MBA
(SEM I) THEORY EXAMINATION 2021-22
MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Time: 3 Hours *Total Marks: 100*

Note: Attempt all Sections. If you require any missing data, then choose suitably.

Section-A **(10X2=20)**

Q. No.		Question	Marks	CO
1.	a	What do you mean by the term "Managers"	2	1
	b	Explain the Functions of Manager in an Organization.	2	1
	c	Define the term "Staffing".	2	2
	d	What do you understand the term "Directing"?	2	2
	e	What do you mean by the term "Covert Behaviour"?	2	3
	f	What do you mean by ABC Model of Attitude?	2	3
	g	How Non-Financial Rewards helps to motivate employees?	2	4
	h	What do you mean by Personal Effectiveness?	2	4
	i	What are the traits of good Leaders?	2	5
	j	What do you mean by Organizational Change?	2	5

Section-B

Attempt any *TWO* of the following: **(2X15=30)**

Q. No.		Marks	CO
	Aarohi Jindal was perplexed. Sitting in her office at the plant, she pondered the same questions she had been facing for months: how to get her company's employees to work harder and produce more. No matter what she did, it didn't seem to help much. Aarohi had inherited the business three years ago when her father, Shiv Jindal, passed away unexpectedly. Jindals Machine Parts was founded four decades ago by Shiv and had grown into a moderate-size corporation. Jindals makes replacement parts for large-scale manufacturing machines such as lathes and mills. Although Aarohi grew up in the family business, she never understood her father's approach. Shiv had treated his employees like part of his family. In Aarohi's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Aarohi took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help. In addition to changing the way employees were treated, Aarohi had another goal for Jindals. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get a toehold as a parts supplier to these firms, Jindals could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Aarohi had to make sure that Jindals could compete effectively with highly productive and profitable Japanese firms. From the day Aarohi took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion. Aarohi also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner—her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Aarohi changed a number of operational procedures. In		

Downloaded from | Sep 2022 08:55:03 | 103.210.31.164
https://www.aktuonline.com

MBA

(SEM I) THEORY EXAMINATION 2021-22

MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

	particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment. All in all, Aarohi thought, things should be going much better. Output should be up, and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits. But that was not happening. Whenever Aarohi walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before, but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially, and training costs had gone up as a result. In desperation, Aarohi finally had hired a consultant. After carefully researching the history of the organization and Aarohi's recent changes, the consultant made some remarkable suggestions. The bottom line, Aarohi felt, was that the consultant thought she should go back to that "humanistic nonsense" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff. Suddenly, Aarohi knew just what to do: She would announce that all employees who failed to increase their productivity by 10 percent would suffer an equal pay cut. She sighed in relief, feeling confident that she had finally figured out the answer.		
2	Apply the strategy that would be successful for Aarohi Jindals's new plan ?	15	2
3	Analyze the challenges does Aarohi confront?	15	2
4	Evaluate the advice you would gave as a consultant to Aarohi's in detail?	15	2

Section-C

Attempt all of the following **(5X10=50)**

Q. No.	Question	Marks	CO
5	Apply the process of Planning to handle the Covid-19 Problem in detail. OR Apply the Dimensions of Business Environment during pandemic on startups with examples?	10	1
6	Explain the whole process of Selection with examples in detail? OR Explain the Training Methods in detail?	10	2
7	Apply the concept of Group cohesiveness within a team for the successful implementation of group goals? Also, how to direct activities to highly cohesive group? OR Apply the transactional analysis with all the three Ego states with respect to complementary transactions and Ulterior Transactions in the organization.	10	3
8	Analyze the whole process of Motivation with examples in detail? OR Analyze the Mc Clelland theory (Achievement Motivation Theory) in detail?	10	4
9	Evaluate the term Leadership with the theories namely charismatic theory and Leadership Situation model? OR Evaluate the term 'change' in the light of recent bank mergers with reference to Kurt Lewin Model?	10	5

https://www.aktuonline.com