

4/12/17 (M)  
[This question paper contains 5 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 8366

Unique Paper Code : 61011103

Name of the Paper : Fundamentals of Management and Organizational Behaviour

Name of the Course : **Bachelor of Management Studies (BMS), 2017 (CBCS)**

Semester : I

Duration : 3 Hours

Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

(a) What form of Business Ownership and Expansion Strategy will you choose for the following. Justify your answer. (3\*2=6)

(i) A footwear manufacturing unit

P.T.O.

(ii) A Business Consulting firm

(b) **Read the case and answer the questions that follow**

Anita is a woman entrepreneur and has set up her own Women's Wear manufacturing unit in Delhi. The business was expanding due to increased demand but at the same time the competition was also increasing. In order to keep up with the demand, the company directed workforce to work overtime. In return, the manager promised to increase the wages of the workers. But management later refused to increase the wages. This resulted in many problems. Due to increased pressure of work the efficiency of workers declined. Many quit the job. Hurriedly new replacements were brought in to keep the work going. The new workers were not adept at the job. The workers were becoming undisciplined and productivity was dipping. The spirit of teamwork, which had characterized the company previously, had begun to wane. The organization's interest was not being given priority over employees' interest.

Identify the principles of management which are being violated in the above case. (9)

2. (a) Anand Foods and Beverages is a company having multiple product lines. Departmentalizing by product has increased its innovativeness and focus on developing better

(c) Types of Reinforcement

(d) Stages of conflict

(e) Bases of power

(f) Big 5 Model

their efforts will be rewarded and like the way management treats them.

Which process theories of motivation do you think are at work at Clariant? Discuss. (9)

4. (a) Explain the process of perception? Examine with suitable examples from the real world how a sound knowledge of perception helps a manager in managing people situations? (6)

- (b) Abhijit Bhattacharya is the newly appointed CEO of the Flipmart Company which has been seeing a downtrend in the business. He has been in this job for about four months now and after a thorough analysis has identified major changes that the company requires to make so that the company can become efficient and effective. However, he has realized that employees are not at all enthusiastic on the changes he is planning to bring about.

Explain the reasons why employees might be resisting introduction of changes in the organization and how can this resistance be overcome by the CEO.

5. Write short notes on any three. (3\*5=15)

(a) Transformational leadership

(b) Types of plans

products. Each of these products have dedicated marketing, manufacturing, and customer service employees serving the specific product; yet, the company is also finding that centralizing some operations and retaining the functional structure also makes sense and is more cost effective for roles such as human resources management and information technology. In light of the above what form of departmentalization would you suggest Anand Foods and Beverages should follow and how will it benefit the organization. (9)

(b) Distinguish between a programmed and non programmed decisions with help of an example. (6)

3. (a) How is delegation different from decentralization? What steps will you as a manager take to make delegation more effective? (6)

(b) Clariant Corporation has been a highly successful organization with a very low employee turnover. They treat their employees extremely well. So much so that the average tenure for most senior managers is upward of twenty-five years. Their core value is to put people first and treat them equitably. The process for rewarding the employees is clear and transparent which makes employees trust the decisions management has taken. They offer extensive training, job enrichment, valued rewards for performance, and plenty of opportunities for advancement. Their employees evidently know that