

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

02626

MS-001 : 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 carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
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SECTION - A

1. Briefly discuss the MBO process and explain the relevance and benefits of Management By Objectives (MBO) in the present day context.
2. Describe the options organisations have in exercising control and explain Pre-requisites for having an effective control system. Justify your answer with a suitable example.
3. What are the implications of Formal and Informal groups for Management ? Discuss and give examples.

4. Briefly describe four stages of developing interpersonal relationship and discuss Johari Window Model and its relevance in developing interpersonal skills.
5. Write short notes on **any three** of the following :
 - (a) Overcoming barriers to effective decision-making
 - (b) Managerial Values and Ethos
 - (c) Delegation
 - (d) Communication effectiveness
 - (e) Successful Vs Effective leader

SECTION - B

6. Read the case and answer the questions given at the end.

On the eve of retirement of Mr. Sengupta, CEO of Precision Metals, a farewell party was arranged by the staff of the company. Many senior Managers paid tributes to the outstanding role played by Mr. Sengupta in bringing the company to its present position of advantage. After the party was over, Mr. Sengupta took aside two of his brilliant and favourite managers – Vijay Joshi and Ashok Mitra. He told them confidentially that though he was retiring from the post of CEO, The Chairman, Farukh Irani, had told him that he would now be inducted on the Board of Directors, and his experience with the Company

would be invaluable in the future also. He asked the two Managers to continue meeting him from time-to-time, and to keep him informed about the happenings at Precision Metals. He asked them to provide information about the way, the new designated CEO Mr. Saxena was handling things. Both the managers agreed to comply with the instruction.

After about a month, both Joshi and Mitra went to meet Sengupta at his residence. They told Sengupta that soon after he left Precision Metals, things started deteriorating and the internal environment was no more what it used to be during his days as CEO. While Joshi is a serene person Mitra is more volatile. He is also addicted to liquor. On that day he was in his element and he told Sengupta that CEO Saxena had started inducting employees from his clan irrespective of their merit. He did not consult Mitra in the matter of recruitment in spite of his being a manager HR Joshi remained quiet on any controversial issues and did not say anything derogatory against CEO Saxena.

A couple of days after this incident, CEO Saxena summoned the two managers into his chamber and interrogated them regarding their visit to Sengupta. He shouted at them and warned them that they should better focus on their work in the company instead of acting as spies to higher-ups. He denounced them for telling

Sengupta that he was a good-for-nothing and incompetent CEO. Both Mitra and Joshi apologized to the CEO, and said that they would not repeat such things in future. But they remarked that his information was a highly distorted version of what they told Sengupta. Upon this, Saxena said that his information was authentic because this is what Mrs. Sengupta told Mrs. Saxena during their meeting at a kitty party. He told that he believed more in his life partner than just two junior colleagues like them.

After this incident, Saxena was quite hostile to Mitra and somewhat less hostile to Joshi, because sometime later Joshi spoke to Saxena and confessed that while he remained quiet Mitra had actually blamed Saxena during the episode.

Now, both Mitra and Joshi started looking for jobs outside. Being highly merited they were able to secure better jobs outside and soon resigned.

From Precision Metals Saxena accepted the resignation of Mitra readily, but persuaded Joshi to remain with them looking to his sober temperament and high value to the company. Joshi agreed to stay on, but demanded higher salary which was agreed upon by Saxena.

Questions :

- (a) Why did Sengupta ask the two young managers to meet him from time-to-time ?
 - (b) Why did Mitra make a sweeping statement against CEO Saxena ?
 - (c) Why did Saxena refused to accept the resignation of Joshi ?
 - (d) What is the role of Grapevine in the above episode ?
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