

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**June, 2014**

**MS-1 : MANAGEMENT FUNCTIONS AND  
BEHAVIOUR**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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- Note :** (i) *There are two Sections, A and B.*  
(ii) *Attempt any 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. 'The degree of involvement of managers in various management processes may vary from manager to manager, but eventually all managers have to be concerned with these processes as the back-bone of organisational functioning'.  
Elaborate this statement and briefly discuss the underlying concepts.
2. 'When conflict level is too low, the performance is likely to be low. A manager can stimulate conflict to enhance the performance of the group. When the level of conflict is too high it needs to be resolved to restore the optimum level for maintaining high performance'.  
Elaborate this statement and discuss the underlying concepts with relevant examples.

3. What are the dimensions and defining characteristics of Differentiation and Integration of organisational tasks and objectives ? Explain with examples.
4. Why is developing successful working relationship important for dynamics of an organisation ? Briefly discuss various stages of developing Inter-personal relationship. Justify with suitable examples.
5. Write short notes on **any three** of the following :
  - (a) Determinants of Organisational Culture and Climate.
  - (b) Factors influencing the choice of organisation structure.
  - (c) M.B.O.
  - (d) Leadership styles.
  - (e) Importance of Policy, Programmes and Procedures in organisational functioning.

### SECTION-B

6. Please read the cases and answer the questions given at the end :

#### CASE I

Raman who manages the personnel department of an industrial plant of about 500 employees, recently distributed to all employees a detailed questionnaire that required the employees to fill in information pertaining to their job title, number of years with the organisation, salary drawn and description of their job responsibilities. The form stated that the

purpose of the questionnaire would be to provide the management with an updated material concerning job classifications. It was also indicated that all employees should return the forms on or before the coming Friday, which gave the employees five days to fill the needed information. Raman announced to each department that he would visit the plant on Friday morning and collect the forms that had not yet been returned to the personnel department.

The updating of the job classifications was requested by the plant manager. The reason was to review all the job duties with the possibility of reclassifying some of the positions, and to provide in some cases a more equitable pay structure.

At the end of the week, before Raman's visit of the plant, less than 20 per cent of the questionnaires had been returned to the personnel department. After visiting the plant, Raman had collected only an additional 15 forms. As the response was poor, Raman contacted the plant manager and other management officials and sought their co-operation. There appears to be a problem between line and staff, more specifically the passing of information from one to the other.

**Questions :**

- (a) What consequences will the line personnel face as a result of not filling out the questionnaire ?
- (b) How could Raman have made his communication more effective ?

## CASE II

Ramnath is the supervisor of 35 persons in the business office of Electronic Corporation. The company is a fast-growing corporation and employs a total of 700 people from the local community. Due to the rapid and continual growth rate that the corporation is experiencing, Ramnath has been informed by higher management that the accounting and payroll functions of the office will be computerised.

Ramnath has been told by the vice-president of the Corporation that it is his responsibility to inform the corporate office about his plans to computerise accounting and payroll and that he will also be incharge of working with the employees who will be directly affected by the change. Of the 35 employees in the office, 15 will be required to adjust to their job responsibilities and 10 will require training in the use of computers. Many office employees voiced concern for the proposed change. They felt that the use of computers would eventually place all of them out of work.

### Questions :

- (a) If you were Ramnath, how would you go about informing the office employees of the change-over to the use of computers ?
  - (b) What action plan Ramnath should adopt for encouraging his employees to accept the change ?
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