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Total No. of Pages: 03

Total No. of Questions: 10

MBA / IB (Sem. – 1)
FOUNDATIONS OF MANAGEMENT

Subject Code: MBA-101-18

M Code: 75402

Date of Examination : 14-01-23

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTIONS-B** consists of **FOUR** Sub-sections : Units-I, II, III & IV. Student have to attempt any **ONE** question from each Sub-section carrying **EIGHT** marks each.
3. **SECTION-C** is **COMPULSORY**, consists of a Case Study carrying **TWELVE** marks.

SECTION-A

1. Write Briefly:
 - a) Discuss the various managerial skills.
 - b) What is meant by contingency approach?
 - c) Discuss the significance of Mc Kinsey's 7s approach.
 - d) What is the concept of MBO?
 - e) Explain what is meant by line-staff conflicts?
 - f) List the difficulties faced in effective coordination.
 - g) Explain the key features of Chinese style of management.
 - h) Briefly explain the concept of business process reengineering.

SECTION-B

UNIT-I

2. Discuss and differentiate between the classical and neo-classical approaches to management.

3. Narrate the contributions of F.W. Taylor in management.

UNIT-II

4. Discuss the process of planning. Further, explain its association with business forecasting.
5. What is meant by decision making? Discuss its different approaches, in varying conditions.

UNIT-III

6. Define organizational structure. Discuss the various types of organizational structures.
7. What is meant by Delegation? What are the factors affecting delegation and its effectiveness?

UNIT-IV

8. Discuss the process of control. Also explain the different techniques of control.
9. Compare and contrast management styles of Japanese and American companies.

SECTION-C

10. Study the following case and answer the question(s) that follow:

Although a marketing executive does not actually produce the product or service, he or she directly contributes to the firm's overall objectives through market forecasting and generating product or service demand. Therefore, line positions, whether they are personnel or managers, engage in activities that are functionally and directly related to the principal workflow of an organization.

Staff positions serve the organization by indirectly supporting line functions. Staff positions consist of staff personnel and staff managers. Staff personnel use their technical expertise to assist line personnel and aid top management in various business activities. Staff managers provide support, advice, and knowledge to other individuals in the chain of command.

Although staff managers are not part of the chain of command related to direct production of products or services, they do have authority over personnel. An example of a staff manager is a legal adviser. He or she does not actively engage in profit-making activities but does provide legal support to those who do. Therefore, staff positions, whether personnel or managers, engage in activities that are supportive to line personnel. Line authority flows down the chain of command. For example, line authority gives a production supervisor the right to direct an employee to operate a particular machine, and it gives the vice president of finance the right to request a certain report from a

department head. Therefore, line authority gives an individual a certain degree of power relating to the performance of an organizational task.

Two important clarifications should be considered, however, when discussing line authority: (1) line authority does not ensure effective performance, and (2) line authority is not restricted to line personnel. The head of a staff department has line authority over his or her employees by virtue of authority relationships between the department head and his or her directly-reporting employees.

Staff authority is the right to advise or counsel those with line authority. For example, human resource department employees help other departments by selecting and developing a qualified workforce. A quality control manager aids a production manager by determining the acceptable quality level of products or services at a manufacturing company, initiating quality programs, and carrying out statistical analysis to ensure compliance with quality standards. Therefore, staff authority gives staff personnel the right to offer advice in an effort to improve line operations.

Questions

- a) Why is it said that line positions engage in activities that are functionally and directly related to the principal workflow of an organization?
- b) Why do staff managers have more authority over personnel in an organization?
- c) Why does line authority not ensure effective performance?
- d) 'Line authority flows down the chain of command'. Is it the same with Staff authority as well? Why?

NOTE : Disclosure of Identity by writing Mobile No. or Marking of passing request on any paper of Answer Sheet will lead to UMC against the Student.