

OBE: OPEN BOOK EXAMINATION_A

[This question paper contains XX printed pages.]

Your Roll No:

Sr. No. of Question paper : XXXX
Unique Paper Code : **61011103**
Name of the Paper : **Fundamentals of Management and Organizational Behaviour(CBCS) 2019 Onwards**
Name of the Course : **Bachelor of Management Studies (BMS) (CBCS) 2019 onwards**
Semester : **I**
Duration : **3 Hours**
Maximum Marks : **75**

Instructions for candidates:

1. This paper contains 6 questions. Attempt **ANY FOUR** questions.
2. All questions carry equal marks.

Ques.1)Employees in the organizations often face issues of low morale and low sense of ownership. This can be attributed to various reasons, one being that employees are not included in the decision making process. If you are the follower of the classical approach what would be your suggestion in dealing with the problem, and how would it differ if you are the follower of behavioral approach.

Quest.2)“Some problems are straightforward. The decision maker’s goal is clear, the problem is familiar, and information about the problem is easily defined and complete while some problems are not straightforward, bring unfamiliar avenues and are not easily defined”. In the wake of the statement, explain the concepts of programmed and non-programmed decisions and provide suitable examples. Also the managers are constrained by factors while taking business decisions, in the light of this system discuss the concept of bounded rationality.

Quest 3) Analyse the given situation and answer the question that follows.

Dev, Anand and Rahul graduated in the year 2014 and joined the sales team of Eureka Forbes as Junior Sales Executives. All three on confirmation of service were appointed as

Assistant Sales Manager in the year 2016. The three of them were good friends. In December 2018 there was an opening for the position of Area Sales Manager (Northern Region). All three applied for this position. Rahul was selected. Rahul joined the position in 2019 and had a team of ten Assistant Sales Managers working under him, these included Dev and Anand.

As practice all Assistant Sales Managers were required to send weekly updates to their Area Sales Manager. While all others always submitted them on time, Dev and Anand, often turned them in late. While Rahul ignored the issue in the past, he is realizing that other team members are not happy with this.

Rahul is contemplating on how to deal with this situation.

Do you think this is an incidence of conflict? As a student of management what advice can you give to Rahul to deal with the situation. Explain your answer by clearly highlighting the stages of the conflict process and your suggestion on an appropriate conflict management intention.

Quest.4) Unitech company is committed to innovation. It boasts of the best skills in the industry. The top management of the company has brought together its best talent from marketing, finance, research development and production to work on a new product idea. As the Vice President New Product Development you have been appointed as the leader of this group. How would you take this group through the different stages of group development? Should you stress on group cohesiveness? What could be some of the problems of high levels of group cohesiveness? Explain.

Quest.5) What are the major differences between transactional and transformational leaders? How do transformational leaders transform the organizations that they lead? Highlight your view with examples from any one of the modern day leaders highlighting the leader's qualities and style that has helped him or her bring about a transformation?

Quest.6) Samarth Shah is the President of a medium sized tool making company. He is disturbed that people in the organization are not working anywhere near their full potential. With rising costs, the company has no choice but to increase the productivity of its hourly workers. He feels that he is paying well but employees are still not motivated. His HR manager told him that people here are demotivated because no matter how hard they work, they get the same pay and opportunities for advancement as their co-workers who are just scraping by. Explain the motivation problem in this organization in context of process theories of motivation. What can Samarth do?