

attempt to restructure the organizational set-up, the managers who have been appointed afterwards brought about radical changes. Workers under the new contract, had very little freedom in the workplace. They are expected to bend their will to rules and regulations. Witnessing the difference between the two 'cultures' the young workers, naturally, began to oppose the regulatory mechanism devised by top management. The pent-up feelings of frustration and resentment against management, like a gathering storm, have resulted in volcanic eruptions leading to violent arguments between young workers and foremen on the shop-floor. In the process production has suffered, both quantitatively and qualitatively. The production manager in an attempt to weather out the storm, is seriously thinking of bringing about a radical change in the control process that is prevailing now in the organization.

Questions :

- (a) What are the core issues in the case?
- (b) Do you agree with the statement "The problem, of course, has its roots in the production department itself"? Reason out your stand.
- (c) Critically evaluate the reasons for the resistance shown by the new workers.
- (d) What type of control system would you suggest to the company to improve the production?

MBAC 1001

M.B.A. DEGREE EXAMINATION,
DECEMBER 2014/JANUARY 2015.

First Semester

General/Marketing/ Finance/IB/HRM/RM/Tourism

Paper I — MANAGEMENT CONCEPTS OF ORGANISATIONAL BEHAVIOUR

(2012-13 Batch onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What is planning? Discuss its types.
2. Write a note on policies and strategies.
3. Discuss the significance of organizing.
4. Explain Abraham Maslow's theory of motivation.
5. Write a note on attitude, values and beliefs.
6. List out the steps to be followed to make communication effective? Explain.
7. How to manage stress at workplace? Explain.
8. What is Management of Diversity? Explain.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. "Planning and controlling are like two sides of a coin, without one the other cannot be performed." Comment on this statement.
10. Write short notes on the following:
(a) Management by objectives.
(b) Decentralization.
11. Define 'perception'. Discuss the measures for improving managerial perception.
12. What do you mean by learning? Discuss the elements which form the part of learning process.
13. Define the term 'Personality'. Discuss the trait theory of personality in detail.
14. A good leader is not necessarily a good manager". Discuss this statement and compare leadership with management.
15. What is 'Organizational Climate'? Discuss the features of a sound organizational climate.
16. Explain the concept and significance of organizational culture. How does it affect different aspects of organizational functioning?

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case study :

Please read the case and answer the questions given at the end.

ABC Mills Ltd. manufactures woollen clothes. Over the years, it has earned an enviable reputation in the market. People associate ABC Mills Ltd. with high quality woollen garments. Most of the existing employees have joined the company long back and are nearing retirement stage. The process of replacing these old employees with younger ones, drawn from the nearby areas, has already begun. Recently, the quality of the garments has deteriorated considerably. Though the company employs the best material that is available, the workmanship has gone down. Consequently, the company has lost its customers in the surrounding areas to a great extent. The company stands, in the eyes of general public, depreciated and devalued. The production manager, in a frantic bid to recover lost ground, held several meetings with his staff but all in vain. The problem of course, has its roots in the production department itself. The young workers have started resisting the bureaucratic rules and regulations vehemently.

The old workers, on the verge of retirement, say that conditions have changed considerably in recent years. In the days gone by, they say, they were guided by a process of self-control in place of bureaucratic control. Each worker did his work diligently and honestly under the old set-up. In an