

Code: BA1T1

**I MBA - I Semester - Regular/Supplementary Examinations
January 2017**

PERSPECTIVES OF MANAGEMENT

Duration: 3hours

Max. Marks: 70

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a) Centralization and Decentralization
- b) Quality Circles
- c) Boundaryless Organization
- d) Just-in-Time Inventory
- e) Benchmarking
- f) Zero-based Budgeting
- g) Organizational Culture
- h) Equity Theory of Motivation

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Discuss briefly the various functions which constitute the process of management.

OR

b) Identify Fayol's 14 principles of management and describe any six of them.

3. a) “Without understanding people’s motivation, a manager cannot be successful”. Comment.

OR

b) Define “channels of communication”. Discuss the main characteristics of formal and informal channels of communication.

4. a) Define Leadership. Discuss various styles of leadership with examples.

OR

b) Define planning. What are the various steps in planning?

5. a) “Planning is looking ahead and controlling is looking back.” With reference to given statement explain the relationship between planning and controlling.

OR

b) What do you mean by Departmentation? Briefly explain different bases of Departmentation?

6. a) What is span of management? Distinguish between organization with narrow spans and organization with wide spans.

OR

b) Define Controlling. Explain briefly controlling techniques.

SECTION – C

7. Case Study

1 x 10 = 10 M

ABC Engineering Works Limited is major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr. Suresh Kumar as general manager to direct the operations of industrial machinery division. Mr. Kumar had similar assignment abroad before coming back to India.

Mr. Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.

After joining as General Manager, Mr. Kumar got briefings from the heads of all departments. He asked all heads to identify major

problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduce the cost, it was essential to automate production lines by installing new equipment.

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay

Questions:

- (a) Discuss the nature and characteristics of the problems in this case.

- (b) What steps should be taken by Mr. Kumar to overcome these problems?