

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:

- How successful do you think Helen Bowers's new plan will be?
- What challenges does Helen confront?
- If you were Helen's consultant, what would you advise her to do?

Enrollment No.....



Faculty of Commerce / Management Studies
End Sem (Odd) Examination Dec-2019
CM3CO01 / MS3CO01 Principles of Management and
Organizational Behaviour

Programme: B.Com.(Hons) / BBA Branch/Specialisation: Commerce/
Management / DM

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.

- Q.1 i. Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"? 1
 (a) Harold Konntz (b) Peter Drucker
 (c) Kenneth O 'Donell (d) Anonymous
- ii. Under mechanism of scientific management, scientific task setting includes: 1
 (a) Time study (b) Motion study
 (c) Method study (d) All of these
- iii. _____ is accepting solutions that are "good enough". 1
 (a) Bounded rationality (b) Satisficing
 (c) Escalation of commitment (d) None of these
- iv. Making decisions on the basis of experience, feelings and accumulated judgement is called as _____. 1
 (a) Decision making (b) Structured problems
 (c) Intuitive decision making (d) None of these
- v. An organizational practice, according to which decision making freedom is available to lower level managers is known as: 1
 (a) Decentralization (b) Centralization
 (c) Autonomy of effort (d) Congruency
- vi. Minimum freedom for managers and maximum constraints are main features of 1
 (a) Total autonomy (b) Total centralization
 (c) Total decentralization (d) Total congruency

P.T.O.

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- vii. According to Maslow's hierarchy theory, in order to motivate an employee there are five basic needs that are meant to be fulfilled step by step. Choose correct order of needs from following **1**
- (a) Security, Physiological, Social, Esteem recognition, Self actualization
 (b) Esteem recognition, Self actualization, Physiological, Social, Security
 (c) Physiological, Security, Social, esteem recognition, Self actualization
 (d) Physiological, Social, Security, Self actualization, Esteem recognition
- viii. To ensure everything according to the plan is looked after by; **1**
- (a) Planning (b) Organising (c) Directing (d) Controlling
- ix. A common definition of organisational behaviour is that it is the study of: **1**
- (a) Individual behavior (b) Patterns of group structure
 (c) Group behavior (d) All of these
- x. The main contribution of psychology to organisational behaviour is the study of: **1**
- (a) Personality, attitudes, perceptions and motives
 (b) Social structures and relationships
 (c) Social beliefs, customs and values
 (d) Philosophy and ethics of human activity
- Q.2 i. What are the essential skills of Managers? **2**
 ii. Define Scientific Management. **2**
 iii. What are the roles played by a Manager? **4**
 OR iv. List the contributions of Fayol towards Management. **4**
- Q.3 i. Define mission and vision? **3**
 ii. Illustrate the types of Decisions with examples. **5**
 OR iii. Explain in brief about the two approaches in which the hierarchy of objectives can be explained? **5**
- Q.4 i. What is the purpose of organising? **3**
 ii. Differentiate centralisation and decentralisation. **5**
 OR iii. What is MBO and MBE? Explain. **5**
- Q.5 Attempt any two: **4**
- i. What is control. Enlist its steps. **4**
 ii. Why leadership is needed in an organisation? **4**
 iii. Explain Herzberg's two factor theory on motivation. **4**

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- Q.6 Attempt any two: **4**
- i. What are the characteristics of OB? **4**
 ii. How OB contributes in understanding human behaviour? **4**
 iii. Illustrate any two OB model. **4**
- Q.7 **Humanized Robots? 10**
- 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: the 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.

P.T.O.

Marking Scheme
CM3CO01 / MS3CO01 Principles of Management and Organizational Behaviour

Q.1	i.	Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"?	1
		(b) Peter Drucker	
	ii.	Under mechanism of scientific management, scientific task setting includes:	1
		(d) All of these	
	iii.	_____ is accepting solutions that are "good enough".	1
		(b) Satisficing	
	iv.	Making decisions on the basis of experience, feelings and accumulated judgement is called as _____.	1
		(c) Intuitive decision making (d) None of these	
	v.	An organizational practice, according to which decision making freedom is available to lower level managers is known as:	1
		(a) Decentralization	
	vi.	Minimum freedom for managers and maximum constraints are main features of	1
		(b) Total centralization	
	vii.	A common definition of organizational behavior is that it is the study of:	1
		(c) Physiological, Security, Social, esteem recognition, Self actualization	
	viii.	To ensure everything according to the plan is looked after by;	1
		(d) Controlling	
	ix.	A common definition of organizational behavior is that it is the study of:	1
		(d) All of these	
	x.	The main contribution of psychology to organizational behavior is the study of:	1
		(a) Personality, attitudes, perceptions and motives	
Q.2	i.	6 points to be covered (1/3 marks for each points)	2
	ii.	Proper Inclusive definition along with Author name. According to answer	2
		2 marks	
	iii.	4 Roles with description of each. (1 mark * 4)	4
OR	iv.	At least 12 Points. (3 Points=1 mark)	4
Q.3	i.	Mission	1.5 marks
		Vision	1.5 marks
	ii.	Types of decision	3 marks
		Examples	2 marks

OR	iii.	Approaches	(2*2.5 marks)	5
Q.4	i.	3 Points with explanation	(1 marks * 3)	3
	ii.	Centralisation (3 Points should be there)	2.5 marks	5
		Decentralisation. (3 Points should be there)	2.5 marks	
OR	iii.	MBO (3 Points should be covered)	(2.5 marks)	5
		MBE (3 Points should be covered)	(2.5 marks)	
Q.5		Attempt any two:		
	i.	Control definition	1 mark	4
		Steps in controlling	3 mark	
	ii.	Four Point to explain why leader is important in the organization.	(1 mark * 4)	4
			(2 marks*2)	
Q.6	iii.	Two factor theory	(2 marks*2)	4
		Attempt any two:		
	i.	What are the characteristics of OB	(1 mark *4)	4
		4 Points should be needed		
	ii.	According to description	(1 mark *4)	4
	iii.	1 Model	2 marks	4
		1 Model	2 marks	
Q.7		Humanized Robots?		10
		(a) Helen Bowers's new plan	2 marks	
		SWOT Analysis	2 marks	
		(b) Challenges	3 marks	
		(c) Helen's consultant	3 marks	
