

**Odd Semester, 2020**

( Held in March, 2021 )

**BUSINESS ADMINISTRATION**

( Honours )

( BBAH-103 )

**( Business Management and Organizational Behaviour )**

Marks : 75

Time : 3 hours

*The figures in the margin indicate full marks for the questions*

**PART—A**

( Marks : 15 )

**UNIT—I**

1. What is a single-use plan? 3

*Or*

What do you mean by delegation? 3

**UNIT—II**

2. Define the term 'staffing'. 3

*Or*

What is concurrent control? Give an example. 3

**UNIT—III**

3. Define learning. 3

*Or*

State the different levels of needs present in Maslow's theory of needs. 3

**UNIT—IV**

4. How is a group and a team different from each other? 3

*Or*

What are the different stages of group development? 3

**UNIT—V**

5. What is formal power? What are the different types of formal power? 1+2=3

*Or*

State the different roles that a third party can play in a negotiation process. 3

**PART—B**

( Marks : 50 )

**UNIT—I**

6. Elaborate on the different functions of management. 10

( 3 )

*Or*

What are the factors that help in determining an effective span of management? Define and explain narrow span and wide span of management.  $2+4+4=10$

UNIT—II

7. What is training? Is training really important? Justify your answer.  $2+8=10$

*Or*

Describe the various steps involved in the controlling process. 10

UNIT—III

8. Describe the different methods that can be used to shape the behaviour of an individual. 10

*Or*

According to Douglas McGregor's theory, how would a manager deal and motivate his employees? 10

UNIT—IV

9. It is believed that two heads are better than one. According to you, which is effective, individual decision making or group decision making? Justify your answer. 10

*Or*

What are the different characteristics required in order for a team to be effective? 10

( 4 )

UNIT—V

10. Describe a charismatic leader. Are such leaders born or made? How can they influence their followers?  $3+3+4=10$

*Or*

What power tactics do people use in order to translate power bases into specific action? When would a tactic be more likely to be successful?  $8+2=10$

PART—C

( Marks : 10 )

11. Ms. Parul is a store manager of one of the fourteen Good and Happy Home Furniture outlets that are located at all the major cities in the country. Her staff consists of twelve salespersons and support personnel. Each salesperson is paid commission based on sales. All the salespersons are expected to do other tasks such as assisting the merchandise manager, arranging the displays, and handling customer complaints. These tasks, and a few others, are to be shared equally among the salespersons.

The store's sales target is established at the headquarters of the furniture chain. This target is divided by the number of salespersons and each is expected to meet his/her personal target. Mr. Paul, is the top salesperson at the outlet. When he misses

his sales goal, which seldom happens the store's target is usually not met. Paul, however, does not help in doing the common tasks, much to the frustration of the other eleven salespeople, who feel that if they do not handle the common tasks, they will be fired.

Recently, Ms. Parul noticed that one of her salespeople, Mr. Manoj, made careless errors, neglected clients and did not do his share of the common tasks. When confronted by the store manager, he complained about Mr. Paul who in his opinion got away with doing almost nothing. After this discussion, Ms. Parul began to observe the salespersons more closely and noticed that most of them neglected their work and were not cooperative.

The store manager felt that something had to be done. A talk with Mr. Paul had little effect. Yet the store needed Paul, because of his excellent sales record. On the other hand, the morale of the other salespersons had begun to deteriorate.

*Questions :*

- (a) What should the store manager, Ms. Parul do in such a situation? 4
- (b) What are the standards of performance? Should they be changed? If so, in what ways? 2+4=6

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