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Mr. Khanna did not anticipate any objection to the planned modification, as the group was composed of educated personnel who were in a better position to comprehend the company's issues and the utility of the new fixture. Consequently, he did not exert much effort before unveiling the new product. He used the same equipment as in the previous scenario. The result exceeded expectations. The group resisted the implementation of the new system until it was finally given up. Mr. Khanna lost his job as a result of his error, which was quite costly.

- (a) What, in your opinion, would Mr. Khanna have done to avoid the technical group's opposition to the proposed change?
- (b) How do you explain the behaviour of two different groups in agreeing with or disagree with the management's proposed change?

Total No. of Questions: 7

Total No. of Printed Pages: 2

Enrollment No.....



Faculty of Management Studies
End Sem (Odd) Examination Dec-2022
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.

- Q.1 i. Scientific Management approach is developed by- **1**
(a) Henry Fayol (b) F.W. Taylor
(c) Elton Mayo (d) A. Maslow
- ii. Whose concept states that interpersonal and human relations may lead to productivity? **1**
(a) Elton Mayo (b) Henry Fayol
(c) F.W. Taylor (d) Max Weber
- iii. What sort of goals does Management by Objectives (MBO) emphasize? **1**
(a) Tangible, verifiable and measurable
(b) Achievable, controllable and profitable
(c) Challenging, emotional and constructive
(d) Hierarchical, attainable and effective
- iv. Which of the following is best defined as: a consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals? **1**
(a) Party (b) Team (c) Community (d) Organization
- v. Basis of "Collegial Model" of OB is- **1**
(a) Economic resources (b) Leadership
(c) Power (d) Partnership

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- vi. Study of OB would be less likely to be used to focus on which of the following- **1**
 (a) Enhancement of absenteeism
 (b) Decrease in productivity
 (c) Increase in theft by employees
 (d) Increase in turnover of volunteer workers at a non-profit organization
- vii. Which of these types of persons would have an ideology and a cause to fight and achieve their set goal? **1**
 (a) Self-disciplined (b) Self-driven
 (c) Self-confident (d) Self-actualised
- viii. A mismatch between a personality and its organisation may lead to- **1**
 (a) Loss of interest in working
 (b) Low job satisfaction and morale
 (c) Chaos and confusion
 (d) All of the above
- ix. The five stages of group development are- **1**
 (a) Plan, do, study, act, and control
 (b) Innovation, generation, implementation, revision, and evaluation
 (c) Plan, introduction, control, implementation, and evaluation
 (d) Forming, storming, norming, performing, and adjourning
- x. Rumours would most likely flourish in situations where there is- **1**
 (a) An unimportant issue
 (b) Anxiety
 (c) Well-communicated and transparency in all organization communications
 (d) All of these
- Q.2 i. Define Management. **2**
 ii. List down any two roles of manager. **2**
 iii. Compare and contrast F.W. Taylor's and H. Fayol's approach towards management. **4**
- OR iv. Explain in brief any one of the modern management theories. **4**

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- Q.3 i. Write short note on utility of management by objectives in modern organization. **2**
 ii. "Planning is looking forward and control is looking backward". Do you agree? Justify your viewpoints. **6**
- OR iii. Explain with diagrams any two types of organizations. Describe in brief their advantages and disadvantages. **6**
- Q.4 i. Define organization behaviour? **2**
 ii. Explain the significance of paradigm shift in organization behaviour. **6**
- OR iii. Explain the contingency model of the OB. **6**
- Q.5 i. Define personality. **2**
 ii. What do you mean by learning? What are the various factors affecting learning? **6**
- OR iii. Compare the Maslow's Hierarchy of needs with Herzberg two factor theory. **6**
- Q.6 Attempt any two: **4**
 i. Distinguish between group and team. **4**
 ii. Explain the process of group formation, outlining the hindrance in it and how can they be overcome to form effective groups. **4**
 iii. Explain the various techniques of group decision-making? **4**
- Q.7 Read the following case study and answer all questions. **10**
 While installing new material handling equipment production manager of ABC limited Mr. Khanna exerted a great deal of effort to implement the change by incorporating every employee, as the workers lacked training and information about the equipment's implications on productivity and cost reduction. The new material handling equipment was ultimately installed with the active participation of the workforce. After a few months, the corporation chose to install a complex fixture in the electronic assembly division with a group of technical employees. Due to Mr. Khanna's success in making the previous change, he was also given this responsibility.

P.T.O.

Marking Scheme
MS5CO19 Management Concepts and Organisational Behavior

Q.1	i)	b. F.W. Taylor	1
	ii)	a. Elton Mayo	1
	iii)	a. Tangible, verifiable and measurable	1
	iv)	d. Organisation	1
	v)	d. Partnership	1
	vi)	d. Increase in turnover of volunteer workers at a non-profit organization	1
	vii)	d Self-actualised	1
	viii)	d All of the above	1
	ix)	d. Forming, storming, norming, performing, and adjourning.	1
	x)	b. Anxiety	1
Q.2	i.	Define Management Management is the art and science of getting the objective of the organization accomplished through and with people.	2
	ii.	Role of Managers (Any two). Interpersonal, informational roles and decisional roles.	2
	iii.	<ul style="list-style-type: none"> F.W. Taylor's and H. Fayol's approach Henry Fayol, the pioneer of modern management, articulated fourteen management principles for enhancing overall administration. In contrast, F.W. Taylor is the father of scientific management and the creator of four management principles for boosting total production. General theory of administration was introduced by Henry Fayol. Taylor established the idea of Scientific Management. Henry Fayol emphasised the operation of the highest level of management, whereas F.W. Taylor emphasised the operation of the production level of management. The management theory of Fayol is applicable everywhere. In contrast to Taylor, whose management theory only applies to a limited number of businesses, this theory is applicable to all enterprises. The creation of Fayol's idea is based on his personal experience. In contrast, Taylor's theories are based on observation and experimentation. Fayol's focus is on managerial functions. Taylor, on the contrary, emphasised manufacturing and engineering. Taylor determined a differential piece rate method for wage 	4

		payment, while Fayol emphasised profit sharing with management. <ul style="list-style-type: none"> Taylor's technique is known as the Engineer's approach. In contrast, Fayol's method is recognised as the manager's method. 	
OR	iv.	modern management theories Quantitative Theory, Systems Theory, and Contingency Theory	4
Q.3	i.	Management by Objectives - Improvement of managing thro' results oriented planning. - Delegation of authority. - Encouragement of commitment to personal and goals - Development of effective controls that measure results and lead to corrective action.	2
	ii.	Planning is looking forward and control is looking backward: Planning is the psychological activity of pre-thinking and deciding what and how to do. It involves setting goals and planning how to achieve them. Thus, planning entails foreseeing the future. Controlling requires analysing past performance against standards. Controlling is a backward-looking function. The statement is partially true. Planning is futuristic but based on past acts and experiences. Planning requires looking back. Controlling evaluates past performance and corrects it to improve future performance. Thus, planning and controlling are forward-and backward-looking functions.	6
OR	iii.	different types of Organizations: Functional structure Line structure Line and Staff structure Matrix structure Divisional structure Organic structure Virtual structure. Project structure	6
Q.4	i.	Define Organization Behaviour Organizational behaviour is directly concerned with the study of human behaviour in organisations, as well as the prediction of and the ability to influence that behaviour- Fred Luthans.	2
	ii.	significance of paradigm shift in organization behaviour A paradigm shift is a significant change in the mode or method by which something is comprehended or achieved. Some of the	6

		changes in modern OB are <ul style="list-style-type: none"> • New comprehension of the mission and/or the identification of a more dynamic mission. • Improved comprehension of how to accomplish the mission • More involved and effective Leaders, staff, and board members. • Improved standing with recipients, partners, and peer organisations • Greater creativity and originality. 	
OR	iii.	contingency model of the OB According to this organisational behaviour model based on contingency there is no ideal method to organise a corporation, govern a business, or make choices. Instead, the ideal course of action depends on both the internal (dependent variables) and exterior (independent) circumstances. Situational conditions can influence the connection between dependent and independent variables.	6
Q.5	i.	Define Personality Personality is the term used to describe the unique ways in which individuals think, feel, and behave consistently in predictable patterns- American Psychological Association	2
	ii.	Learning. Learning is the relatively permanent change in a person's knowledge or behaviour due to experience. What are the various elements of learning? The key elements or the major factors that affect learning are motivation, practice, environment, and mental group	6
OR	iii.	Maslow's Hierarchy of needs Vs. Herzberg two factor theory Maslow's Theory of Motivation states that needs are the main motivator. Herzberg's motivation theory shows that workplace characteristics affect job satisfaction. Two specialists devised methods to simplify the motivational process, proving that motivation improves employee performance. Herzberg's theory supplements Maslow's. These are complimentary.	6
Q.6		Any Two	
	i.	Group vs team Unlike a team, a group is a collection of people who work together. While similar, decision-making and teamwork differ in both. Workgroup members are autonomous and accountable. Team	4

		members tackle challenges together and share accountability. These dynamics affect task management and teamwork.	
	ii.	Process of group formation Forming, storming, norming, performing, and adjourning. Hindrances in Group formation	4
	iii.	Explain the various techniques of group decision-making? There are numerous approaches for group decision-making that can be implemented. The most crucial aspect of employing any approach is ensuring that all group members are familiar with it and that it is suitable for the choice that must be made. Common techniques are <ul style="list-style-type: none"> • Nominal group technique • Delphi technique, and • Brainstorming. 	4
Q.7		Case Study	10
