

DECEMBER 2013 EXAMINATION

GM 11/eGM11 MANAGEMENT FUNCTIONS & ORGANIZATIONAL BEHAVIOUR

Time : Three Hours

Maximum Marks : 100

Note : The paper is divided in three sections: Section A, Section B and Section C. There are seven questions in Section A, students are required to attempt any four. Section B has 5 questions, attempt any three. All the questions of Section C (Case Study) are compulsory.

SECTION A

(Each question is of 10 Marks. Attempt any four)

1. Describe the process of management and explain how it can be used to accomplish organizational objectives. (10)
2. Explain the three types of skills required by managers and comment on their relative importance at different levels of management hierarchy in a business organization. (10)
3. Write short notes on any two of the following:
 - i) Strategic planning and operational planning
 - ii) Matrix Organization
 - iii) Rational model of decision making (5+5)
4. Distinguish between contingency approach and systems approach of management. (10)
5.
 - i) What is personality?
 - ii) What factors determine personality? (5+5)
6.
 - i) Account for the growing concern among business organizations operating in India about their social responsibilities.
 - ii) Do you think current Indian legal measures are sufficient to force or induce a company to discharge its social responsibilities? (5+5)

7. What is the link between perception and decision making? How does one affect the other? Is your decision to do a post graduate program in

management linked to your perception of lucrative career opportunities for management graduates?

(10)

Section B

(Each question is of 15 Marks. Attempt any three)

8.
 - i) Define departmentalization.
 - ii) What are the basic factors to be considered while creating departments?
 - iii) What you think is the basis of creating departments in the leading Indian private sector banks in India? (5+5+5)
9.
 - i) What do you understand by attitude?
 - ii) What are the components of attitude?
 - iii) How is an attitude formed? (5+5+5)
10. "Effectiveness of leadership does not depend upon a single factor alone but it is product of several factors including personal characteristics of the leader, behavioural styles, the group of followers, and situational requirements operating at a particular time in leadership situation." Discuss. (15)
11.
 - i) Discuss the difference between functional and dysfunctional conflict.
 - ii) Identify the structural and personal factors that contribute to conflict.
 - iii) Recall any interpersonal conflict you have recently experienced and discuss the conflict handling style/strategy used by you to resolve this. (5+5+5)
12.
 - i) Distinguish between formal and informal organizations.
 - ii) Both formal and informal organizations are necessary for group activity just as two blades are essential to make a pair of scissors workable". (Keith Davis). Discuss.
 - iii) What should be the attitude of management towards informal groups? 5+5+5

Section C

(Compulsory) 15 Marks

13 Case : Team Work

Despite years of promise that teamwork will serve as a cure-all for the problems of business, many managers have found that even teams with highly motivated, skilled, and committed members can fail to achieve the expected results. Professor Richard Hackman from Harvard University has been studying teams for years and believes that more often than not, failing to establish the groundwork for effective team performance leads teams to be less effective than if the leader simply divided up tasks and had each individual work on his/her assigned part. As Hackman notes, "I have no question that a team can generate magic. But don't count on it."

What are the main factors Hackman has identified that lead to effective teams? Teams should be kept small and have consistent membership to minimize the types of co-ordination tasks that take up valuable time. Too often, organizations set up project-based teams and then reconfigure them, without considering the stages of group development that might have to occur before the team can achieve full performance. Supports need to be in place, like group-based rewards and clearly defined group responsibilities. Surprisingly, in his study of 120 senior management teams, Hackman found fewer than 10 percent of members agreed about who was even on the team!

Successful teams also have assertive, courageous leaders who can invoke authority even when the team resists direction. Similar lessons were derived from the failure of Ghana Airways, a state-run organization that experienced frequent changes in top management that were disruptive to establishing a consistent leadership team. As a result of excessive turbulence and lack of strategic vision, the 40-year-old air carrier that was once an emblem for country went bankrupt.

Do these weaknesses mean teams are never the answer to a business problem? Obviously, it is often necessary to bring together and co-ordinate individuals with a diverse set of skills and abilities to solve a problem. It would be impossible for all the management tasks of a complex organization like Ghana Airways to be done by disconnected individuals. And often there is more work to be done in a compressed time period than any one individual can possibly accomplish. In these cases, it is wise to consider how to best heed the advice provided above and ensure your team isn't less than the sum of its parts.

Questions:

13. **i)** What do you think of the elements of successful teamwork Hackman has Identified? Do you believe these elements are necessary for effective team performance?
- ii)** Can you think of other conditions necessary for teams to be effective?
- iii)** Imagine you've been asked to assemble and lead the development of an international marketing campaign. What specific steps might you take early in the team's life to ensure that the new team identified? Is there any way to break down the overall group goal into subtasks so individual accountability can be enhanced. (5+5+5)