

**1/H-65 (iii) (Syllabus-2015)**

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**2 0 2 2**

( February )

**BUSINESS ADMINISTRATION**

( Honours )

**( Business Management and Organizational  
Behaviour )**

( BBAH-103 )

*Marks : 75*

*Time : 3 hours*

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

**PART—A**

( Marks : 15 )

**UNIT—I**

- 1.** List the factors that affect the span of management. 3

*Or*

What is a strategic business unit?

**22D/126**

*( Turn Over )*

**UNIT—II**

- 2.** What is the difference between a feed forward and a feedback control? 3

*Or*

State three differences between recruitment and selection.

**UNIT—III**

- 3.** What is the relevance of personality in organizational behaviour? 3

*Or*

Describe the characteristics of a theory X manager.

**UNIT—IV**

- 4.** What is cohesiveness? Why is cohesiveness important for group formation? 1+2=3

*Or*

Are a group of 11 football players from the Manchester City FC considered a group or a team? Justify your answer. 3

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*( Continued )*

( 3 )

UNIT—V

5. Define negotiation. Why is it important in bargaining? 1+2=3

Or

What is personal power? Briefly explain the different forms of personal power. 1+2=3

PART—B

( Marks : 50 )

UNIT—I

6. List the different types of plans characterized on the basis of time and the basis of use. Explain any three of these briefly. 1+9=10

Or

What are line authority and staff authority? How are they different from each other? 4+6=10

UNIT—II

7. What is controlling? Explain in brief the process of controlling. 2+8=10

Or

What is staffing? What is the importance of staffing? 2+8=10

( 4 )

UNIT—III

8. Define perception. Briefly explain any three of the various shortcuts in perception that may affect decision making. 1+9=10

Or

Elaborate on Maslow's hierarchy of needs. According to you, is self-actualization attainable? Justify your answer. 8+2=10

UNIT—IV

9. Describe the various properties that help shape the behaviour of a group. 10

Or

Define groupthink and groupshift. What measures should be taken so as to minimize groupthink? 2+2+6=10

UNIT—V

10. What is conflict? Describe in brief a conflict process. 2+8=10

Or

What are the characteristics of a transactional leader and a transformational leader? Which amongst the two would create an effective leadership style for an organization and why? 3+3+4=10

PART—C

( Marks : 10 )

11. As of 2010, Xerox Corporation (NYSE : XRX) is a \$22 billion, multinational company founded in 1906 and operating in 160 countries. Xerox is headquartered in Norwalk, Connecticut and employs 130000 people. How does a company of such size and magnitude effectively manage and motivate employees from diverse backgrounds and experiences? Such companies depend on the productivity and performance of their employees. The journey over the last 100 years has withstood many successes and failures. In 2000, Xerox was facing bankruptcy after years of mismanagement, piles of debt and mounting questions about its accounting practices.

Anne Mulcahy turned Xerox around. Mulcahy joined Xerox as an employee in 1976 and moved up the corporate ladder, holding several management positions until she became CEO in 2001. In 2005, Mulcahy was named by Fortune magazine as the second most powerful woman in business. Based on a lifetime of experience with Xerox, she knew that the company had powerful employees who were not motivated when she took over. Mulcahy believed that among

other key businesses changes, motivating employees at Xerox was a key way to pull the company back from the brink of failure. One of her guiding principles was a belief that in order to achieve customer satisfaction, employees must be interested and motivated in their work. Mulcahy not only successfully saw the company through this difficult time but also was able to create a stronger and more focused company.

In 2009, Mulcahy became the chairman of Xerox's board of directors and passed the torch to Ursula Burns, who became the new CEO of Xerox. Burns became not only the first African American woman CEO to head a Standard & Poor's (S&P) company but also the first woman to succeed another woman as the head of an S&P 100 company. Burns is also a lifetime Xerox employee who has been with the company for over 30 years. She began as a graduate intern and was hired full time after graduation. Because of her tenure with Xerox, she has close relationships with many of the employees, which provides a level of comfort and teamwork. She describes Xerox as a nice family. She maintains that Mulcahy created a strong and successful business but encouraged individuals to speak their mind, to not worry about hurting one another's feelings and to be more critical.

Burns explains that she learned early on in her career, from her mentors at Xerox, the importance of managing individuals in different ways and not intentionally intimidating people but rather relating to them and their individual perspectives. As CEO, she wants to encourage people to get things done, take risks and not be afraid of those risks. She motivates her teams by letting them know what her intentions and priorities are. The correlation between a manager's leadership style and the productivity and motivation of employees is apparent at Xerox, where employees feel a sense of importance and a part of the process necessary to maintain a successful and profitable business. In 2010, Anne Mulcahy retired from her position on the board of directors to pursue new projects.

*Questions :*

- (a) How do you think Xerox was able to motivate its employees through the crisis it faced in 2000? 5
- (b) Both Anne Mulcahy and Ursula Burns were lifetime employees of Xerox. How does an organization attract and keep individuals for such a long period of time? 5

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