaded Joshi to remain with them looking to his sober temperament and high value to the company. Joshi agreed to stay on, but demanded higher salary which was agreed upon by Saxena.

Questions :

- (a) Why did Sengupta ask the two young managers to meet him from time-to-time ?
 - (b) Why did Mitra make a sweeping statement against CEO Saxena ?
 - (c) Why did Saxena refused to accept the resignation of Joshi ?
 - (d) What is the role of Grapevine in the above episode ?
-

No. of Printed Pages : 7

MS-001

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

MS-001 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- Note :*
- (i) *There are two Sections - A and B.*
 - (ii) *Attempt any three questions from Section-A, each question carries 20 marks.*
 - (iii) *Section-B is compulsory and carries 40 marks.*

SECTION - A

1. Briefly describe different responsibilities of a manager and their relevance citing examples.
2. What is meant by mission, objectives, strategy and policies ? Discuss the relevance of these from organizational context.
3. Discuss and describe different dimensions and determinants of organisational culture.
4. Discuss formal and informal organisation structures and the importance of decentralization in an organization.

5. Write short notes on **any three** of the following :
- (a) Formulating a plan
 - (b) Johari Window
 - (c) Types of power
 - (d) Conflict-defusion strategies
 - (e) Brain storming

SECTION - B

6. Read the case carefully and answer the questions given at the end.

Mr Sondhi, Chief Executive, India Gears, was sent by the Director Mr. Sen to Japan to study the ways the Japanese Industries worked, because he was highly impressed with the findings that the Japanese had stolen a march over other developed countries in the matter of industrialization.

He himself had a mind to apply some of the Japanese Techniques in his company, India Gears. During his visit to Japan, Mr Sondhi was deeply impressed by several techniques used by the Japanese such as Just in Time, Poka Yoke, Kaizen, Quality circles, Total Employee involvement, etc.

He specifically noted that a Japanese employee worked for his Nation rather than just trying to make more money. He ascribed this to homogeneous culture, religion and language which tied the Japanese in a close emotional bond. One aspect of the Japanese way of doing business which impressed Mr. Sondhi was the way the Japanese companies did outsourcing of several components to outside small companies. According to Sondhi, this permitted the Japanese firms to focus on their core competent areas in a

better manner. In addition the vendors were able to supply the needed materials and components, just-in-time thereby reducing the inventory to manageable levels. Further the size of the plant was reduced which reduced the taxes and effort of managing the in house. Operations became simpler and more effective. One fact observed by Mr. Sondhi was that the vendors were close relatives of the employees which further increased the ties between the company and its employees.

On his return to India, Sondhi was very enthusiastic about the concept of outsourcing. He suggested to his Director about this idea of outsourcing. Mr. Sen, the Director, was also impressed with the idea and told that the sons and daughters of some managers of the company were young and enterprising engineering and management graduates searching jobs in and around Indore.

Mr. Sen proposed that these young graduates could be helped by India Gears to start their own ancillary units which could become vendors to their company. The attitude of Mr. Sen was to encourage young talent to start their own ventures. According to Mr. Sen, a part of the initial investment would be done by any manager whose son or daughter started the ancillary. The India Gears would be contributing some percentage of the initial investment.

Both Mr. Sen and Mr. Sondhi called a meeting of their trusted Managers. Mr. Mittal from Marketing and supply chain, Mr. Desai from Industrial engineering. Mr. Jain from maintenance. Mr. Nagpal from production and

Mr. Apte from Design and quality. The topic of starting ancillaries was placed on the table, and in the end all the managers unanimously applauded the vision of their bosses. They said in chorus that they would give a thought to this highly magnanimous and collaborative proposal.

Soon the ancillaries were started with pomp and show and was hailed as a milestone in the history of India Gears. The managers whose young ones were unit heads were in high spirits. They often used to sing in the praise of Mr. Sen and Mr. Sondhi about their creative thinking when they used to meet in the afternoons for their executive lunch. They often discussed about the success story of their children with great enthusiasm. Mr. Sondhi also expected an increase in the organizational effectiveness of India Gears. Looking at the cheerful faces of his managers Sondhi thought that the managers were highly motivated with the success of the ancillaries run by their sons and daughters and that this would be helpful to India Gears as well. About one year after the starting of the ancillaries the routine Annual audit of India Gears was done by their trusted Chartered Accountant, Mr. Agrawal, a brilliant pass out of NITIE, Bombay. Agrawal was known for his honest though brash and highly objective ways of presenting the Annual Reports. The audit report gave a shock to Mr. Sen and Mr. Sondhi. The report said that the productivity had declined by 20% and the ROI declined from 20% to 12%. The auditor passed strictures saying that on a number of occasions certain orders were cancelled due to delay in the delivery to the

customer. There were instances of return of consignment from US and UK due to the gears not meeting International Quality Standards QS9000 laid down by three automobile giants of US, namely, Ford, GM and Chrysler. This had never happened in the past. Seeing this sudden decline in the effectiveness in the Performance of India Gears, Mr. Sen was in a disturbed mood. He appointed an external Management and Technical Consultant to investigate into the matter.

The consultant demanded certain documents of the company including the personal records of the managers of the previous year and the current year to investigate into why things had gone wrong. After a detailed study of the records and interview of junior and senior personnel he discovered certain startling facts. He summarized the important points and placed them before Mr. Sondhi and Mr. Sen as under.

1. The absenteeism level of some managers had increased a great deal. These were the managers whose children had started the ancillary. Among the problems discovered were refusal of Design to change the customer's drawings from DIN standard to ISO standard, reduced use of the imported Carl Zeiss Measuring machine, increased machine downtime, high levels of inventory and inventory turnover ratio, increased scrap percent, poor housekeeping, improved inbound logistics but poor outbound logistics. This put a question mark on their

dedication and loyalty to the organization. During the interview of the managers, it was discovered that two out of the five managers whose children owned the ancillary were planning to leave the organization. They wanted to focus on the growth of the ancillary.

2. One of the managers - the Purchase Manager, was found to be at fault in his record keeping upon a detailed enquiry it was found that he was making certain purchases to gain personal benefits which were not in the interests of the company. Because his children did not have any ancillary unit, therefore, he wanted to earn money by dishonest practices.

In a nutshell, the consultant explained to Mr. Sen that the ancillary development shifted the direction of goals of the managers away from the organizational goals. He explained to Mr. Sen the behavioural model of organizational effectiveness in which organizational goals must be reinforced by group and individual goals. Mr. Sen asked the consultant as to why certain Japanese concepts which succeed in Japan fail when they are practiced in some other country. The consultant replied that these concepts can be applied in other countries after some modifications looking to the cultural differences between Japan and the country where the change was contemplated.

Action Plan : To prevent any further damage to India Gears, Mr. Sen decided to terminate the services of some managers who had lost their loyalty to the company, retrenched the dishonest Purchase manager and immediately gave an advertisement in National newspapers for quickly recruiting and selecting new managers. He learnt a lesson that copying the models of other countries could result in a disaster.

Questions :

- (a) Which aspect of the Japanese Companies impress Mr. Sondhi ?
- (b) Why did the starting of the ancillaries adversely affect the working of India Gears ?
- (c) What were the findings of the consultant ?
- (d) What was the action taken by Mr. Sen ?



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No. of Printed Pages : 7

MS-001

00251

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-001 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- Note :*
- (i) There are two Sections : A and B.
 - (ii) Attempt any three questions from Section-A, each question carries 20 marks.
 - (iii) Section-B is compulsory and carries 40 marks.

SECTION - A

1. Explain the need for MBO in an organization and the process involved in it. Briefly discuss the benefits of having MBO in an organization.
2. Briefly describe the antecedents of organizational change and the strategies to cope with the change.
3. Briefly discuss the factors influencing the choice of organizational structure. Describe any two types of structures and their advantages and disadvantages.
4. Discuss the determinants of interpersonal behaviour. Briefly explain how to develop interpersonal skills.

5. Write short notes on any three of the following :
- (a) Barriers to effective communication
 - (b) Gamesman model of decision-making
 - (c) Group cohesiveness
 - (d) Methods of control
 - (e) Prerequisites for effective delegation

SECTION - B

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

Modern Bank Limited was established in 1938 by Vasudev Mudaliar as a private bank. The bank grew to become a ₹ 100 crore business by 1944 and a ₹ 500 crore business by 1960. Vasudev Mudaliar was succeeded in the business by his sons. In 1974, an investor, Sudhakar Gupta, bought 51% equity in the bank and assumed charge as chairman.

The bank gradually expanded in the four southern states and grew to be a business worth ₹ 3,200 crore by 1985. In 1987, Sudhakar Gupta brought in Arvind Jain, a young MBA graduate, as the MD of the bank. Arvind Jain focused his energies on building the brand of the bank among the traditional segments and simultaneously focused on building brand equity among the middle class. During this period the bank recorded continuous business growth and by 1997, the bank's total business stood at ₹ 12,000 crore.

Arvind Jain was a fiery young man who essentially believed in turnaround performance. His style of leadership was autocratic and he believed that people around him should be committed to executing his orders rather than wasting time on debates and discussions. He

formed a core group of top executives to strategize and monitor the implementation of action plans.

Being a traditional bank where hierarchy and authority were respected, it was not long before everyone adjusted to the new style of functioning. Everybody from the branch offices, regional offices, and the head office, religiously followed the orders of the top management. The result was a stupendous success. The bank became a force to reckon with among the private sector banks in southern India. Arvind Jain emphasized the following aspects :

- recruiting top-notch professionals
- re-engineering the corporate brand of the bank
- emphasizing marketing and business development
- a top-down approach in the decision-making process
- adoption of technology for modernizing business operations.

Along with the positive developments were a few negative aspects :

- centralization of the bank's functioning
- formation of a coterie which wielded power in the bank
- emphasis on performance at any cost rather than on means
- frustration and disillusionment of the employees at large

Parallel with these developments, there were other developments too in the bank. Differences arose between the promoter Sudhakar Gupta and the MD Arvind Jain, which eventually led to the resignation and exit of the latter from the bank. A few of his faithful followers too exited from the

bank. The chairman, in consultation with the board, appointed a senior banking professional, Manoj Pillai, from an established public sector bank, as the MD of Modern Bank.

On assuming charge, Manoj Pillai reshuffled the top management and set up a new team at the corporate office. It was his belief that systems and procedures should take precedence over individuals in the bank, and that after goals are set, executive should be given freedom to perform.

A few hallmarks of his leadership and management approach in the bank were as follows

- emphasis on streamlining systems and procedures
- nurturing employees to strictly adhere to laid-down norms/systems.
- training of existing employees in core areas such as credit, audit, etc.
- recruitment of young professionals, i.e., MBA, M.Com., etc. as management trainees and their induction into the bank to bring in fresh blood and enthusiasm.
- strengthening the training system for under-taking training and induction responsibilities.
- posting of successful line personnel as faculty in Staff Training Colleges to drive home the importance of training to the employees of the bank.
- continuing the technology upgradation processes undertaken during earlier review.

However, the employees of the bank, especially the top and middle management, who were used to following the instructions of the

central command and carrying out the decisions of centralized decision making could not adjust to the new leadership approach. The top executives started perceiving the new leader as weak, due to lack of the charisma and strong drive that they had seen in the earlier leader. Further, the emphasis on re-engineering the systems led to stagnation of product innovation and during the three years Manoj Pillai was with the bank, no product could be launched.

The bank slowly lost its market share and recorded a negative growth during the period 1997-2000. There was an interesting development in 1999, when the promoter offloaded a minus stake to a multinational bank. The changed business interest of the promoter led to further offloading of stake in favour of the multinational bank. As a result the majority stake in the bank stood transferred to the multinational bank.

The new management undertook a series of measures to re-engineer and redefine the brand and image of the bank. Some of the salient features of these measures were :

- upgrading the technology of the bank
- gearing up the bank for various technology initiatives such as core banking solutions, Internet banking, call centre and help desk, etc.
- recruitment of a new breed of professionals at all levels and in all functional areas to cater to the needs of the bank.
- strict implementation of the performance planning and measurement approaches.
- implementation of Cost To Company (CTC) approach for all the middle and top management officials of the bank.

- voluntary retirement scheme (VRS) for employees found to be lacking in the new set of competence.
- massive exercise of re-branding and re-engineering the product portfolio of the bank.
- creation of a core team of young professionals to continuously work on re-branding and product re-engineering.
- improving the learning infrastructure by networking the IT infrastructure with the existing training infrastructure to leverage the advantages.

During the initial transformation period, the old genre of employees were frustrated by the higher compensation given to the new recruits as well as the importance accorded to them as against the existing employees. This led to the exodus of a large number of employees through the voluntary retirement scheme. The remaining employees were in a state of confusion about the direction the bank was heading in.

In the meantime, the new management recruited an MD, Vikrant Advani, a senior banking professional with over 20 years of experience, to lead the bank, along with a new set of initiatives. After assuming charge, Vikrant Advani made it a point to personally interact with all senior executives. He communicated with all employees about the transformation process and the steps undertaken by the bank for the purpose.

As a step towards implementing the knowledge management process in the bank, the training department launched a whole set of initiatives with the help of the IT department as given below :

- setting-up of corporate Intranet for the bank with built-in features such as bulletin boards, discussion and chat rooms, etc.
- integrating the e-learning software with the Intranet to provide learning inputs to employees.
- identifying resource persons area-wise and making them available online to disseminate learning across the organization.
- collecting the critical experience of employees in various functional areas and presenting them as case studies for employees to learn.
- providing all the information and circulars related to various systems and procedures of the bank online to empower the employees with information.
- tying up with learning content providers for continuously updating the learning content.

Questions :

- (a) Analyse the case from the learning inputs from organizational perspective.
 - (b) Examine whether the technology transformation processes will lead to a change in organizational culture.
 - (c) Do you feel that the bank is on the right track ? Why ?
 - (d) Suggest steps for improving the knowledge management processes in the bank.
-

MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

00870

MS-001 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note : (i) There are two Sections : A and B.
(ii) Attempt any three questions from Section-A.
All questions carry 20 marks each.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Briefly discuss the various responsibilities of a manager in an organization with relevant examples.
2. How does mission, objectives, goals, strategy, policies play an important role in an organization ? Discuss with examples.
3. What are the sources of conflict and explain different modes of conflict management with examples.
4. Explain different approaches to coordination and its importance with relevant examples.

5. Write short notes in any three of the following :
- (a) Types of power
 - (b) Johari window
 - (c) Organizational barriers to communication
 - (d) Decentralisation
 - (e) Brain storming

SECTION - B

6. Please read the case and answer the questions given at the end :

Robert, one of the field sales managers of Major Tools Ltd., and been promoted to his first headquarters assignment as an assistant product manager for a group of products with which he was relatively unfamiliar. Shortly after he had taken over this new assignment, one of the company's vice-presidents, Smith, called for a meeting of product managers and other staff to plan marketing strategies. Robert's superior (the product manager) was unable to attend, so the director of marketing, Reynolds, invited Robert to the meeting to help and orient him to his new job.

Because of the large gathering, Reynolds was rather brief in introducing Robert to Smith. After the meeting began, Smith - a crusty veteran with a reputation for bluntness - began asking a series of probing questions, which most of the product managers were unable to answer in detail. Suddenly, he turned to Robert and questioned him quite closely about his group of products. Somewhat confused, Robert confessed that he really did not know the answers.

It was immediately apparent to Reynolds that Smith had forgotten or had failed to understand that Robert was new to the job and was attending the meeting more for his own orientation than to contribute to it. He was about to offer a discreet explanation when Smith, visibly annoyed with what he took to be Robert's lack of preparation, snapped, "Gentlemen, you have just seen an example of sloppy staff work, and there is no excuse for it."

Reynolds had to make a quick decision. He could interrupt Smith and point out that he had judged Robert unfairly, but that might embarrass both his superior and his subordinate. Alternatively he could wait until after the meeting and offer an explanation in private. As Smith quickly became engrossed in another conversation, Reynolds followed the second approach. Glancing at Robert, Reynolds noted that his expression was one of mixed anger and dismay. After catching his eye, Reynolds winked at Robert as a discreet reassurance that he understood and that the damage could be repaired. After an hour, Smith, evidently dissatisfied with what he termed the "inadequate planning" of the marketing department in general, abruptly declared the meeting over. As he did so, he turned to Reynolds and asked him to remain behind for a moment. To Reynold's surprise, Smith immediately raised the question of Robert himself. In fact, it turned out to have been his main reason for asking Reynolds to remain behind. "Look," he said, "I want you to tell me frankly, do you think I was too rough with that kid?" Relieved, Reynolds said "Yes, you were. I was going to speak to you about it."

Smith explained to Reynolds that Robert was new to his job had not registered in his mind adequately when they had been introduced, and that it was only sometime after his own outburst that the nagging thought began to occur to him that what he had done was inappropriate and unfair. "How well do you know him?" he asked. "Do you think I hurt him?"

For a moment Reynolds took the measure of his superior. Then he replied evenly, "I do not know him very well yet, but, yes I think you hurt him."

"Damn, that is unforgivable," said Smith. He then telephoned his secretary to call Robert and ask him to report to his office immediately. A few moments later, Robert returned, looking perplexed and uneasy. As he entered, Smith came out from behind his desk and met him in the middle of the office. Standing face to face with Robert, who was 20 years and four organization levels his junior, he said, "Look, I have done something stupid and I want to apologize. I had no right to treat you like that. I should have remembered that you were new to your job but I did not. I am sorry."

Robert was somewhat flustered. He muttered his thanks for the apology. "As long as you are here, young man," Smith continued, "I want to make a few things clear to you in the presence of your boss's boss. Your job is to make sure that people like myself do not make stupid decisions. Obviously, we think you are qualified for your job or we would not have brought you

in here. But it takes time to learn any job. Three months from now I will expect you to know the answers to any questions about products. Until then," he said, thrusting out his hand for the younger man to shake, "You have my complete confidence. And thank you for letting me correct a mistake."

Questions :

- (a) What do you think was the effect on Robert and the other managers of Smith's outburst at the meeting ?
- (b) Was Smith right to apologize to Robert ? What do you think the apology meant to Robert ?
- (c) How does Smith define Robert's responsibilities as an assistant product manager ?
- (d) What is the most important aspect of the relations between management levels in this company ?

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No. of Printed Pages : 4

MS-001

01212

MANAGEMENT PROGRAMME

Term-End Examination

December, 2018

MS-001 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections A and B.
(ii) Attempt any three questions from Section-A.
All questions carry 20 marks each.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Explain different management processes and their importance with relevant examples.
2. Briefly discuss different dimensions and determinants of organizational culture.
3. Describe various reasons for an organization to change and briefly discuss how to handle resistance to change.
4. Describe the importance of communication in an organization and explain how to overcome barriers to effective communication with examples.

5. Write short notes on **any three** of the following :
- (a) Developing interpersonal relations.
 - (b) Implications of formal and informal groups for management.
 - (c) Benefits of delegation and decentralization.
 - (d) Managerial values and ethos.
 - (e) Types of managerial decisions.

SECTION - B

6. *Please read the case and answer the questions given at the end :*

Major Mohanty, a retired man from the army, joined as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Major Mohanty, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on production and productivity related issues. People related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organisation, having got a better assignment in the United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organisation in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some major changes. First of all, he decentralised the organisation so that the subordinates could exercise their discretion and initiative in decision making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr. Soni's managerial style prove to be effective in ensuring a bright future of the company? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagree with them, and say, 'Okay, we will give it a trial'.

Questions :

- (a) Was Major Mohanty a theory 'X' or a theory 'Y' Manager? Explain with reasons.
- (b) Will you advise Mr. Soni to change his presumptions about the nature of people at work? Give reasons in support of your advice.
- (c) How do you describe Mr. Soni's managerial style in the light of 'Managerial Grid' of Blake and Mouton? Can it be regarded as the best style of management? Support your answer with arguments.

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No. of Printed Pages : 7

MS-01

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2019

**MS-01 : MANAGEMENT FUNCTIONS AND
BEHAVIOUR**

Time : 3 Hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt any three questions from Section

A. Each question carries 20 marks. Section B is compulsory and carries 40 marks.

Section—A

1. Briefly describe and discuss the various tasks of a Professional Manager and their relevance in the present day context.
2. Define and describe what is mission, objectives, strategy and policies and also explain the process of their formulation.

[2]

MS-01

3. What are the dimensions and determinants of organizational culture ? Explain briefly. Discuss how culture and ethos are maintained by an organization. Give example.
4. Describe the process of change by Kurt Lewin and explain the strategies to cope with change. Illustrate with examples.
5. Write short notes on any *three* of the following :
 - (a) Types of Power
 - (b) Benefits of Management By Objectives (MBO)
 - (c) Formal and Informal Organizations
 - (d) Types of Managerial Decisions
 - (e) Line and Staff relationship

Section—B

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

The ABC Manufacturing Company is a metal working plant under the direction of a plant manager who is known as a strict

disciplinarian. One day a foreman noticed Bhola, one of the workers, at the time-clock punching out two cards—his own and the card of Nathu, a fellow worker. Since it was the rule of the company that each man must punch out his own card, the foreman asked Bhola to accompany him to the Personnel Director, who interpreted the incident as a direct violation of a rule and gave immediate notice of discharge to both workers.

The two workers came to see the Personnel Director on the following day. Nathu claimed innocence on the ground that he had not asked for his card to be punched and did not know at the time that it was being punched. He had been offered a ride by a friend who had already punched out and who could not wait for him to go through the punch-out procedure. Nathu was worried about his wife who was ill at home and was anxious to reach home as quickly as possible. He planned to take his card to the

foreman the next morning for reinstatement, a provision sometimes exercised in such cases.

These circumstances were verified by Bhola. He claimed that he had punched Nathu's card the same time he punched his own, not being conscious of any wrongdoing.

The Personnel Director was inclined to believe the story of the two men but did not feel he could reverse the action taken. He recognized that these men were good workers and had good records prior to this incident. Nevertheless, they had violated a rule for which the penalty was immediate discharge. He also reminded them that it was the policy of the company to enforce the rules without exception.

A few days later the Personnel Director, the Plant Manager, and the Sales Manager sat together at lunch. The Sales Manager reported that he was faced with the necessity of notifying one of their best customers that his order must be delayed because of the liability of

one department to conform of schedule. The department in question was the one from which the two workers had been discharged. Not only had it been impossible to replace these men to date, but disgruntlement over the incident had led to significant decline in the cooperation of the other workers.

The Personnel Director and the Sales Manager took the position that the discharge of these two valuable men could have been avoided if there had been provision for considering the circumstances of the case. They pointed out that the incident was costly to the company in the possible loss of a customer, in the dissatisfaction within the employee group, and in the time and money that would be involved in recruiting and training replacements.

The Plant Manager could not agree with this point of view. "We must have rules if we are to have efficiency; and the rules are no good

unless we enforce them. Furthermore, if we start considering all these variations in circumstances, we will find ourselves loaded down with everybody thinking he is an exception." He admitted that the grievances were frequent but countered with the point that they could be of little consequence if the contract agreed to by the union was followed to the letter.

Questions :

(a) Identify the core issues in the case.

(b) Place yourself in the position of the Personnel Director. Which of the following courses of action would you have chosen and why ?

(i) Would you have discharged both men ?

(ii) Would you have discharged Bhola only ?

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(iii) Would you have discharged Nathu
Only ?

(iv) Would you have discharged neither of
them ?

Justify your choice of decision.

(c) What policy and procedural change would
you recommend for handling such cases in
future ?



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No. of Printed Pages : 7

143888 MS-01

MANAGEMENT PROGRAMME (MP)

Term-End Examination

December, 2019

MS-01 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 Hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt any three questions from Section A.

Each question carries 20 marks. Section B is compulsory and carries 40 marks.

Section—A

1. Discuss the advantages and disadvantages of group vs. individual decision-making and also their importance in organizations. Briefly discuss overcoming barriers to effective decision-making.

2. Discuss the importance of delegation and describe prerequisites for effective delegation.
3. Describe the factors which influence the choice of structure in an organization. Discuss any *two* types of organizational structure and their merits and demerits. Give examples.
4. Briefly discuss the channels of communication in an organization and explain, how communication be made effective in an organization.
5. Write short notes on any *three* of the following :
 - (a) Brainstorming
 - (b) Process of Planning
 - (c) Managerial Ethos
 - (d) Johari Window
 - (e) Management Information System

Section—B

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

CASE I

Raman who manages the personnel department of an industrial plant of about 500 employees, recently distributed to all employees a detailed questionnaire that required the employees to fill in information pertaining to their job title, number of years with the organisation, salary

drawn and description of their job responsibilities. The form stated that the

purpose of the questionnaire would be to provide the management with an updated material concerning job classifications. It was also indicated that all employees should return the forms on or before the coming Friday, which

gave the employees five days to fill the needed information. Raman announced to each department that he would visit the plant on Friday morning and collect the forms that had not yet been returned to the personnel department.

The updating of the job classifications was requested by the plant manager. The reason was to review all the job duties with the possibility of reclassifying some of the positions, and to provide in some cases a more equitable pay structure.

At the end of the week, before Raman's visit of the plant, less than 20 per cent of the questionnaires had been returned to the personnel department. After visiting the plant, Raman had collected only an additional 15

forms. As the response was poor, Raman contacted the plant manager and other management officials and sought their co-operation. There appears to be a problem between line and staff, more specifically the passing of information from one to the other.

Questions :

- (a) What consequences will the line personnel face as a result of not filling out the questionnaire ?
- (b) How could Raman have made his communication more effective ?

CASE II

Ramnath is the supervisor of 35 persons in the business office of Electronic Corporation. The company is a fast-growing corporation and employs a total of 700 people from the local community. Due to the rapid and continual

growth rate that the corporation is experiencing, Ramnath has been informed by higher management that the accounting and payroll functions of the office will be computerised.

Ramnath has been told by the vice-president of the Corporation that it is his responsibility to inform the corporate office about his plans to computerise accounting and payroll and that he will also be incharge of working with the employees who will be directly affected by the change. Of the 35 employees in the office, 15 will be required to adjust to their job responsibilities and 10 will require training in the use of computers. Many office employees voiced concern for the proposed change. They

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felt that the use of computers would eventually place all of them out of work.

Questions :

- (a) If you were Ramnath, how would you go about informing the office employees of the change-over to the use of computers ?
- (b) What action plan Ramnath should adopt for encouraging his employees to accept the change ?

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No. of Printed Pages : 8

MS-1

MANAGEMENT PROGRAMME

(MP)

Term-End Examination

June, 2020

**MS-1 : MANAGEMENT FUNCTIONS AND
BEHAVIOUR**

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) *There are two Sections A and B.*

(ii) *Attempt any three questions from Section A, each question carrying 20 marks.*

(iii) *Section B is compulsory and carries 40 marks.*

Section—A

1. Briefly discuss the various responsibilities of a Professional Manager and their relevance in the present day context. Cite examples.
2. Describe the importance of Decision-Making and explain the three phases in Decision-Making Process. Discuss any *two* Models of Decision-Making Process and their advantages and limitations.
3. Briefly discuss the Antecedents of Organizational Change and the various strategies to cope with change by citing examples.
4. "Interpersonally Competent Managers allow their subordinates to challenge their views and to question the organization's norms, policies,

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MS-1

rules and objective.” Substantiate this statement with relevant examples.

5. Write short notes on any *three* of the following :

(a) Barriers to Effective Communication

(b) Managerial Ethos

(c) Decentralization

(d) Types of Power

(e) Process of Strategy Formulation

Section—B

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

Major Mohanty, a retired man from the army, joined as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and

P. T. O.

productivity, heavy losses and low morale of the employees. Major Mohanty, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on production and productivity related issues. People related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organization, having got a better assignment in the United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organization in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

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In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some

major changes. First of all, he decentralized the organization so that the subordinates could exercise their discretion and initiative in decision-making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

[7]

MS-1

Will Mr. Soni's managerial style prove to be effective in ensuring a bright future of the company ? Some employees are of the view that a lot of things are being done, but they might not be effective in the long-run. Others disagree with them, and say, 'Okay, we will give it a trial'.

Questions :

(a) Was Major Mohanty a theory 'X' or a theory 'Y' Manager ? Explain with reasons.

(b) Is Mr. Soni a theory 'X' or a theory 'Y' Manager ? Weill you advise Mr. Soni to change his presumptions about the nature of people at work ? Give reasons in support of your advice.

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MS-1

- (c) How do you describe Mr. Soni's managerial style in the light of 'Managerial Grid' of Blake and Mouton ? Can it be regarded as the best style of management ? Support your answer with arguments.
- (d) Identify the possible problems that can arise from Mr. Soni's way of institutionalizing the changes in rules and regulations.

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No. of Printed Pages : 6

MS-1

MANAGEMENT PROGRAMME

(MP)

Term-End Examination

December, 2020

MS-1 : MANAGEMENT FUNCTIONS

AND BEHAVIOUR

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) *There are two Sections, A and B.*

(ii) *Attempt any **three** questions from*

*Section A. Each question carries
20 marks.*

(iii) *Section B is compulsory and carries
40 marks.*

1. Briefly describe the importance of communication in an organisation. Discuss various Channels of Communication and their relevance, giving few examples.

2. “In the Management Process Control is a facilitating function aiding the organisation to accomplish the set objectives.” Elucidate the statement. Briefly discuss the strategies of control.
3. Discuss successful *vs.* effective leader. Describe and discuss any **two** theories of leadership styles and their merits and demerits.
4. Briefly discuss techniques use in different steps involved in decision-making. Describe how to overcome barriers to effective decision-making, citing examples.
5. Write short notes on any **three** of the following :
 - (i) Conflict Management
 - (ii) Line and Staff Relationships
 - (iii) Approaches to Co-ordination
 - (iv) Formal and Informal Organisation
 - (v) Network Structure

Section—B

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

Vishal Industries Ltd., is a medium sized engineering factory employing 250 employees.

[3]

MS-1

The Factory Manager advised the Personnel Manager of the company to select a right man to fill up the vacancy of a “Time-Keeper”. The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them “Application Bank” for collecting their detailed information. On receipt of Applications and on further scrutiny, it was observed that two candidates were age-barred, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of three appeared for the interview before the Interview Panel

P. T. O.

consisting of three interviewers. The panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan. The personal traits and merits of these two candidates are as follows :

Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable, amicable individual who enjoys mixing with employees. His verbal skills are average, but he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of pay-sheets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office. He is a good sportsman also and has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task assigned to him. But he is straightforward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality, above average communication skills, but at times is “rough” in dealing with people. His clerical and computational skills are excellent. He does not on his own mix with people or take part in extra curricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted in the regular register on the same day and paysheets must be kept ready on 1st of every month and sent to A/c Department, for checking before 3rd inst. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan is short tempered and at times he also had heated arguments with managerial

executives. He limits his existence to his working table and if anybody unconnected with the time-office work comes near his table, he loses his temper.

Questions :

- (a) In terms of overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager ?
- (b) In case the other two members of the Interview Panel differ from your decision, how will you convince them ?
- (c) As a Manager HR, what will you do to improve the interpersonal relations in the organization ?