

Code No: **21BA1T1****I MBA - I Semester Supplementary Examinations
DECEMBER – 2024****MANAGEMENT THOUGHT AND PRACTICE**

Duration: 3 Hours

Max. Marks: 70

Note: 1. This question paper contains three Parts-A, Part-B and Part-C.2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
Each Question carries 2 Marks.3. Part-B contains 5 essay questions with an internal choice from each unit.
Each Question carries 10 marks.

4. Part-C contains one Case Study for 10 Marks.

5. All parts of Question paper must be answered in one place

PART - A

1. a)	List types of managers.
1. b)	What are the different types of managerial roles in an organization?
1. c)	State levels of management.
1. d)	What is staffing?
1. e)	Name two key characteristics of organizing.
1. f)	What is the difference between leading and managing?
1. g)	Can a person be both a leader and a manager?
1. h)	Why is controlling important in management?

PART – B

			BL	CO	Max. Marks
<u>UNIT – I</u>					
2.	a)	Explain the scope and importance of management.			5 M
	b)	Discuss the managerial roles and functions as defined by Mintzberg and Fayol.			5 M
OR					
3.	a)	Is management a science or an art? Discuss with examples.			5 M
	b)	Describe the evolution of management theories and approaches.			5 M
<u>UNIT – II</u>					
4.	a)	Explain the nature and principles of planning in management.			5 M
	b)	Define Management by Objectives (MBO) and discuss its significance in planning.			5 M
OR					
5.	a)	Describe the steps in the planning process with suitable examples.			5 M
	b)	Discuss the role, significance, and techniques of decision-making in management.			5 M
<u>UNIT-III</u>					
6.	a)	Provide examples of organizations that follow centralized and decentralized structures.			5 M

	b)	Explain the principles of organizing and their significance in effective management.	5 M
OR			
7.	a)	Discuss factors influencing the span of management in organizations.	5 M
	b)	Explain the line and staff concept with examples of their roles in organizational structure.	5 M
<u>UNIT – IV</u>			
8.	a)	Discuss how leadership complements management in achieving organizational objectives.	5 M
	b)	Define motivation and its role in enhancing employee performance.	5 M
OR			
9.	a)	Discuss the impact of cultural diversity on leadership styles.	5 M
	b)	Analyze the role of communication in management and its significance in women and corporate leadership.	5 M
<u>UNIT – V</u>			
10.	a)	Highlight the role of control in ensuring that organizational goals are achieved efficiently and effectively.	5 M
	b)	Explain the difference between positive and negative feedback and their implications for organizational performance.	5 M

OR			
11.	a)	Compare the effectiveness of traditional and modern control techniques in the contemporary business environment.	5 M
	b)	Outline the steps in the control process: setting performance standards, measuring actual performance, comparing performance with standards, and taking corrective actions.	5 M

PART –C

			Max. Marks
12.	<p>Case Study: Leadership in a Cross-Cultural Environment Company: GlobalTech Inc. Industry: Information Technology Location: Headquartered in the U.S., with offices in Germany, Japan, and India.</p> <p>Background: GlobalTech Inc. is a global IT company that operates in multiple countries, including the U.S., Germany, Japan, and India. The company has recently hired a new CEO, Maria, who has extensive experience in managing multinational teams. Her leadership style is collaborative and democratic, focusing on empowering team members. However, she is facing challenges in managing the team across cultures. In the U.S., employees appreciate a direct and open</p>		10 M

communication style, valuing autonomy and quick decision-making. In Germany, employees value precision and punctuality and prefer detailed planning with a structured approach. In Japan, the team emphasizes harmony, respect for authority, and consensus before taking action. In India, employees are more flexible and expect a mix of direction from leadership while appreciating close personal relationships.

Maria tries to implement her collaborative leadership style across all offices, but her approach is not yielding the same results in every country. The German team finds her leadership style too informal and unstructured. The Japanese team feels uncomfortable with the lack of hierarchical clarity, while the Indian team expects more frequent communication and direction from her. The U.S. team, however, thrives under her leadership style.

Challenges Faced:

Misalignment of leadership style with cultural expectations.

Resistance to changes in management practices.

Difficulty in balancing individual and team needs across different cultures.

- a) How does Maria's leadership style impact her ability to lead in different cultural contexts?
- b) Explain the role of cultural intelligence in Maria's leadership approach.

	<p>c) How can Maria balance her collaborative leadership style with the different expectations of her teams in Germany, Japan, and India?</p> <p>d) What role does communication play in leadership in a cross-cultural environment, and how can Maria improve it?</p>	
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