

**Bharati Vidyapeeth's**  
**Institute of Computer Applications and Management (BVICAM)**

A-4, Paschim Vihar, New Delhi-63

**SECOND SEMESTER [MCA] Supplementary Internal Examination, June 2023**

**Paper Code: MCA-132**

**Subject: Management Principles and Organizational Behavior**

**Time: 3 Hours**

**Maximum Marks: 75**

**Note: Attempt FIVE questions in all. Question No. 1 is compulsory, and attempt one question from each unit.**

1. Answer all the following questions briefly: -

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| (a) "Management process is considered to consist of certain functions." Discuss these functions in a logical order.  | 2.5 × 10 = 25<br>2.5 |
| (b) Explain the nature and functions of different levels of management.  | 2.5                  |
| (c) Discuss the external and internal forces for organizational changes.   | 2.5                  |
| (d) Describe downsizing with suitable example.   | 2.5                  |
| (e) Compare management and administration.   | 2.5                  |
| (f) "Decision making is the primary task of the management." Discuss this statement.   | 2.5                  |
| (g) What do you mean by span of control? As a manager, will you prefer wide or narrow span?  | 2.5                  |
| (h) Comment on the statement: "Job enlargement and job enrichment are important means of motivating job-holders to achieve higher productivity and derive job satisfaction". | 2.5                  |
| (i) What are individual and organizational stressors?  | 2.5                  |
| (j) Discuss job anxiety and stress.  | 2.5                  |

**UNIT – I**

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| 2. (a) What is meant by Organizational behavior? What are the contributing disciplines to organizational behavior?   | 6.5 |
| (b) Why can an event such as the Hawthorne Studies be a major turning point in the history of management even if the idea is later shown to be in error? Discuss.  | 6   |
| 3. (a) In what respect have Fayol's principles of management resulted in contributions to management methods that are different from the techniques of Taylor's scientific management?                           | 6.5 |
| (b) "Management is regarded as an art by some, science by others and in exact science by many more. The truth seems to be somewhere in between." In the light of this statement explain the nature of management | 6   |

**UNIT – II**

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| 4. (a) What do you understand by Management by Objectives (MBO)? Suppose a large organization consults you for introducing management by objective. How will you explain the benefits and the problems of MBO? What steps will you advise the organization to take for successful introduction and operation of MBO? | 6.5 |
| (b) What is meant by training? Discuss its objectives and how is it different from development?  | 6   |
| 5. (a) "Planning is an intellectual process, pervasive, the conscious determination of courses of action, the basis of decisions on purposes, facts, and estimates." Discuss this statement and identify the steps involved in planning process.   | 6.5 |
| (b) Do you agree with the view that there is no single one best way of departmentation applicable to all organizations or situations? Give reasons in support of your answer and describe various bases of departmentation.  | 6   |

### UNIT – III

6. (a) What is the difference between organizational culture and climate? Should organization permit sub-culture to grow? 6.5
- (b) Explain the importance of control in a business enterprise. Discuss the process of control. What are the requirements of an effective control system? 6
7. (a) Explain the concept of total quality management. Describe its elements and importance. 6.5
- (b) "Sound organization structure is an essential pre requisite of efficient management". Discuss this statement and point out the various principles while establishing and developing organization structure. 6

### UNIT – IV

8. (a) "Theory X and Theory Y are concerned with the nature of people." How do McGregor's theory X and theory Y of human behavior help motivation of employees? How does the job situation affect the application of this theory? Do you think an integrated approach and mixture of these theories may be more effective in our country? 6.5
- (b) Performance appraisal is the systematic evaluation of the individual with respect to his performance on the job and his potential for development." Discuss this statement and explain the significance of performance appraisal. What are the different methods of performance appraisal? 6
9. (a) What do you understand by leadership and styles of leadership? What is the importance of leadership in modern business? 6.5
- (b) Critically examine Frederick Herzberg's two factor theory. Make a comparison between theories of Herzberg and Abraham Maslow's motivation theory based on hierarchy of needs. Which of the theory do you prefer in Indian context and why? 6