

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
Name of the Course : **Bachelor of Management Studies (BMS)**
(CBCS- LOCF)
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.

SET A

Q1 Complexity is a core feature of most issues today; their components are interrelated in multiple, hard-to-define ways. Yet, organisations are not fully equipped to deal with complex problems. Increasing automation of jobs creates new challenges for the organisational systems. By calling for more holistic policy approaches that look at the whole system rather than the separate parts; that value outcomes over processes; and that embrace a variety of voices and inputs instead of self-interest, systems approaches have the potential to fundamentally transform the policy-making process, allowing top management to focus on areas where change can have the greatest impact. In the context of the provided information enumerate the ways in which organisations can manage complexities and deal with modern day challenges using the systems approach. Also explain how would you as a modern day manager use contemporary approaches to management to solve present day's complexities?

Q2 Management by Objective (MBO) is being practiced by organisations world over. MBO is used by managers as appraisal tool, as motivational technique and also as planning and control device. Maintaining job satisfaction level to 90% or reducing carbon footprint by 10% are some examples of MBO. Do you think various usages of MBO should be integrated together and utilised as a managerial tool? Outline the process of MBO and list out its benefits for the organisation.

Q3 Children experience ego states right from their childhood and assume roles according to the ego states later on in their lives. Explain the three ego states in details with examples. With the help of ego states also provide examples of various transactions that happen during interactions in an organisation. Also explain as to how the knowledge of ego states and the transactional analysis could help the modern day managers to deal with issues like dysfunctional conflicts in the organisations. Taking the concept of management tools to foster efficiency, how can individuals working in a group employ Johari Windows and improve performance?

Q4 In society, children are surrounded by many influential models, such as parents within the family, characters on children's TV, friends within their peer group and teachers at school. These models provide examples of behaviour to observe and imitate.

Children pay attention to some of these people (models) and encode their behaviour. At a later time they may imitate (i.e., copy) the behaviour they have observed. Identify the theory mentioned above and explain it. Also explain other learning theories that can be used to reinforce behaviour with the help of examples.

Q5 The Michigan and Ohio State studies identified two basic forms of leader behaviours. What were the similarities in the findings from these two studies? In the following situations, would a leader choose to control the situation tightly or to loosen up and let people “do their own thing?” Use behavioural theories of leadership to identify the leader behaviour in the situations outlined below:

- a. You are heading a rescue team for snow and ice operations. A moderate storm has just ended, the sun is out and your drivers are out on their beats. The drivers are adept at handling such situations. Will you keep on calling the driver every 10 minutes to ask for road conditions? Should the leader give strict orders for how the work is to be done? Should he monitor the workers closely to see how they are doing?
- b. You are supervising a tree pruning crew. An ice storm has knocked down large trees and they are scattered over a section of road. The weather is still bad and the work looks dangerous and immediate emergency measures are required.

Q6 What do you understand by the term Motivation? As per Herzberg-within a sequence of events, salary as a factor belongs more in the group that defines job situation and is primarily a dis-satisfier. Many people though don't agree with the statement and see money as a primary motivator. Discuss how money is a motivator in terms of other motivation theories.