

Paper Id: **270101**Roll No:

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M.B.A
(SEM-I) THEORY EXAMINATION 2019-20
MANAGEMENT CONCEPTS AND INDIAN ETHOS

Time: 3 Hours**Total Marks: 100****Note: 1.** Attempt all Sections. If require any missing data; then choose suitably.**SECTION A****1. Attempt all questions in brief. 2 x 10 = 20**

Qno.	Question	Marks	CO
a.	Write the importance of meditation.	2	1
b.	Explain the core concept of Bhagwat Gita in relations to ethics.	2	1
c.	Mention the roles of a manager.	2	2
d.	Distinguish between Management and administration.	2	2
e.	What is the role of decision making in management?	2	3
f.	Determine the purpose of planning.	2	3
g.	Distinguish between Line and staff relationship.	2	4
h.	What are various types of organization?	2	4
i.	“Planning is looking ahead and controlling is looking back.” Justify	2	5
j.	Why co-ordination is required in an organization.	2	5

SECTION B**2. Attempt any three of the following: 3 x 10 = 30**

Qno.	Question	Marks	CO
a.	Elaborate the difference between ethics and ethos.	10	1
b.	Critically examine the various levels of management in an organization.	10	2
c.	Enumerate the factors influencing the decision making process in organization.	10	3
d.	“External sources of recruitment are better than internal sources of recruitment”. Describe the statement by giving advantages and disadvantages of both.	10	4
e.	“Control is the fundamental function that ensure work accomplishment according to plan.” Analyze this statement and outline the various steps involve in control process.	10	5

SECTION C**3. Attempt any one part of the following: 1 x 10 = 10**

Qno.	Question	Marks	CO
a.	What are the management lessons learned from Vedas	10	1
b.	Elaborate some management lessons that can be learned from Kautilya’s Arthashastra.	10	1

4. Attempt any one part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	Explain the general principles laid down by Henry Fayol for effective management.	10	2

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b.	Pawan is working as a Production Manager in CFL Ltd. which manufactures CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy, the management shares the profits earned among the workers because they believe in the prosperity of the employees. State the principle of management described in the above paragraph. Identify any two values which the company wants to communicate to society	10	2
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5. Attempt any one part of the following:**1 x 10 = 10**

Qno.	Question	Marks	CO
a.	MBO is a joint goal setting process. In the light of this statement, explain how goals are formulated under MBO process.	10	3
b.	Critically evaluate the utilities of SWOT Analysis in planning and decision making	10	3

6. Attempt any one part of the following:**1 x 10 = 10**

Qno.	Question	Marks	CO
a.	“Organizational structure is an essential pre requisite of effective management.” Discuss	10	4
b.	What do you mean by Span of management? Mention various factors affecting span of management.	10	4

7. Attempt any one part of the following:**1 x 10 = 10**

Qno.	Question	Marks	CO
a.	“Directing is said to be the heart of management process.” Explain this statement. State the principles how to make it more effective.	10	5
b.	Explain the concept of MBE. Briefly explain the process of MBE and its significance.	10	5

MBA
(SEM-I) THEORY EXAMINATION 2018-19
MANAGEMENT CONCEPTS & INDIAN ETHOS

*Time: 3 Hours**Total Marks: 100***Note:** 1. Attempt all Sections. If require any missing data; then choose suitably.**SECTION A**

- 1. Attempt *all* questions in brief. **2 x 10 = 20****
- a. Differentiate Ethics with Ethos.
 - b. Is Management - an art or science?
 - c. List out the Functions of management
 - d. What is planning? Differentiate it with Strategy.
 - e. What are the three approaches in selecting an alternative?
 - f. What is Organization Structure?
 - g. State the importance of HRM?
 - h. What do you mean by Decentralization
 - i. What is the purpose of organizing?
 - j. Distinguish between authority and power

SECTION B

- 2. Attempt any *three* of the following: **10 x 3 = 30****
- a. Explain the history of Indian Ethos.
 - b. What are the Management guidelines from the Bhagavad Gita? Give some examples.
 - c. Define Direction. State important characteristics of Directing.
 - d. What is job enrichment? What are the limitations of job enrichment? Give the required guidelines to make effective job enrichment.
 - e. What is Feed Forward Control? Differentiate it with Concurrent Control? List out the important features of controlling.

SECTION C

- 3. Attempt any *one* part of the following: **10 x 1 = 10****
- (a) Explain the role of Indian ethos in managerial practices with suitable examples. What are the requisites for Indian ethos?
 - (b) Do you think insertion of language Sanskrit can make India more culturally & managerial more powerful? Elucidate with suitable examples.
- 4. Attempt any *one* part of the following: **10 x 1 = 10****
- (a) Explain the Process of decision making with neat diagram.
 - (b) Define MBO. Explain the process of MBO with the merits and demerits.

- 5. Attempt any *one* part of the following: 10 x 1 = 10**
- (a) Explain the various types of planning. Mention and explain the steps in planning with neat diagram.
 - (b) What do understand by Recruitment and Selection? What are the different sources of recruitment and selection? Also briefly explain the process of Recruitment & Selection.
- 6. Attempt any *one* part of the following: 10 x 1 = 10**
- (a) What are the Various functions of management? Also explain the Scientific principles of management and mention the features of scientific management
 - (b) Planning is looking ahead and control is looking back. Comment. Briefly discuss the various tools used for development organization strategy.
- 7. Attempt any *one* part of the following: 10 x 1 = 10**
- (a) What do you mean by span of management? Also explain –
 - 1. Line and staff relationship
 - 2. Delegation and authority
 - (b) (i) Explain the different levels in management
(ii) Explain the importance of conceptual skills for long term survival of an organization.

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Paper Id: 7001

Sub Code: RMB-101

Roll No.

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MBA

**(SEM 1st) THEORY EXAMINATION 2017-18
MANAGEMENT CONCEPT AND APPLICATION**

*Time: 3 Hours**Total Marks: 70*

- Note:** 1. Attempt all Sections. If require any missing data; then choose suitably.
2. Any special paper specific instruction.

SECTION A

- 1. Attempt all questions in brief.** **2 x 7 = 14**
- What are the four importance of management?
 - Define management By objective(MBO).
 - What do you mean by executive management?
 - Mention the different tools of control.
 - What is Kaizen?
 - Explain total quality management.
 - Explain benchmarking process.

SECTION B

- 2. Attempt any three of the following:** **7 x 3 = 21**
- Elaborate Henri Fayol contribution to the principles of management.
 - Give the main principles of recruitment and selection.
 - What do you mean by direction? Give the features and objective.
 - Explain coordination is the essence of management. Discuss.
 - What are quality management tools?

SECTION C

- 3. Attempt any one part of the following:** **7 x 1 = 7**
- Why is it important to understand the different perspectives and approaches to management thought that have evolved throughout the history of organization?
 - What is the role of customers in total management?
- 4. Attempt any one part of the following:** **7 x 1 = 7**
- What are the functions of a manager? Is mere knowledge of management enough to become a successful manager? Brief explain managerial skills.
 - write a note on six sigma and quality management.
- 5. Attempt any one part of the following:** **7 x 1 = 7**
- Explain brief the process of formal planning and discuss the reason for failure of planning.

- b. What is authority? What are the kinds of authority? State the difference between authority and responsibility.

6. Attempt any one part of the following: 7 x 1 = 7

- a. Control is the fundamental function that ensures work accomplishment according to plans. Analyse this statement and outline the various steps involved in the control process.
- b. What is statistical control? Give its objective and significance.

7. Attempt any one part of the following: 7 x 1 = 7

- a. What do you understand by management? Why is management needed in the present business environment? Elaborate.
- b. Explain the phases of 5S.

Printed Pages: 3

RMB-101/RMT-101

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

Paper ID : 2012457

Roll No.

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MBA/MBA TM**Regular Theory Examination (Odd Sem- I), 2016-17****MANAGEMENT CONCEPTS AND
APPLICATIONS***Time : 3 Hours**Max. Marks : 100*

- Note :*
- 1. Answer all questions from Section - A.*
 - 2. Answer any three questions from Section - B.*
 - 3. Answer all questions from Section - C using internal choice.*

SECTION - A

**Write Short Notes on following in not more than 50-
75 words. (8×2.5=20)**

1. Management Vs. Administration.
2. Management by objectives.
3. Departmentation.
4. Recruitment policy.
5. Types of Plans with respect to time.
6. Management by Exception.
7. Scalar chain principle of Organizing.
8. Holistic skill of Manager.

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(1)

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RMB-101/RMT-101**SECTION - B**

Write notes on following in not more than 100 to 200 words. Attempt 3 out of 5. (30)

1. Explain the scope and significance of management.
2. Discuss the strategies and policies of planning.
3. What is delegation of authority and state the barriers to delegation?
4. Explain the different leadership styles.
5. What are the factors that influence span of supervision?

SECTION - C

Attempt all 5 questions using internal choice.

(5×10=50)

1. Explain the skills, role and functions of Managers in Tourism organization. Illustrate with examples.

OR

Compare and contrast F.W. Taylor's and H. Fayol's approach towards management.

2. Explain with diagrams different types of Business Organizations along with their advantages and disadvantages.

101/12/2016/21580

(2)

RMB-101/RMT-101**OR**

What is staffing? What is the need for it? Explain the usual steps involved in staffing process with examples.

3. Explain the steps involved in Decision making process with examples. Also explain in detail any two Decision making tools.

OR

What is Planning? What are its objectives? Explain the steps of planning process and discuss its importance for business organizations in India.

4. Discuss the importance of control in organizations. What are different types of organizational control? Explain the steps involved in controlling process.

OR

What is Directing? Why is it needed? Explain the process of directing by explaining the steps involved.

5. Write a note on the contemporary issues and international perspectives of management. How they are important to be studied by Managers to manage globally?

OR

What is TQM? What steps are involved in its implementation in organizations? Is it same as 5S? Explain with examples.



101/12/2016/21580**(3)**

Printed Pages : 3



BM-101

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

PAPER ID : 293106

Roll No.

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M. A. M.

(SEM. I) (ODD SEM.) THEORY

EXAMINATION, 2014-15

PRINCIPLES AND PRACTICE OF MANAGEMENT

Time : 3 Hours]

[Total Marks : 100

- Note :**
- (i) This paper is in THREE sections. There are total seven questions in all the sections. Section A carries 20 Marks, Section B carries 30 Marks and Section C carries 50 Marks.
 - (ii) Attempt all questions. Marks are indicated against each questions/parts.

SECTION - A

(This section consists of 10 short answer type questions. All must be answered. Each one is of 2 marks.)

- 1 You are required to answer ALL the parts of **2×10=20** this question.
 - (a) What are principles of scientific management?
 - (b) Differentiate authority with responsibility.
 - (c) What are the bases of good planning?

- (d) Identify any two barriers in effective planning.
- (e) What is line organization structure?
- (f) Define the concept of organizing.
- (g) What are the objectives of staffing process in an organization?
- (h) What are the types of interviews in selection process?
- (i) Identify important elements of direction process.
- (j) Controlling ensure achievement of organizational goal. How?

SECTION - B

- 2 Attempt any THREE parts of the following : **10×3=30**
- (a) What are important findings of human relation movement?
 - (b) Differentiate planning with decision making process.
 - (c) Compare and contrast training with development.
 - (d) What are the functions of supervisors in organisations?
 - (e) Planning and controlling are two ends of one continuum. Elaborate.

SECTION - C

- 3 Attempt any TWO (out of three parts) part of **5×2=10** the following :
- (a) What are management skills?
 - (b) What do you understand by management process? Briefly explain various steps of process.
 - (c) Throw light on F.W Taylor contribution in developing management thought.
- 4 Attempt any TWO (out of three parts) part of **5×2=10** the following :
- (a) Classify plans on time-basis. Also write characteristics of good plans.

- (b) Draw a planning process model and explain its utility for modern time's managers.
- (c) Explain various techniques of decision making.
- 5** Attempt any TWO (out of three parts) part of $5 \times 2 = 10$ the following :
- (a) Differentiate line organization with staff organization. Draw the organizational chart of line and staff organization.
- (b) What are the principles of organizing?
- (c) Explain important organizational structures briefly with their relative merits and demerits.
- 6** Attempt any TWO (out of three parts) part of $5 \times 2 = 10$ the following :
- (a) Highlight the importance of selection test in hiring process.
- (b) What are the qualitative and quantitative methods of measuring manpower requirements in an organization?
- (c) What is 360 degree appraisal? Explain its importance in management.
- 7** Attempt any TWO (out of three parts) part of $5 \times 2 = 10$ the following :
- (a) Explain various methods of management control.
- (b) What are the types of controlling? Explain with their important characteristics.
- (c) What are the objectives of applying control mechanism in an organization? Discuss.
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Paper Id: **270105**

Roll No:

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MBA/MBA-TM
(SEM-I) THEORY EXAMINATION 2019-20
ORGANIZATIONAL BEHAVIOUR

Time: 3 Hours**Total Marks: 100****Note: 1.** Attempt all Sections. If require any missing data; then choose suitably.**SECTION A****1. Attempt all questions in brief.****2 x 10 = 20**

Qno.	Question	Marks	CO
a.	What are the fundamentals of Organization Behaviour?	2	1
b.	What is ABC model of attitude?	2	1
c.	Differentiate between Team and Group?	2	2
d.	Explain the term "MBTI"	2	2
e.	What do you mean by the term "Motivation"	2	3
f.	Define Perception?	2	3
g.	Differentiate between Manager and Leader?	2	4
h.	Do you agree with the statement that "Leaders are born not made"	2	4
i.	"Change is the only thing which is constant" Explain?	2	5
j.	What do you mean by organizational culture?	2	5

SECTION B**2. Attempt any three of the following:**

Qno.	Question	Marks	CO
a.	How does the study of personality help in understanding OB? Explain with Big five Personality Model?	10	1
b.	Apply Johari window to improve team work among employees and helps organization to achieve its goals?	10	2
c.	"Perception has different connotations for different people" Explain.	10	3
d.	Explain all the stages of Tuckman Model of Team Development.	10	4
e.	Explain Kurt Lewin's Three-Step Change Model in detail.	10	5

SECTION C**3. Attempt any one part of the following:**

Qno.	Question	Marks	CO
a.	What do you mean by term "Personality"? Explain Social learning theory in detail?	10	1
b.	What do mean by term Organization Behaviour? Why there is a need to study Organization Behaviour in this rapid changing environment?	10	1

4. Attempt any one part of the following:

Qno.	Question	Marks	CO
a.	What do you mean by the term "Group"? Why people form Group? Explain different types of Group.	10	2
b.	What is group decision making techniques? Explain the process of making decisions in Group in detail.	10	2

Paper Id: **270105**

Roll No:

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5. Attempt any one part of the following:

Qno.	Question	Marks	CO
a.	Discuss Contemporary theories of Motivation in detail	10	3
b.	Explain in detail the judgmental and perceptual errors with examples.	10	3

6. Attempt any one part of the following:

Qno.	Question	Marks	CO
a.	What do you mean by the term Leadership? Explain Path goal theory of Leadership.	10	4
b.	“Leaders can be made as per the situation”. Elaborate and exemplify your opinion with special reference to Leader situation Model.	10	4

7. Attempt any one part of the following:

Qno.	Question	Marks	CO
a.	Kotter has suggested eight step model to implement change. Outline these steps and highlight their importance with reference to any change effort you are aware of in any Indian Organization.	10	5
b.	Is it Difficult to bring about changes in the culture of the organization? Why or Why not?	10	5

MBA**(SEM - I) THEORY EXAMINATION 2018-19
ORGANISATIONAL BEHAVIOUR****Time: 3 Hours****Total Marks: 100****Note: 1. Attempt all Sections. If require any missing data; then choose suitably.****SECTION A**

- 1. Attempt all questions in brief. 2 x 10 = 20**
- a. List any 3 important characteristics of Organizational Behavior.
 - b. What are the major traits of influencing Organizational Behaviour?
 - c. Explain the types of attitudes.
 - d. Define personality.
 - e. What is intrinsic motivation?
 - f. What is perception?
 - g. Write short note on Halo effect.
 - h. What is the difference between Power and Politics?
 - i. How do you define resistance of change?
 - j. What is perceptual error?

SECTION B

- 2. Attempt any three of the following: 10 x 3 = 30**
- a. What are the models of Organizational Behaviour? Explain in detail.
 - b. What are the functions of attitude?
 - c. Elucidate Herzberg's two factor theory.
 - d. Explain in details the theories of leadership.
 - e. Define the life cycle of a team.

SECTION C

- 3. Attempt any one part of the following: 10 x 1 = 10**
- (a) Discuss the role of Organizational Behaviour for managers.
 - (b) What are the various methods of attitude measurement? How does attitude measurement help the management?
- 4. Attempt any one part of the following: 10 x 1 = 10**
- (a) Why do we need informal organizations? What are their characteristics?
 - (b) What are the interpersonal skills and why are they so important?
- 5. Attempt any one part of the following: 10 x 1 = 10**
- (a) What is the concept of motivation? Explain Maslow's theory of needs.
 - (b) What are perceptual errors? Explain the stages of perception.
- 6. Attempt any one part of the following: 10 x 1 = 10**
- (a) Differentiate between management and leadership also explain the importance of leadership.
 - (b) What are the ingredients required to make an effective team?
- 7. Attempt any one part of the following: 10 x 1 = 10**
- (a) Describe the process of organizational change and the factors that are important for it.
 - (b) Explain major factors of organizational failure to change.

Printed pages: 02

Sub Code: RMB105

Paper Id:

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MBA
(SEM I) THEORY EXAMINATION 2017-18
ORGANIZATION BEHAVIOR

Time: 3 Hours**Total Marks: 70****Notes:**

- Attempt all Sections.
- Assume any missing data.

SECTION - A**1. Attempt all questions in brief.****2 x 7 = 14**

- a) Define personality traits.
- b) Define leadership.
- c) List and discuss the major job attitudes.
- d) Explain the disciplines contributing for OB..
- e) What do you mean by group cohesiveness?
- f) What is Type A and Type B personality.
- g) Explain the need of studying OB.

SECTION - B**2. Attempt any three of the following:****7 x 3 = 21**

- a) What are the ABC components of attitude? Discuss the theory of attitude formation and attitude change.
- b) Discuss the concept of ego states developed by Eric Berne for transnational analysis. How are these related to life position?
- c) Explain reinforcement theory.
- d) Discuss how culture can be created and sustained.
- e) Explain interpersonal behavior and interpersonal skills.

SECTION - C**3. Attempt any one of the following:****7 x 1 = 7**

- a) Explain personality and its types. Differentiate between judging & perceptive personality
- b) What do you mean by attitude. Explain its types.

4. Attempt any one of the following:**7 x 1 = 7**

- a) Explain Johari windows.
- b) What do you mean by FIRO-B, MBTI

5. Attempt any one of the following:**7 x 1 = 7**

- a) What are the similarities and differences between Maslow's theory of need hierarchy and Herzberg two factor theory?
- b) What do you mean by perception? Explain its principles and errors.

6 Attempt any one of the following:**7 x 1 = 7**

- a) Discuss the leadership situational model or managerial GRID?
- b) Explain Tuckman team model . Differentiate formal & Informal groups

7 Attempt any one of the following:**7 x 1 = 7**

Richard liked a joke and would often tell stories at work in order to lighten the mood and to enjoy a laugh with colleagues. When on occasion someone in authority did something worthy of note it would be turned into a joke or something worthy of a funny story. Peter, his manager on the other hand was a more serious individual who was much more aware of the status of individuals and the need to show what he thought was a proper measure of respect to more senior people. Inevitably, Peter did something which became one of Richard's funny stories and even worse he became aware of it. He called Richard into his office for a serious chat and verbal telling off. During the conversation it was made clear that humour had no part to play in the life of the company or the office and that respect should be shown at all times. Peter actually said to Richard, 'If you can't respect a senior person, then you must respect their position and not make fun of them.' Richard was humbled by the telling off, became rather withdrawn and left about six months later. Questions

- a) What would you have done (and why) if you were Richard and had just been told off by Peter? **(3.5)**
- b) Was Peter right in his view about respect and humour? Could an organization function effectively without a 'proper' behavior pattern existing between senior and junior people? Why or why not? What and who defines 'proper' in this context? **(3.5)**

Printed Pages: 4

RMB-105/ RMT-105

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

Paper ID : 2289853

Roll No.

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MBA/MBA TM

Regular Theory Examination (Odd Sem - I), 2016-17

ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 70

SECTION - A

Compulsory

(1×10=10)

1. a) What is Type A & Type B Personality?
- b) What do you understand by attitude?
- c) Define Personality?
- d) Explain Johari Window?
- e) Define Machiavellianism?
- f) What is organizational Change?
- g) Enlist important leadership qualities.
- h) Define Motivation.
- i) What are Group Norms?
- j) Define organizational effectiveness.

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(1)

[P.T.O.]

RMB-105/ RMT-105
SECTION - B

Attempt any four (4×10=40)

2. What do you understand by organizational Behaviour? Discuss the need and importance of studying Organizational behaviour for Managers.
3. What do you mean by Group Cohesiveness? As a Manager what factors you would suggest to increase Group Cohesiveness.
4. Explain Eric Bern's Transactional Analysis as a major contribution in the area of organizational Behaviour.
5. What is Herzberg's theory of motivation? How is it different from Maslow's Need Hierarchy theory?
6. State the salient features of perceptual process highlighting its errors.
7. Explain what is Leadership? Elaborate on the Trait theory of Leadership.
8. What can be the reasons for resistance to change? How can the resistance be minimized

SECTION - C (2×10=20)

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution.

RMB-105/ RMT-105

Susan had been distribution manager for Clarkston industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background.

Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as any one in the crew.

Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.

The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge,

RMB-105/ RMT-105

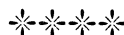
the clerk had mentioned to several employees what a good thing it was to give exconvicts like jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen jack in the area around the office strongbox, which was open during working hours, earlier that same day.

Most people assumed jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that jack be fired. Meanwhile, when Susan had discussed the problem with jack, jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money.

To her dismay, susan found that rethinking the story did little to solve his problem. Should she fire jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire jack, she would lose everyone's trust and that some people might even begin to question her own motives.

Case Questions

1. Explain the events in this case in terms of perception and attitudes. Does personality play a role?
2. What should Susan do? Should she fire Jack or give him another chance?



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

Paper ID :270101

Roll No.

MBA

(SEM. I) THEORY EXAMINATION, 2015-16

MANAGING ORGANISATION

[Time: 3 hours]

[Maximum Marks:100]

Note : The Question Paper contains three Sections.

Section-A

1. Attempt all questions of the following: (2x10=20)

- (a) Critically examine the statement "Management principles are universal in nature."
- (b) "One can delegate authority but no responsibility." Discuss.
- (c) Discuss Victor Vroom's Expectancy Theory in brief.
- (d) Differentiate between transactional & transformational leadership.

- (e) What is OB MOD?
- (f) "Planning is moving ahead and controlling is moving back." Do you agree? Why and why not?
- (g) "Groups are better than individuals in problem solving." In the light of statement discuss the difference between individual & group decision making.
- (h) List some of the common perceptual distortions.
- (i) Briefly explain the concept of Managerial Grid.
- (j) How far do you agree with the statement that culture of an organization determines employee's commitment & loyalty for work? Justify your answer.

Section-B

Attempt any five of the following: (10x5=50)

- 2. Why is it important to understand the different perspectives and approaches to management thought that have evolved throughout the history of organizations.

(2) MBTM-011/NMBA011

- 3. "The business environment is very dynamic and changes take place very often requiring quick transformations at workplace." In light of the given statement Critically appraise the challenges faced by organizations to keep pace with the changing environment.
- 4. Define conflict and enumerate the sources of its arousal in an Organization. Also discuss what do you mean by conflict management strategies in detail?
- 5. "Attitude is inherent in an individual and is affected by a number of factors." How far do you agree with the statement? Also discuss the important components of attitudes.
- 6. Compare & contrast Maslow's Need Hierarchy Theory & Herzberg's Two Factor theory.
- 7. Person's response is always based upon their perception Examine the statement in the light of various principles of perception.
- 8. "A happy employee is a productive employee." Examine the statement in light of various forms of organizational attitudes a person carries throughout his professional journey.

(3)

P.T.O.

9. What do you understand by Organisational Culture? What are the various elements of organizational culture? Do you think that organisational culture affects the productivity and efficiency in an organization?

Section-C

10. Read the following case and answer the following questions given at the end of the case: (3x10=30)

Humanized Robots

Helen Bowers was stumped. 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.

Helen had inherited the business three years ago when her father, Jake Bowers, passed away unexpectedly. Bowers Machine Parts was founded four decades ago by Jake and had grown into a moderate-size corporation. Bowers makes replacement parts for large-scale manufacturing machines such as lathes and mills. The firm is headquartered in Kansas City and has three plants scattered throughout Missouri.

Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen'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 Helen 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: she hired help. In addition to changing the way employees were treated, Helen had another goal for Bowers. 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, Bowers could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Helen had to make sure that Bowers could compete effectively with highly productive and profitable Japanese firms.

From the day Helen 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.

Helen 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, Helen changed a number of operational procedures. In 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, Helen 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 Helen 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, Helen finally had hired a consultant. After carefully researching the history of the organization and Helen's recent changes, the consultant made some remarkable suggestions. The bottom line, Helen 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, Helen 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.

Questions:

- (a) How successful do you think Helen Bowers's new plan will be?

(c) If you were Helen's consultant, what would you advise her to do?

—x—

MBA
(SEM-I) THEORY EXAMINATION 2018-19
MANAGEMENT CONCEPTS AND APPLICATIONS

*Time: 3 Hours**Total Marks: 70***Note:** 1. Attempt all Sections. If require any missing data; then choose suitably.**SECTION A****1. Attempt all questions in brief. 2 x 7 = 14**

- a. What are the essential skills of Managers?
- b. Define Scientific Management.
- c. What is Management By Objectives (MBO)?
- d. Define mission and vision?
- e. What is organizing?
- f. What are the different bases of power?
- g. State two important characteristics of Directing.

SECTION B**2. Attempt any three of the following: 7 x 3 = 21**

- a. Is Management - an art or science?
- b. What is delegation of authority and state the barriers to delegation?
- c. What is TQM? What steps are involved in its implementation in organizations? Is it same as 5S? Explain with examples
- d. What do you mean by organization structure? Differentiate between Line and Staff Authorities?
- e. Differentiate between Recruitment and Selection. Explain the process of Recruitment & Selection.

SECTION C**3. Attempt any one part of the following: 7 x 1 = 7**

- (a) Trace the evolution of management with reference to the contributions made by management thinkers.
- (b) What is Planning? What are its objectives? Explain the steps of planning process and discuss its importance for business organizations in India.

4. Attempt any one part of the following: 7 x 1 = 7

- (a) What are the various environmental factors that a manager should consider in an organization?
- (b) Explain the steps involved in Decision making process with examples. Also explain in detail any two Decision making tools.

5. Attempt any one part of the following: 7 x 1 = 7

- (a) What is Directing? Why is it needed? Explain the process of directing by explaining the steps involved.
- (b) Bring out the factors affecting centralization / decentralization. Also highlight the merits and demerits of centralization and decentralization with examples.

6. Attempt any *one* part of the following:

7 x 1 = 7

- (a) Control is the fundamental function that ensures work accomplishment according to plans. Analyse this statement and outline the various steps involved in control process.
- (b) What is staffing? What is the need for it? Explain the usual steps involved in staffing process with examples.

7. Attempt any *one* part of the following:

7 x 1 = 7

- (a) Explain the following –
 - (i) Departmentation
 - (ii) Span of management
- (b) Write a note on the contemporary issues and international perspectives of management. How they are important to be studied by Managers to manage globally?

Paper Id: Roll No:

MBA/MBA-TM
(SEM-I) THEORY EXAMINATION 2019-20
MANAGEMENT CONCEPT & APPLICATION

Time: 3 Hours**Total Marks: 70****Note: 1.** Attempt all Sections. If require any missing data; then choose suitably.**SECTION A****1. Attempt all questions in brief. 2 x 7 = 14**

a.	Define Goal.
b.	What do you mean by decentralisation?
c.	Name different skills required by a managers.
d.	What do you mean by off the job training
e.	Define feed forward control.
f.	Explain bench marking.
g.	What are the techniques of Directing?

SECTION B**2. Attempt any three of the following: 7 x 3 = 21**

a.	Discuss the concepts of Management and highlights its chief characteristic.
b.	Describe the major steps in the procedure of planning.
c.	Explain the concept of an organization and discuss the characteristic of an organization.
d.	What is meant by co-ordination? How it is important for a business enterprises.
e.	Discuss contemporary issues in Management

SECTION C**3. Attempt any one part of the following: 7 x 1 = 7**

(a)	Asses the role of Henry Fayol in development of Management thought.
(b)	Describe the skills of a good Manager.

4. Attempt any one part of the following: 7 x 1 = 7

(a)	Explain any two techniques of taking un programmed decisions in business.
(b)	“MBO is both a techniques as well as a philosophy of Management”. Discuss.

5. Attempt any one part of the following: 7 x 1 = 7

(a)	Explain the concept of span of control. Discuss the factors influencing span of control.
(b)	What are the causes of line & staff conflict? How would you resolve conflict?

6. Attempt any one part of the following: 7 x 1 = 7

(a)	Explain this importance of effective direction in the process of Management.
(b)	“Planning in looking forward & control is looking back” Comment.

7. Attempt any one part of the following: 7 x 1 = 7

(a)	Explain steps on the process of bench marking.
(b)	Explain Demings Fourteen principles & TQM.