

TIME : 2 Hrs

MARKS : 60

- NOTE :** 1. All questions are compulsory.
2. All questions carry equal marks.

Q.1 Discuss in detail the meaning, definition and characteristics of planning. (15)
OR

Q.1 A. What is an art? Justify how management can be treated as an art. (8)
B. Who is considered the 'Father of Theory of Scientific Management'.
What are the contributions of this theory? (7)

Q.2 Why is delegation of authority necessary? Discuss the principles of delegation. (15)
OR

Q.2 A. Explain the features of Line and Staff organisation (with diagram). (8)
B. Discuss any 7 non-monetary motivating factors. (7)

Q.3 Explain the traditional and modern techniques of control. (15)
OR

Q.3 A. Elaborate the factors affecting staffing. (8)
B. Give the meaning of direction and characteristics of co-ordination. (7)

Q.4 Read the following case carefully and answer the questions given: (15)

When Bala Iyengar took over the reins of United Technologies he noted the deterioration in quality and productivity of its employees. The union had a strong presence and workers mainly listened to their leaders. HRD manager expressed helplessness and became more interested in damage control exercise rather than introduction of innovative measures. Bala appointed a consultant Sudhir Hirani who agreed to stay in-house for a month during which time he will study the organisation structure, composition and perception of employees. He received full cooperation from employees and management.

Sudhir developed various methods to bring about change and organisation development. He developed programmes and techniques such as target setting scheduling, Kaizen, TQM, performance appraisal etc. Introduction of these measures will bring about hundred percent accountability. Non-compliance and non-performance will bring negative entry on employee's records. In contrast with original enthusiasm and participation employees showed strong resistance. The union raised objections to some of the measures suggested by Sudhir. The union took altogether a different stand. It suggested withdrawal of the consultant but

Questions:

1. Analyse the problems mentioned in the case.
2. Was the choice of consultant wrong? Substantiate your views.
3. What is your opinion about the stand of the union.

OR

Q.4 Read the following case carefully and answer the questions given:

(15)

Mr Padgaonkar had recently joined as the Managing Director of a toy manufacturing company which at present is incurring heavy losses. Mr. Padgaonkar has been entrusted with the formidable task of rejuvenating the company. He faces many challenges to achieve this task, such as controlling costs and expenses, increasing the productivity and boosting the morale of the employees so that they unhesitatingly co-operate to achieve the set standards of output.

Mr Padgaonkar, in his previous - also a toy manufacturing company, as the Deputy Managing Director had proved to be a proficient manager and a talented leader. He was commended for his maximum concern for both people and production and also for bring about an integration and harmony between the needs of employees and of production.

In the new company also, Mr Padgaonkar continued his policies of participative management and his high concern for production and people. With a view to reviving the company back to health, he effected some major changes. First of all, he had decentralized the organisation so that the subordinates could exercise their discretion and initiative in decision making and their imagination and creativity in performing their other managerial functions. Furthermore, he empowered the junior managers to sanction expenditure upto an approved limit without seeking prior approval of the higher management. Communication system was also improved to facilitate free flow of upward and downward communication.

Mr Padgaonkar also adopted several measures to cut costs and wasteful expenditure. He banned donations to charitable institutions but increased the amount being spent on the welfare activities of the employees.

Questions:

- a. Identify the basic principles of management applied by Mr Padgaonkar in the company. Discuss them.
- b. Which theory of McGregor, Mr Padgaonkar has followed? Discuss.
- c. Will participative style of leadership and human relations approach to management sustain long?
- d. What measures would you suggest to control the activities of employees?

