

Total No. of printed pages = 8

63/2 (SEM-1) MBA 1.1

2021

(held in 2022)

MBA

(Theory Paper)

Paper Code : MBA-1.1 (New)

(Management and Organisational Behaviour)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks
for the questions.

SECTION – A

1. Answer any *five* of the following questions :

2×5=10

- (a) What is scalar chain ?
- (b) What is planning ?
- (c) What is a project structure organisation ?
- (d) What are values ?
- (e) What is conflict ?
- (f) What is perception ?

[Turn over

SECTION – B

2. Answer any *four* of the following questions :

5×4=20

- (a) Differentiate between centralisation and decentralisation.
- (b) Under Japanese Style of Management, discuss the two statements, 'Customer is king' and 'staff come first'.
- (c) Discuss the process / steps / sequences followed in delegation of authority.
- (d) "Controlling and planning are twins". Explain the statement with examples.
- (e) Explain Big-Five Personality model.
- (f) What are the motivational factors under the Herzberg's Two Factor Theory of Motivation? How does the absence of these motivational factors impact the performance of employees? 2+3=5

SECTION – C

3. Answer any *four* from the following : 7×4=28

- (a) Explain the features of Japanese Organisations.
- (b) Discuss any seven techniques of forecasting.

(c) How does effective sound control help on an organisational performance ?

(d) What are intellectual abilities ? What are the various dimensions to test intellectual abilities of a potential candidate for recruitment ?

(e) Discuss the causes of failure of planning.

SECTION – D

(Compulsory question)

4. Case Study :

Some of the most admired business leaders argue that the only way to get the most out of people is to stretch them. Both business anecdotes and research evidence seem to back this view. "If you do know how to get there, its not a stretch target," former GE CEO Jack Welch has said, "We have found that by reaching for what appears to be impossible, we often actually do the impossible; and even when we don't quite make it, we inevitably wind up doing much better than we would have done".

As for the research evidence, as noted in the goal-setting theory—whereby managers set the most difficult goals to which employees will commit—is perhaps the best supported theory of motivation. The implication is that to be the most effective manager you need to push, push and push more.

But does the pose an ethical dilemma for managers? What if you learned that pushing employees to the brink came at the expense of their health or their family life? While it seems true that managers get the performance they expect, it also seems likely that some people push themselves too hard. When Roshan Gupta, who travels four days each week to different countries, read an e-mail at an airport telling him that he and his wife had been blessed with twin children, He looked around and could only see strangers around him. He felt sad that there was no one around him with whom he could immediately share his intense feelings.

On the other hand, you may argue that employees should be responsible for their own welfare, and that it would be paternalistic, and

Questions :

- (a) Do you think there is a direct relationship between higher performance and increased stress? If yes, why, if no, why? 3
- (b) Do you think, a manager should consider stress while setting stretch goals (higher performance) for employees? Why? 3
- (c) How do you think you would respond to stretch goals? Would that increase your performance or stress you? How would you cope with the situation? $2+2+2=6$

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SECTION – A

1. Answer any *five* of the following questions :
2×5=10

- (a) What is division of labour ?
- (b) What is company mission ?
- (c) What is staffing ?
- (d) What is line organisation ?
- (e) What is motivation ?
- (f) What is organisational conflict ?

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SECTION – B

2. Answer any *five* of the following questions :
4×5=20

- (a) Explain the principles of scientific management.
- (b) Explain any four characteristics of Japanese Style of Management.
- (c) Differentiate between functional organisation and project organisation.
- (d) What is attitude ? Discuss its components.
1+3=4

- (e) Explain any two styles of leadership.
- (f) Explain two types of stressors with example.

SECTION – C

3. Answer any *five* of the following questions :
8×5=40

- (a) Discuss any eight principles of management.
- (b) Explain the requisites of an effective decision making.

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[Turn over

(c) What is authority ? What are its types ?

2+6=8

(d) Discuss Maslow's theory of needs with the help of a diagram.

(e) Suggest remedies or ways to overcome resistance to management change.

(f) Discuss the different methods of forecasting.