

MBA Sem.-1 (IBFT/DM) Examination

IBFT/DM-101

MCOB

February-2025

Time : 2-30 Hours]

[Max. Marks : 70

Q.1

- A. How can organizations effectively integrate recent trends of management into their practices to gain a competitive advantage in today's dynamic business environment? [07]
- B. Evaluate the relevance of Fayol's principles of administrative management in today's organizations [07]

Q.2

- A. What are the key indicators of an effective plan, and how can organizations measure their success in achieving their desired outcomes? [07]
- B. Explain various types of organizational structure. [07]

OR

- A. A Manager needs certain skills to perform his role efficiently. Discuss this statement in context to today's dynamic environment. [07]
- B. How can organizations effectively conduct job analysis to develop accurate job specifications and job descriptions that align with organizational goals, ensure role clarity, and support recruitment, training, and performance management processes? [07]

Q.3

- A. Explain the Big Five Personality Model. [07]
- B. Define Motivation. Among early theories of Motivation explain Maslow's Hierarchy of Need's Theory. [07]

OR

- A. Elaborate the steps involved in Rational Decision-Making Model. [07]
- B. Explain the Managerial Grid theory of Leadership. [07]

Q.4 Case study: [14]

- A. Getting Effective Leadership

(P.T.O)

For several months, the supervisors of a large corporation have been very dissatisfied with the new division head. Before the arrival of the new division head, the department had functioned as a cohesive, effective unit, combining hard work with equal amount of leisure. The new division head has very strong ideas about the type of environment his employees should have. As one supervisor puts it, it resembles a fullscale military operation. No longer are employees allowed to place personal belongings on the wall of their offices Or have occasional informal gathering during office hours. The bottom line was become productivity first, with the employees' feelings being considered as an afterthought. Grassroot employees as well as supervisory personnel are very upset about the changes in structure and their dissatisfaction is beginning to show up in their performances. Because of the decreased productivity levels, the supervisors have been informed that if they don't shape up their subordinates "the axe will fall on several heads".The frustration and anger is now beginning to come to a full boil and the supervisors have decided to meet to discuss the situation.

Discussion questions:

1. Identify the leadership style of the division head from the angle of managerial grid? [07]
2. From the viewpoint of theory X and Y what assumptions did the new head make about the way in which people work most effectively? [07]

OR

B. **Successful vs effective Leadership**

Super Engineering Company was a multi-locational light engineering company. It had manufacturing facilities at Hyderabad, Pondicherry and Indore. The company adopted budgetary system with main emphasis on production and expense budgets. The budget targets used to be set on the basis of analysis of production facilities and production operations. While two units located at Hyderabad and Pondicherry were working properly and were able to meet their budget targets, Indore unit was not able to do so.

Mr. P Manohar was transferred to Indore unit as a plant manager. He joined the company about eight years back as engineer trainee and became the assistant plant manager at Hyderabad unit, the biggest of the three units. Manohar was very ambitious and a little bit autocratic. He believed in the exercise of authority and control to carry out his instructions. He was high achiever and believed in getting things done. He got quick promotions in the company.

Immediately after joining at Indore unit as plant manager, Manohar made preliminary study of the plant and issued instructions to all departments to

reduce their expenses by 5%. A fortnight later he instructed the departments to increase production by 10%. He also instructed all supervisor to strictly adhere to budgets. He introduced several new reports and watched the operations very closely. He suspended two supervisors in the second month for not meeting the budget targets. Subsequently two supervisors left the plant. E1325-3

With all his efforts, the unit was very much on the right track and within six months exceeded the new budgeted production figure by 8%. On setting the plant right, he was called back at Hyderabad unit as plant manager where vacancy arose. However, shortly after he left for Hyderabad the productivity at Indore unit fell below the earlier level and the budget was again in trouble.

Discussion questions:

1. Analyze Manohar's style of leadership at Indore unit. [07]
2. Why was there a drop in productivity at the unit after Manohar left it? [07]

Q.5 Explain the following in brief: [2 mark each]

[14]

- (i) Define the managerial role of Liaison.
 - (ii) What do you mean by Espirit Di Corps as management principle?
 - (iii) What do you mean by Halo Effect?
 - (iv) Define Herd Mentality.
 - (v) List down the skills of a Manager.
 - (vi) Define strategic and tactical planning in brief.
 - (vii) List down some of the power tactics used.
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