

			[4]				
	ii.	Explain the concept of group dynamics and its importance in organizational behavior.	4	4	3	5	
	iii.	Discuss how effective communication can improve interpersonal relations and organizational performance.	4	4	8	5	
Q.7		A tyre manufacturing company, MRF Ltd. was facing a decline in employee morale and productivity. The management, focused on efficiency and output, decided to implement new technological systems and processes to improve performance. However, despite the new systems, productivity did not increase as expected, and workers expressed dissatisfaction. The management team, recognizing that something beyond technology was missing, decided to implement a new program inspired by Elton Mayo's Behavioral Management Theory. Few changes were made (i) Improved Communication: Managers began holding regular meetings with employees, asking for their input, and listening to their concerns. (ii) Recognition and Appreciation: Employees were publicly recognized for their achievements, both big and small, to make them feel valued. (iii) Team Building: Social and team-building events were organized to encourage collaboration and stronger interpersonal relationships. (iv) Employee Involvement: Workers were given more autonomy and were included in decision-making processes regarding workflow and operational changes. After six months, MRF Ltd. saw a noticeable increase in productivity. Employee satisfaction scores improved, turnover rates decreased, and absenteeism dropped. The management concluded that the increased attention to workers' social needs and job satisfaction led to better performance and morale. (a) How did Elton Mayo's behavioral management theory help MRF Ltd. improve productivity and employee morale? (b) What are the limitations of applying Mayo's theory in today's organizational settings?	10	5	7	5	

Total No. of Questions: 7

Total No. of Printed Pages:4



Enrollment No.....
Faculty of Management Studies
End Sem Examination Dec 2024
MS5CO19

Management Concepts & Organisational Behavior

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d. Assume suitable data if necessary. Notations and symbols have their usual meaning.

		Marks	BL	PO	CO	PSO
Q.1	i.	According to Douglas McGregor's Theory X and Theory Y, which assumption is associated with Theory Y? (a) Employees are naturally lazy and need constant supervision. (b) Employees will avoid responsibility and prefer to be directed. (c) Employees are self-motivated and seek responsibility. (d) Employees need strict controls and are resistant to change.	1	1	1	1
	ii.	Which of the following is a core principle of Frederick Taylor's Scientific Management Theory? (a) Employee satisfaction is the primary driver of productivity. (b) Managers should focus on human relations to improve productivity. (c) Efficiency and productivity can be improved through scientific analysis of work. (d) Work should be organized around informal group dynamics.	1	1	6	1
	iii.	In the concept of Management by Objectives (MBO), what is the primary focus? (a) Establishing rigid guidelines and policies (b) Managers set objectives for the organization and employees and then evaluate performance (c) Emphasizing only financial outcomes (d) Strict supervision by management	1	1	4	2

P.T.O.

[2]				
iv.	Which type of organization structure is characterized by a division of labor and a clear hierarchy of authority? (a) Matrix structure (b) Informal structure (c) Flat structure (d) Functional structure	1	1	9 2
v.	Which of the following is a challenge that Organizational Behavior (OB) faces in modern organizations? (a) Predicting human behavior accurately (b) Reducing employee turnover (c) Managing diversity effectively (d) Creating financial profitability	1	1	11 3
vi.	Which OB model focuses on the understanding of how individual behavior, group behavior, and organizational processes interact to affect performance? (a) The systems model (b) The contingency model (c) The classical model (d) The human relations model	1	1	10 3
vii.	Which of the following is a characteristic of Type A personality? (a) Relaxed and easy-going (b) Highly introverted (c) Cooperative and adaptable (d) Competitive and highly driven	1	1	9 4
viii.	In the learning process, what is the term used to describe the process of associating a new response to an existing stimulus? (a) Classical conditioning (b) Observational learning (c) Operant conditioning (d) Cognitive learning	1	1	9 4
ix.	Which of the following is NOT a type of organizational structure? (a) Functional (b) Divisional (c) Flat (d) Bureaucratic	1	1	4 5
x.	Which communication method is most effective for complex, sensitive, or personal discussions in an organization? (a) Email (b) Face-to-face communication	1	1	3 5

[3]				
	(c) Video conference (d) Written report			
Q.2	i. What are the key functions of management as described in classical management theories?	2	2	7 1
	ii. Explain the role of a manager at different levels of management.	2	2	3 1
	iii. What is the significance of Elton Mayo's Behavioral Management Theory, and how does it differ from Frederick Taylor's Scientific Management?	4	2	2 1
OR	iv. Discuss McGregor's Theory X and Theory Y and explain how these theories influence management practices.	4	3	1 1
Q.3	i. Discuss the advantages and limitations of planning in management.	3	2	3 2
	ii. What is Management by Objectives (MBO), and how does it differ from Management by Exception (MBE)?	5	2	5 2
OR	iii. What is the concept of organizing in management? Describe the types of organizational structures.	5	3	9 2
Q.4	i. What is the nature and scope of Organizational Behavior?	3	2	7 3
	ii. Discuss the challenges and opportunities for Organizational Behavior in modern organizations.	5	3	6 3
OR	iii. Explain the OB models and approaches, focusing on their contributions to understanding human behavior in organizations.	5	2	4 3
Q.5	i. Explain the concepts of emotional intelligence. Attempt any two:	2	1	8 4
	ii. Discuss the main personality types and how they affect work behavior.	3	3	6 4
	iii. Explain the different types of learning and describe the learning process.	3	3	4 4
	iv. Explain motivation and its types. How does motivation affect work behavior?	3	3	7 4
Q.6	Attempt any two:			
	i. Discuss the process of group decision-making and the various techniques used in organizations.	4	3	5 5

Marking Scheme

MS5CO19 Management Concepts & Organisational Behavior

Q.1	i)	c) Employees are self-motivated and seek responsibility.	1
	ii)	c) Efficiency and productivity can be improved through scientific analysis of work.	1
	iii)	b) Managers set objectives for the organization and employees and then evaluate performance	1
	iv)	d) Functional structure	1
	v)	c) Managing diversity effectively	1
	vi)	a) The Systems Model	1
	vii)	d) Competitive and highly driven	1
	viii)	a) Classical conditioning	1
	ix)	d) Bureaucratic	1
	x)	b) Face-to-face communication	1
Q.2	i.	key functions of management	2
	ii.	role of a manager at different levels of management.	2
	iii.	significance of Elton Mayo's Behavioral Management Theory, and how does it differ from Frederick Taylor's Scientific Management?	4
OR	iv.	McGregor's Theory X and Theory Y and explain how these theories influence management practices.	4
Q.3	i.	advantages and limitations of planning in management.	3
	ii.	Management by Objectives (MBO) 2.5 marks it differ from Management by Exception (MBE) 2.5 marks	5
OR	iii.	concept of organizing in management? 2.5 marks the types of organizational structures. 2.5 marks	5
Q.4	i.	nature and scope of Organizational Behavior	3
	ii.	challenges and opportunities for Organizational Behavior in modern organizations.	5

OR	iii.	OB models and approaches, focusing on their contributions to understanding human behavior in organizations.	3 marks 2 marks	5
Q.5	i.	concepts of emotional intelligence.		2
		Attempt any two:		
	ii.	personality types and how they affect work behavior.		3
	iii	different types of learning describe the learning process.	2 marks 1 mark	3
	iv	Explain motivation and its types. How does motivation affect work behavior?	2 marks 1 mark	3
Q.6		Attempt any two:		
	i.	process of group decision-making and the various techniques used in organizations.		4
	ii.	concept of group dynamics and its importance in organizational behavior.		4
	iii.	effective communication can improve interpersonal relations and organizational performance.		4
Q.7		Case Study		10
		Introduction/ summary of case & conclusion-	2 Marks	
		Key characteristics (Person/issue/organization)-	1 Mark	
		SWoT-	1 Mark	
		Q (a)-	3 Marks	
		Q (b) -	3 Marks	
