

[This question paper contains 4 printed pages.]

1996

Your Roll No.

MHROD / I Sem.

A

Course 611

MANAGEMENT CONCEPTS AND PRACTICES

(Admissions of 2004 and onwards)

Time : 3 hours

Maximum Marks : 70

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt all questions.

All questions carry equal marks.

1. "Management is the art of muddling through the situation." Comment upon this statement while discussing the features of contingency approach.

(14)

OR

"Managers perform certain functions with the aim of achieving coordination in the utilisation of various resources for the attainment of organisational objectives." Comment and illustrate how the performance of each of the managerial functions leads to coordination.

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2. (a) "Planning is a mere ritual in the fast changing environment." How far do you agree with this statement? Give reasons for your answer.
- (b) Why can't managers be rational decision-makers in real life? (14)

OR

- (a) "Management fundamentals are universal in nature while management practices may differ from country to country and even organisation to organisation." Elucidate this statement.
- (b) Explain the steps in managerial control. What is control by exception?
3. "Effective leadership is a function of three factors: the leader, the led and the situation." Elaborate this statement. Do you agree with the view that leaders are born and not made? Why or why not? (14)

OR

- (a) "Communication is the essence of effective management." Explain this statement.
- (b) What is grapevine? What steps should be followed by the management of an organisation to deal effectively with rumours spread by a group of workers?
4. Differentiate between formal and informal organisation. Explain the features and suitability of matrix organisation. (14)

OR

Write explanatory notes on any two of the following :

- (a) Challenges of management in the global environment.
- (b) Maslow's theory of need hierarchy.
- (c) Contributions of neo-classical theory.

5. Read the following case and answer the questions given at the end :

Rahul, the General Manager in a large pharmaceutical company, is a profound proponent of 'Management by Objectives' (MBO). He has always viewed himself a very democratic manager, with a strong belief in employee participation. He does this by involving employees in decision making and goal setting, etc. Though he leaves them alone to achieve their goals but is ever-willing to help them, if needed. He has been very successful in his endeavours in this respect. Recently he hired Puneet, a young MBA from a top Business School of India. Puneet was good at academics as well as at extra-curricular activities. After orientation programme, Puneet was posted in the Production Department. Rahul motivated Puneet to work independently, maintaining his faith in the philosophy of participative management. He discussed the project assigned to him, set a production target to be achieved within a stipulated period. Puneet,

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however, failed to complete the project in time. Revised target, after consultation with Puneet, was set. Unfortunately, results were not encouraging. Rahul confronted Puneet and chided him for his non-performance. He was warned to perform or face termination. Puneet was stunned for a while but finally gathered courage and said, "Sir, though I like you, but I feel diffident working with you. I sometimes do not know what to do next. It takes me longer. If I could benefit from your experience by having you tell me each day what steps to take next, I am sure things would work well." He further told Rahul that in his previous job also, his superiors used to help him like that. On hearing this, Rahul became speechless and wondered what to do with Puneet.

Questions :

- (a) Do you think Rahul should abandon his faith in MBO ? Why ?
- (b) What would you suggest to improve Puneet's work performance ?
- (c) Do you think Rahul's expression of displeasure at Puneet's poor performance was the right way to handle the situation ? Elaborate your view point
- (d) Do you think Rahul and Puneet can still work together ? Would you like to give any advice to Rahul and Puneet ?

(14)