

MANAGEMENT PROGRAMME

Term-End Examination

07389

June, 2011

MS-1 : MANAGEMENT FUNCTIONS AND BEHAVIOUR

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are *two* Sections A and B.
 - (ii) Attempt *three* questions from *Section-A*, each question carrying **20** marks.
 - (iii) *Section-B* is **compulsory** and carries **40** marks.
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SECTION - A

1. 'Merely designing the organisation structure with efficient groupings to suit its specific requirements may not achieve the desired goals. However, ensuring functional integration of these differentiated groups towards the organisational objectives assumes great significance. Elaborate this statement and discuss the underlying concept with suitable examples.
2. Enumerate various leadership styles, discuss any two of these, and their significance in the present day context of globalisation. Explain with example.
3. How do Traditional , Behavioural and Interactionist views explain the process of conflict ? Evaluate the changes which take place within and between the groups as a result of long - standing inter - group conflict.
4. 'A decision maker may not have complete knowledge about decision alternatives and outcome of the chosen alternative. These conditions of knowledge are often referred to as "the states of Nature". Discuss this statement and highlight the underlying concepts with suitable examples.

5. Write short notes on *any three* of the following :

- (a) Barriers to effective communication
- (b) Managerial skills
- (c) MBO
- (d) Control Process
- (e) Types of Power

SECTION - B

6. Read the case carefully and answer the questions given at the end.

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Ceylon Fertilizer is a urea manufacturing unit having a capacity of 500 tonnes per day. The total work force of the plant is around 2,000. Being a self-contained plant, it has its own workshop in order to take care of regular maintenance work. The workshop functions in two shifts a day under a shift incharge for each shift who is in the cadre of AEE. The workers have been grouped into two groups, i.e., Relay 'A' and 'B'. The shift routine changes once a week, Sunday being the weekly holiday. Besides the two shifts, there are a group of people under a Senior AEE attending in general shift hours.

The Relay 'A', consisting of 18 workers is placed under the charge of Shri Muthu who is a graduate in mechanical engineering. After undergoing training for a period of six months in various divisions in fertilizers, he had acquired a thorough knowledge of works to be undertaken by the Workshop. After being a Relay Supervisor for 3 years, he has been recently promoted to the post of AEE, who is the shift incharge. When he joined the workshop, he found that the tasks were done with the application of thumb-rules and higher officers had to be satisfied with such a quality of work.

Shri Muthu, on witnessing this, started to instruct his workers in various theoretical aspects of welding, machining etc., which he had studied in his college. They all highly appreciated the skill and techniques he had taught. The workers now learnt to do things in a better way. Thus, he gained the confidence of workers. As he was able to finish his work in time and in a better way than Relay 'B', more work orders were allotted to his group. A few workers in this group started to grumble and one of the Foremen came and told Mr. Muthu that the "other relay workers do not have much work load and our workers too do not want to strain much and they are murmuring over getting more work." Muthu, however, convinced the Foreman that extra work should be taken as a credit and recognition, and they should do their best. After this had happened some workers even tried to get transferred to the other Relay.

One morning, Muthu was making arrangements for the work to be taken and was giving instructions to his foreman. Turner, Kali, came and told him, "Sir, father of Fitter Sami expired last night and we all want to go and attend the funeral" and added "it is customary for the men in the workshop to attend such funerals and the shift-incharge has to arrange a lorry or any conveyance for the people to go to Sami's house, which is nearly eight km from the Plant." Since Muthu joined the company, this was the first such instance occurring and as he had to finish some urgent work orders. He told the worker Kali, "You all need not go to the funeral. I can, however, permit a few

of you as representatives of Relay 'A' to go and offer condolences to Sami's family". Further, he regretted that he would not make any arrangements for conveyance. This statement created a turbulence among the workers and a group of workers stopped the work and started demanding that they be allowed to attend the funeral or else they wanted to stop work in the coming shifts. The Foreman hurried up to AEE, Mr. Muthu to explain the turbulent situation on the shop-floor.

On hearing this, Muthu told his Foreman, "I have given you an alternative and I have already told the urgency of work and I am going to allocate the work as per planning schedule. If the work is not done, I may have to take action against you." Then the group of workers started discussing among themselves as to what to do next. A Turner came forth and said, "You are not considerate enough on human matters and if you are still adamant we may prefer half-a-day wages cut as we must go and attend the funeral. Anyhow you have to make arrangements for our conveyance." Muthu at this instance noted that a small group, who were usually complaining about the workload and were murmuring, were keenly interested in the affair. He decided to face the situation as a matter of prestige. He issued the gate pass to whoever wished to go, still emphasizing that he would not arrange any conveyance. Nearly 25 per cent of the workers remained and the others collected money from all for the funeral and went off.

On that day, Muthu could finish only a part of the work as planned and he had to explain what had happened in his Relay, to his boss.

When he came the next morning, it was rumoured that only a few of the workers attended the funeral and the others had gone to the cinema theatre near the village. Muthu got irritated by the workers' behaviour and started writing memos to those who had received the gate pass the previous day. Some workers got annoyed by this action of Muthu and they approached the union to intervene. The news had spread to other divisions and there was an air of protest at all places in the Fertilizer Plant.

Questions :

- (a) What is your view of the action taken by Mr. Muthu ?
- (b) What are the weaknesses and strong points, as you consider, of Mr. Muthu as a Manager ?
- (c) How would you have tackled the situation, if you were Mr. Muthu ?