

U.P.S.C.

इस भाग में कुछ न लिखें

(Don't write anything in this part)

प्रश्न संख्या
(Question No.)

Q1 "Conflict is the appearance of difference, differences of opinion and of interest" Comment. (150 words) (10 Mark)

Mary Parker Follet is one of the prominent theorist of her time. Her theories are the linking pin between classical, neo-classical and some extent to modern theory.

Should add some examples of conflicts like conflict w.r.t. UCC, NPS & OPS etc.

According to Mary Parker Follet conflicts are social valuable difference. Conflict arises when two or more have different perspectives thought and understanding.

According to her conflict are part of the organisation as conflict are neither destructive or constructive there date depends upon the executive how he/she handle or sees it.

According to her conflict provide a space for discussion and positive discussion leads to new and creative ideas. She provide three ways to end conflict and which are as follows

① Dominance

According to her in this situation one party dominate other party which means one gains another loose.

② Compromise

According to her in this situation compromise taken place in both ~~part~~ parties which means ~~one~~ one gain no one loose

③ Integration

According to her this the best way to end conflict in which both parties gain no one loose.

Conflict are the appearance of difference, differences of opinion and of interest let's understand with example. Russia and Ukraine are at war with each other so it means conflict of opinion, interest and

good

U.P.S.C.

इस भाग में कुछ न लिखें
(Don't write anything
in this part)

प्रश्न संख्या
(Question No.)

differences are there. They both have different interest so how someone can resolve it. If we use domination then it is not possible because they both are sovereign nations. Integration may be the way of resolving conflict.

Compromise may be the best way to end conflict because both parties will not lose anything but can save several lives.

Her theories created a nexus between social and psychological aspects. As she talked about integration is the best way of ending conflict it may not in real every situations. Her theories are illusory but effective in managing conflict which are compromise and dominance.

4.5

U.P.S.C.

इस भाग में कुछ न लिखें
(Don't write anything
in this part)

प्रश्न संख्या
(Question No.)

Q.2 Explain contribution of George Elton Mayo to the development of Human relations school.

Elton Mayo known for his human relation approach and to address social and psychological factor in the organisation.

Mayo talks about adaptive society where it have some features like administrative elites. He also conducted various experiments like first inquiry, Hawthorne experiments and absenteeism in aircraft industry.

In first inquiry experiment he finds that social and psychological factors are behinds 250% of labour turnover in mule spinning department. First due to fatigue among workers where worker had to work on ten to fifteen machines and second one is noise which acting as barrier among workers for communication.

So he suggest for four periods of rest of ten minutes and surprisingly it decrease the labour turnover. He concluded that social and psychological factor are there which is a part human relations.

In Hawthorne experiment he conducted four experiments and outcomes of those experiments were in great illumination experiment he finds that physical aspect doesn't affect the production.

In relief assembly testroom he finds that if management ease there policies like informal supervision, free interaction period, better wages which are social and psychological factors which are affecting productivity in positive way.

Should try to explain experiments briefly and establish the contribution view more solid

U.P.S.C.

प्रश्न संख्या
(Question No.)

इस भाग में कुछ न लिखें
(Don't write anything
in this part)

In human attitude and sentiments he and his team conducted interview of workers where they are free from any boundaton and talk informally. This created ventilation therapy for workers and productivity increased. So this how Mayo contributed in human relation approach

In bank wiring experiemnt he finds that informed group are affecting the organization productivity. So he advised that manager or executive should handle informed group very cautiously and understand the needs of informal groups. So understand ing the needs of informal groups helps in development of human relation approach

According to Mayo administrative elites are those elites which have technical and social skill as well. These administrative elites are capable of handling informal groups because they have social as well human understanding

4

Q-3 "Chester Barnard in 'The Functions of the Executive injected' the social in the study of organization. Explain in this context how the executive is expected to play a much greater role than a Manager (250 words) (15 Marks)

Chester Barnard is one of the prominent theorist who gave proper concept of social and human relation aspects and he also known as organizational theorist.

The manager and executives are two sides of same coin which both are hired for managing and getting efficiency and effectiveness.

But there is a difference in purpose of hiring which means managers are hired for profit of the organization but executive are hired for welfare and upliftment of the society and people.

In fiction of authority function given by Barnard which means that manager and executive should take advantage from the pe situation.

In 2019 COVID-19 pandemic hit the world. People started using mask and sanitizer for their safety. If we think from manager perspective then manager aims to increase productivity so the organization can earn huge profit.

But if we see the executive perspective then the outcome will be different because executive will try his best to serve the people in every aspect. He/she will not have motive

Talk about functions of executive i.e. orgn as cooperative society

Executive will also talk about profit but beyond that also

of profit. They will have motives to serve the society and save people's lives. So the executive role is much larger than manager in function of executive.

In contribution satisfaction equilibrium manager and executive should focus on net satisfaction of the subordinate or people. Net satisfaction will when people get more than they contribute in the organizational incentive.

From the view of manager contribution satisfaction equilibrium, ^{Executive} will have much greater role than manager. For eg if an organization is paying more incentive than the contribution made by the employees but the manager may have the motive of profit for the organization with the help of net satisfaction.

In the case of executive the net satisfaction will be much more as compared to manager. In India everyone pays taxes in the form of direct tax and indirect tax as a contribution. People contribute differently but they get net satisfaction through various schemes and policies running by the government out like Ayushman Bharat, PM- UJJWALAYOJANA and others. So this now executive injected social aspect in the society.

Executive plays greater role than manager because executive have certain responsibility and duties which are more than that of managers.

U.P.S.C.

इस भाग में कुछ न लिखें

(Don't write anything in this part)

प्रश्न संख्या
(Question No.)

Q-4 Mary Parker Follet traced the foundational value of ~~of~~ business and enterprise on her way to understand organism of governmental machinery. Comment. (250 words) (15 Marks)

Mary Parker Follet is one of the prominent theorists which focussed on the social and psychological aspect of the organization. Her theories are connecting pin between classical and neo classical theory.

Business aims for profit maximization whereas government aims for equality, equity, justice and etc. She gave various theories like conflict, order, leadership, Authority, power, communication and etc.

According to Follet conflicts are natural and have social valuable differences. It means every conflict are valuable for the organization.

Both Public and private organizations face conflicts. Private organization aims for profit maximization and they achieve this with the help of its machineries. If conflicts are not properly handle then it may create inefficiency and ineffectiveness in both public as well as private organization.

According to Follet there are three ways to resolve conflict which are dominance, compromise and integration. According to her integration is the best way because in

good

this no one loses but everyone gains. For

In public organization government introduced unified pension scheme which tried to resolve the conflict between employer and employees. Government used integration method to end conflict by providing pension to the employees and as well reducing pressure on government also by investing it into the market.

In private organization there are trade union which act as a mediator between worker and management. Trade Union tries to resolve conflict through compromise or integration which ever is possible.

Orders are one of the important machinery in any organization to maintain efficiency and effectiveness. ~~in the~~ Orders are the set of the command given by superior to subordinates.

According to Follett order should be flow from law of situation which means order should be given according to situation not from superior. She also emphasized that order should be "Depersonalize" means it should flow from situation not from personal views and beliefs.

In private organization order comes from situation. For eg If a organization get a new order that top management order there ~~&~~ respective subordinate to complete the project effectively and efficiently.

While in public organization orders flow from situation. For eg If an administrator is not efficient in maintaining law and order, ~~in the district~~ then he/she

U.P.S.C.

प्रश्न संख्या
(Question No.)

इस भाग में कुछ न लिखें
(Don't write anything
in this part)

may get transfer order from ~~respective~~
superior to maintain ~~efficiency~~ ~~and~~ ~~effective~~
ness in the org. ✓

she gave universal components
which can be applied anywhere. Her concepts
are drives from social and psychological
factors which increase ~~efficiency~~ ~~and~~ ~~effective~~
ness in both private as well as public
organization

7

Q-5 "Chester Barnard's model of 'Contribution-Satisfaction Equilibrium' is still considered a logical model of organisational motivation." Do you agree? Give arguments

Chester Barnard is a organizational theorist. In contribution satisfaction equilibrium is which when employees get more incentive than his contribution in the organization and which leads to not satisfaction.

In contemporary time this equilibrium is still relevant and logical for motivation in the organization

Net satisfaction occurs when employees get more incentive than he/she contributed and then the employee will give his 100% to the organization. Let's understand this with an example

Government of India provide various incentive and one of them is retirement benefit for retired personnel. Government introduced unified pension scheme where retired employee get 50% of their basic average salary after retirement for their social and psychological needs.

Now they are not the employees of government but still they get financial support after retirement and this increase motivation of the employees and they will give their 100% in the organization and net satisfaction will be achieved. So we can say this equilibrium is still relevant and logical.

Bureaucrats are just public servants but the government provides them decent salary, a house or bungalow for their accommodation, subsidised rates of electricity and official vehicles.

So bureaucrats are servants of public and they get more incentive than their

Explain
briefly use
heads,
sub-heads

U.P.S.C.

प्रश्न संख्या
(Question No.)

contribution. Government tried to create a situation of net satisfaction where in return so that bureaucrats can contribute 100% in those services and do welfare of the people

In private organization employees tries to give net satisfaction through various incentives which can be general or specific both like employees of the month award, timely salary hikes, corporate insurances.

Need to explain how still relevant and how not using separate headings

so these types of incentives work as fuel and motivation for the employees so they can give 100% to the organization in achieving targets and business can earn good profits.

Every employees have their own interest and ambition which can be different from the organizational interest and ambitions but manager has to create balance between the two.

If the employees is not getting more then they contribute then there will be no net satisfaction and equilibrium will not established. Motivation of the employees will decrease they will not contribute 100% and in result it will decrease efficiency and effectiveness of the organization

Contribution satisfaction equilibrium is beneficial for both employees and employer. Every organization depends upon the workforce which decide the fate of the organization and this equilibrium is still logical in today's dynamic environment