MBHC-1.1

Sl. No.

I Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Management and Organizational Behaviour

(CBCS Scheme)

Time : 3 Hours **Maximum Marks : 80**

Instructions to Candidates:

All sections are compulsory.

SECTION - A

Answer any Five questions. Each question carries Five marks. **(5×5=25)**

1. What are the functions of management? Explain any two.

2. State the objectives of planning.

3. Differentiate between formal group and informal group.

4. Explain the concept of delegation of authority.

5. State the important qualities of leader.

6. What are the dimensions of personality?

7. Briefly explain reasons for organizational conflict.

SECTION - B

Answer any Four questions. Each question carries Ten marks. **(4×10=40)**

8. Discuss the nature and scope of management.

9. Explain the stages of Planning Process.

10. What is perception? Examine the various characteristics of perception.

11. Critically elaborate on the various styles of leadership.

12. Discuss the various techniques of controlling.

13. What is effective group? Explain the stages of group formation.

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SECTION - C

14. Case (Compulsory). **(1×15=15)**

Mr. 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. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working up to 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 organizing began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt rectificational measures. Mr Banerjee 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. Banerjee 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 the 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 unnoticed and unrewarded in our organization. Our promotions and benefits plans are tied to length of service. Even the lazy workers, accordingly to the worker, should go to only those who work hard". Mr. Banerjee then wanted the personnel Manager to look the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions:

a) What is the key problem in the case? What probably may be the “other things”. which the personnel Manager is pointing out to Mr.Benerjee?

b) Discuss the problem of motivation in this case, relating to Herzberg’s theory.

c) What would be your recommendations as personnel Manager to tackle the problem in the organization?