

*This question paper contains 3 printed pages.*

2021

Your Roll No. ....

**MHROD / IV Sem.                      A**

**COURSE 646— EMPOWERMENT AND  
PARTICIPATIVE MANAGEMENT**

**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. "The presence of empowerment in organisations may not always be a conscious decision; however, of late its need and importance has increased manifold."  
Comment.

*Or*

Discuss the objectives, process and levels of workers' participation in management in India.

2. (a) How can a manager broaden his power-base?  
(b) Explain the detrimental impact of depowering activities.

*Or*

Distinguish between delegation of authority and decentralisation of authority. Describe the factors which should be considered to determine the relative degree of centralisation and decentralisation required in an organisation.

P. T. O.

3. Describe the problems associated with committees in organisations. Suggest measures for making committees effective.

*Or*

Critically examine the role of employee directors in boards of public sector banks in India.

4. What are the reasons for ESOPs in India? Examine the impact of ESOPs by taking examples of organisations you are familiar with.

*Or*

Write a detailed note on the experiences of worker participation schemes in U.K. and Germany.

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

“Managing by objectives is nothing new in our police department here,” said Commissioner Aswini Kartak of the Metropolitan Police. “We have always established objectives towards which everyone in our department strives. Our job is varied and diverse but encompasses the maintenance of law and order, firmly but fairly; in addition, we have to protect human lives and property; and also to be the conscience and spirit of the general welfare of the millions of people who inhabit our city and call it home. Every man is aware of these objectives in our department and knows he will have to strive towards it. Now, I am fully aware that, being a service operation, we cannot measure by the yardsticks of profits, costs, sales or product output, as

is done in manufacturing concerns. However, I reiterate very strongly that this does not mean we are not managing by objectives. Ask anyone in my department!"

Commissioner Kartak was speaking to a management consultant who had come over to discuss ways and means of improving the efficiency of the police force by introducing management by objectives in his department.

*Questions:*

- (i) Do you think Commissioner Kartak is engaging in managing by objectives? What, if anything, is missing?
- (ii) What would you suggest the Commissioner to do?