

**(P.G.D.H.R.M.) / P.G.D.F.M. / P.G.D.I.B.M./ P.G.D.M.M. SEM –  
I (C.B.C.S.) (2015 COURSE) : WINTER - 2017  
SUBJECT: MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOUR**

Day: **Monday**  
Date: **27/11/2017**

**W-2017-1950**

Time: **10.00 AM TO 01.00 PM**  
Max Marks: 60

---

**N.B:**

- 1) Question 7- Case study is **COMPULSORY** & carries **20** marks.
  - 2) All other questions carry **10** marks each & you are required to attempt any **FOUR** of them.
  - 3) Illustrate all answers using suitable examples.
  - 4) Answers should be brief and to the point.
- 

- Q.1** Write a detailed note on the theories of leadership.
- Q.2** a) Discuss the various types of plans.  
b) Steps in Rational Decision Making.  
c) Limitations of Rational Decision Making
- Q.3** What are the key considerations in choosing an organization structure? What are the steps in organizing? The issues?
- Q.4** What are the advantages & disadvantages of applying a policy of promotion from within? What is meant by a policy of open competition? Do you favor such a policy? Why, or why not?
- Q.5** Explain in detail three theories of motivation.
- Q.6** Write short notes on any **THREE** of the following:
- a) Tall v/s flat organizational structures
  - b) MBO
  - c) Group Dynamics
  - d) Perception
  - e) Balanced score card
- Q.7** **Case:**  
Jack Coleman was a ten-year veteran of the Marshall Valley police force, having served his entire time in traffic control. Now a sergeant supervising traffic patrol officers, Coleman had a wide range of experience in dealing with traffic problems. During his ten years, he had directed traffic at busy intersections, served as a motorcycle officer, and prior to his appointment as sergeant, held the position of accident investigator.  
Coleman's chief duty now was as supervisor of the city's "freeway patrol", a group of patrol officers in specially marked police cars that worked exclusively on the city's freeways. Frequently, the sergeant would ride with the officers to give assistance and to make evaluations of how well they performed their duties.  
Randy Thomas, a rookie police officer was assigned to Coleman's command a month ago after graduation from the police academy. In the month's service Coleman had not ridden in Thomas's patrol car and had not had a chance to evaluate him firsthand. Nevertheless, he had already prepared a formal commendation of Thomas to the police commissioner for the patrol officer's quick thinking and fast action in a freeway emergency. Thanks to Randy, a "chain reaction" automobile pile up was avoided, saving many injuries and possibly several lives.

**P. T.O.**

Shortly after the commendation was awarded, Sergeant Coleman received the monthly report of traffic citations issued by the below the number of tickets that Coleman felt a hard working patrol officer should issue. Sergeant Coleman decided to ride with Thomas for an evening to determine what, if anything might be causing the problem.

By the end of the evening, the sergeant could hardly contain his irritation. Finally, he spoke bluntly to Thomas as they returned to the police station. "Thomas, you stopped six cars tonight for traffic violations and had all of them dead to rights. And you only issued one ticket. I'd like to know why you let those others get away free and clear".

By the end of the evening, the sergeant could hardly contain his irritation. Finally, he spoke bluntly to Thomas as they returned to the police station. "Thomas, you stopped six cars tonight for traffic violations and had all of them dead to rights. And you only issued one ticket. I'd like to know why you let those others get away free and clear".

"Because," replied the officer, "I felt that they truly didn't deserve them. One was an out- of- townner who was unfamiliar with the city. Another an old gentleman, who was driving too slowly. I told him to stay off the freeways, and I think he will".

"Randy", the sergeant interrupted, "What do you think we're operating a, hearts and flowers outfit? If someone violates the law, it's our job to ticket or arrest them. Let a judge decide whether they're guilty or innocent".

"Sergeant, that's just not how I see my job. Do you remember the words on the back of our patrol car? They say, "We Care". Well, I feel I've shown that by my actions and I think that's the message they were trying to get across to us at the police academy, and I think there are a number of officers who feel the way I do".

- 1) What do you think Randy Thomas's personal objectives may be in serving as a police officer? Do you think his concept of the organization's objectives is compatible with his personal objectives? Why or why not?
- 2) Compare Jack Coleman's concept of the organization's objectives with that of Randy Thomas.
- 3) Suppose several officers in the traffic division perceive the organization's objectives the way Randy Thomas does while others agree with Jack Coleman. What implications does this have for the overall organization effectiveness?
- 4) Suggest a plan for integrating individual perceptions of the traffic department's objectives?

\* \* \* \* \*