

MANAGEMENT PROGRAMME

Term-End. Examination

December, 2011

07092

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, all carrying 20 marks each.
 - (iii) Section-B is compulsory and carries 40 marks.
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SECTION - A

1. What is the impact of Organisation Structure and Organisation Chart in the functioning and efficiency of an organisation ? Discuss with examples the factors which influence the choice of the structure of an Organisation. **20**
2. What is the role of Communication in the functioning of an organisation ? Explain with examples various channels of communication in an organisational set-up. **20**
3. Why do people generally resist change ? Do personal factors of employees play role in this process ? Briefly discuss the common coping strategies for change. Explain with examples. **20**
4. Define delegation. What are the basic assumptions of delegation of authority, and problems faced in doing so in an organisational set-up ? Explain with suitable examples. **20**
5. Write, short notes on *any three* of the following : **20**
 - (a) Group formation
 - (b) Conflict handling strategies
 - (c) Span of control and managerial levels
 - (d) Building Inter-personal skills
 - (e) Determinants of organisational climate.

SECTION - B

6. Please read the case and answer the questions given at the end.

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A Sr. Design Engineer, Ashok Pillai was transferred to Textile Dyeing Unit in Vardhman Texoknit Pvt. Ltd. as a Manager (Production). He was finding managing workmen in the unit increasingly difficult. There were 45 workmen under him. These workmen were from different states. On one hand he was finding and experiencing difficulty in communicating with them which resulted in mistakes in issuance of instructions by him to the workmen and consequent problems on the production front and loss of production due to low morale. Secondly due to improper communication between Ashok Pillai as Manager and workmen as Subordinates, various misconducts like late coming, insubordination, delay in execution, wrongful execution, absence, indiscipline etc. started taking place. Complaints of Ashok's inefficiency reached his boss. Because of his miscommunication and inappropriate language used, some workers got provoked, and took the matter to the worker's union. The union issued a notice to the Management for removal of Mr. Pillai on the grounds of intimidating behaviour. He realised that if he had to manage his work-front and remain in control, he had to quickly take some corrective steps.

The management asked the General Manager Mr. Naveen Srivastava to immediately look into the matter and sort out the issue at the earliest. Mr. Srivastava called Mr. Ashok and wanted a full account of what had happened. When Ashok explained, Mr. Srivastava could see that a number of factors were responsible for misunderstanding, like use of very strong words sometimes amounting to foul language, not being able to communicate appropriately both orally and/or through written Office Memorandums, poor listening habit, impatience and very offensive body language. Whenever he went to give instructions to workmen, his facial expression would be stern, his tone and voice quality very aggressive, his behaviour very rude and he would stand very close with red bleary eyes, and shoot instructions using a high pitched voice. All this created a very dramatic frightening impact on the workmen resulting in lowering their morale.

Questions :

- (a) What corrective steps should be taken by Ashok Pillai to make his behaviour more positive ?
- (b) What steps should Management take to bring the workmen's unrest under control ?
- (c) What do you perceive as barriers to effective communication in the case ? Identify.