

MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

06718

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are *two* Sections A and B.
- (ii) Attempt *four* questions from *Section-A*, all carrying 15 marks each.
- (iii) *Section-B* is *compulsory*, and carries 40 marks.

SECTION-A

1. Enumerate various tasks of a professional manager. Describe and discuss any four of them with suitable examples.
2. Identify the various types and nature of decisions a manager is required to take in an organisational situation. Discuss various phases in decision making process propounded by Henry Mintzberg and Herbert Simon.
3. Enumerate and briefly describe various strategies of conflict management. Justify your answer with relevant examples.
4. Why is 'Coordination' seen as a problem in organisational set ups ? Describe with examples various approaches to coordination.
5. Write Short notes on *any three* of the following :
 - (a) Dimensions of Organisational Culture and Climate.
 - (b) Antecedents of Organisational change.
 - (c) Channels of Communication.
 - (d) Policies and design choices in control.
 - (e) Determinants of Inter-personal behaviour.

SECTION-B

6. *Please read the case and answer the questions given at the end :*

Major Mohanty, a retired man from the army, joined as MD in Sunrise Limited, when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Major Mohanty, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'operation rejuvenation', with exclusive thrust on production and productivity related issues. People related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organisation, having got a better assignment in the United States of America.

Major Mohanty was immediately succeeded by Mr. Soni, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organisation in a similar product line. He was, in fact, commended for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company also, Mr. Soni continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some major changes. First of all, he decentralised the organisation so that the subordinates could exercise their discretion and initiative in decision making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Soni also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr. Soni's managerial style prove to be effective in ensuring a bright future of the company? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagree with them, and say, 'Okay, we will give it a trail'.

Questions :

- (a) Was Major Mohanty a theory 'X' or a theory 'Y' Manager ? Explain with reasons .
 - (b) Is Mr. Soni a theory 'X' or a theory 'Y' Manager ? Will you advise Mr.Soni to change his presumptions about the nature of people at work ? Give reasons in support of your advice.
 - (c) How do you describe Mr. Soni's managerial style in the light of 'Managerial Grid' of Blake and Mouton ? Can it be regarded as the best style of management ? Support your answer with arguments.
 - (d) Identify the possible problems that can arise from Mr.Soni's way of institutionalizing the changes in rules and regulations.
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