

**MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOR**

**Time: 3 Hrs**

**Max. Marks: 60**

**Answer any Five questions**  
**All questions carry EQUAL marks**  
**Question No. 8 is Compulsory**

1. a) Explain the contribution of the Hawthorne studies to the field of Management. [ 8M]  
b) Define Management. How does it differ from Administration? [ 4M]
2. a) "Planning involves a choice between alternative courses of action". Comment briefly. [6M]  
b) "Decision-making is the primary task of the manager". Discuss and explain the scientific process of decision-making. [6M]
3. a) "Organization is an important tool to achieve organizational objectives," Comment. [6M]  
b) "Delegation and decentralization are interchangeable terms in management and organization theory". Comment. [6M]
4. a) The study of Organisational Behaviour is essential for all managers. Justify the statement by explaining its nature and scope. [8M]  
b) Define perception. What are various factors that affect perception? [4M]
5. a) "A good leader is one who understands his subordinates, their needs and their sources of satisfaction." Comment. [6M]  
b) Explain the various types of groups and how they are formed in the organizations. [6M]
6. a) What is organizational effectiveness? How do you measure and achieve organizational effectiveness? [6M]  
b) Organizational culture generally reflects the belief and ideologies of the founder. Do you agree with the above statement? Give reasons. [6M]
7. a) A good control system is one which is effective and serves its purpose. Explain giving essentials of good control system. [8M]  
b) "Group cohesiveness of high order leads to higher group productivity" Do you agree or disagree? Explain. [4M]

## 8. CASE STUDY:

[12M]

Mr. Alok Banerjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a Ph D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banarjee contacted the Personnel Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?” The Personnel Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important.

One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of ‘non-performers’. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, infact according to workers should go only to those who work hard.” Mr. Banarjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

Answer the following questions

- i) Explain the motivational problem in this case by relating to Herzberg’s theory.
- ii) What would be your response to Banarjee’s statement, if you were the Personnel Manager of the Company?
- iii) If you were the manager, how would you motivate the employees so that they work better?