

The General Manager in turn sent it to the CEO. The CEO approved it. The approval was sent to the branch manager at Chennai through the same channel.

The branch manager received the approval just one week after the diwali festival in 2002 who in turn could not implement his proposal, which was then implemented in 2003 along with other corporation and resulted in loss of income with no increase in sales.

- (a) What is the result of the given organisational structure? (8)
- (b) How would you improve the situation? (7)

[This question paper contains 4 printed pages.]

(58)

Your Roll No.....

Sr. No. of Question Paper : 4252

Unique Paper Code : 61011103

Name of the Paper : Fundamentals of Management and Organisational Behaviour

Name of the Course : **Bachelor of Management Studies (BMS), 2019 (CBCS) (OC)**

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.
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1. Explain the steps of behaviour modification. How can managers use social learning model as a management tool to enhance learning capabilities of the employees in an organisation? (15)

2. What are the key variables in expectancy theory? Discuss with the help of an example how these variables help to develop motivation amongst individuals. (10)
3. How does a leader differ from a manager? Which of the two types of leadership, transactional or transformational would bring about change in an organisation. Give reasons. (10)
4. Is conflict always dysfunctional? Give reasons. Discuss different techniques of conflict management. (10)
5. Write short notes on any 3 : (15)
- (a) Difference between Personality A & Personality B.
 - (b) Johari window.
 - (c) Problems of partnership.
 - (d) Stages of group development.
 - (e) System approach of management.

6. Case Study

A S Dairy Development Corporation Bangalore has its branch office in Chennai. The branch manager of Chennai branch got an idea of reducing the price by 10% on all milk products during diwali festival in 2002 as the price of milk products of all dairy development corporations operating in Chennai were more or less the same.

He conducted a market survey and estimated that the sales would increase by 300% & profit would increase by 100%. He immediately telephoned the CEO of the company and appraised him of his idea and the results of the market survey. The CEO appreciated him but asked him to send the hard copy of the proposal through proper channel as the communication should flow through the established line of authority.

The branch manager could not do anything except following the directions of the CEO. He sends the proposal to the regional manager who in turn forwarded it to the zonal manager with his recommendations. The zonal manager forwarded it to the CEO at the head office with his recommendations and forwarded it to the General Manager.