

Total No. of Questions : 6]

[Total No. of Pages : 2

P487

[3675]-101

M.B.A. (Sem. - I)

Nov - 2009

**101 : ORGANISATIONAL BEHAVIOUR AND PRINCIPLES  
AND PRACTICES OF MANAGEMENT  
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Q.No. 1 and 6 is compulsory.
- 2) Attempt any three questions out of remaining questions.
- 3) Marks are indicated against each question.

Q1) a) Define management. Explain its need and scope. [10]

b) Define organisational behaviour. Explain autocratic and supportive models of OB. [15]

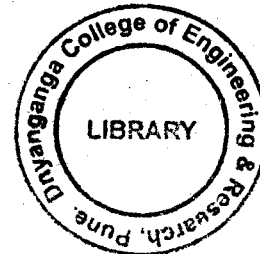
Q2) Define planning. Explain the steps involved in MBO. [12]

Q3) Define motivation. Explain primary and secondary motives. State importance of motivation. [12]

Q4) Define Organising. Explain line and staff authority. [12]

Q5) Short notes (Answer any three) : [12]

- a) Learning Organisation.
- b) Work life Balance.
- c) Constructive conflict.
- d) Informal groups.
- e) Control techniques.



Q6) Case Study [9]

Manish, a young man with a M.Sc. degree in Chemistry was happy to join as a Chemist in the R&D department of a leading pharmaceutical firm. Although Manish had only been an above average student, his interest in Chemistry had made him a superb technical expert. This technical knowledge made him a 'star performer' very early in his career. His personality also made him approachable, whenever anyone in the firm needed help. Seeing his ability, and knowledge, the management of his firm decided to promote him as the chief chemist. Manish was happy with his new job and went about performing

P.T.O

the job with his usual enthusiasm. Being happy with Manish's continued performance, the management now promoted him as the Head of the team evolved in developing a new product within a stipulated time. The other team members were also research scholars and equally competent and self motivated as Manish. So as a project leader, Manish tried to project himself as a model on how to do first-class scientific work, give one's best and also be able to complete the work under tremendous deadline pressure. Accordingly, Manish completed the said assignment even before the scheduled time.

The management of Manish's firm felt that he could easily be groomed to be a leader as he not only sets extremely high performance standards for himself but also exemplifies them. So a new assignment was handed over to Manish. He was put in charge of R&D for his entire division. Manish was extremely happy with his new job and displayed a keenness to do things better and faster and also expected the same of everyone around him. In his new role and as his tasks expanded, Manish realised he had to create a vision for his team, work out strategies to coordinate projects, delegate authority and groom his subordinates. All these tasks started telling on Manish's performance and he began to slip. He was quick to identify poor performers and demand more from them. When they failed to rise to the occasion(s), Manish started distrusting his subordinates to be as capable as himself. He started becoming almost a micro manager obsessed with details and taking over from others when their performance was dissatisfactory. Instead of becoming a true leader and adopting a coaching style and trying to counsel subordinates so as to enable them to improve with guidance and development. Manish started stretching himself and working nights and weekends so as to cover up other employees' lapses. All these started affecting Manish's mental and physical health. Manish's subordinates also started feeling that Manish didn't trust them to work in their own way and all their initial initiative and enthusiasm started evaporating. Since Manish rarely gave any feedback to them, they started feeling the task was too focused and routinized and boring. Finally, they all decided to meet the Human Resource leader and put forward their case to him.

Questions for Discussion :

- 1) Do you feel that the pace setting leadership style adopted by Manish was wrong? Why?
- 2) What remedy do you suggest to stop Manish from faltering and also motivate Manish's subordinates?

