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Internal Assessment Test 1 – Oct 2016

Subject:	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR							Code:	16MBA11		
Date:	26.10.16	Duration:	1hr & 30min	Max Marks.:	40	Semester :	I	Branch:	MBA		
<i>Note: Part A: Answer any 03 full questions, 30 Marks, 2 question consecutive. Part B: Compulsory 10 Marks..</i>											

1 A. Discuss the importance of management?

Management may be defined as a process whereby scarce resources (human, material, & financial) are combined to achieve organizational goals. Without management, people would pursue their own objectives independently and this would lead to waste & inefficiency.

Management is-

1. An economic resource and a critical element in the economic growth of a country.
 - a) Essential in all organizational efforts.
 - b) Dynamic life giving element of any organization.
 - c) A system authority.
 - d) A class or elite.
 - e) Concerned with technical skill, human skills, conceptional skills, analytical skills and decision making activities.
2. Management aims to create surplus.
3. Managerial resources determines productively and profitability of an organization.
4. Management is considered as a means to an end and not an end by itself.

B. List the various types of planning and explain the steps in planning

- a) Single Use Plan
- b) Standing Plan
- c) Strategic Plan
- d) Contingency Plans
- e) Planning for High Performance
- f) Planning for the New Workplace

STEPS IN PLANNING PROCESS

- Step 1: Setting organizational objectives
- Step 2: Analyzing and evaluating the environment
- Step 3: Identifying alternative ways of achieving the objectives
- Step 4: Developing planning premises on which to base each alternative
- Step 5: Deciding the planning horizon
- Step 6: Evaluating the alternatives and choosing the best alternatives
- Step 7: Developing plans to pursue chosen alternative
- Step 8: Implementing the plan
- Step 9: Controlling and evaluating the results

2.”management is the process of getting things done through the efforts of other people, both efficiently and effectively.

Yes, of course it is the art of getting things done through people. A good management requires a good manager in directing or leading his subordinates, as well as a good subordinate in doing things in a right way in order to meet the goal and objectives of the organization. It is also said that management requires an understanding of the economic principle of the division of labor, which breaks down into subtasks, and the coordination of effort, which recognize the subtasks into an efficient and effective whole. The managers do not do the work themselves. They get the work done through the workers. The workers should not be treated like slaves. They should not be trickled, threatened or forced to do the work. A favorable work environment should be created and maintained.

Furthermore, it's not really about time management because this focuses on the fact that we are spending our time productively. It's not about being productive; it's about accomplishing the goals by our staff (people) that we set out. So, it's not about time management, it's about goal management; putting the goals in order, figuring out what are the requirements to accomplish those goals, and then moving forward with those goals. Take the focus off managing your time and turn that focus towards accomplishing those goals we set out for our organization.

3 A Define planning and state its importance

According to KOONTZ 'O' DONNELL, "Planning is essentially decision making since it Involves choosing from alternatives".

According to GEORGE TERRY, "Planning is selecting and relating of facts and making use of assumptions regarding the future in the visualization and formulation of proposed activities believed necessary to achieve the desired results".

B.Outline Henry Fayol's 14 Principles of management

1. Division of work:

Work specialization increase output by making employees more efficient.

2. Authority and responsibility:

Authority is the right to give and the power to extract obedience. Whenever authority is exercised, responsibility exists.

3. Discipline:

Employees must obey and respect the rules that govern the organization. Discipline is absolutely necessary for running the organization smoothly

4. Unity of command:

An employee should receive order from one superior only

5. Unity of direction:

Activities aimed at the same objective should be organized so that there is one plan and one person in charge.

6. Subordination of individual interest to general interest:

The interest of one employees or group should not prevail over the goal of the organization

7. Remuneration:

Compensation should be fair to both the employee and employer.

8. Centralization:

The proper amount of centralization or de-centralization of authority depends on the situation.

9. Scalar chain:

The hierarchical chain of authority from top to bottom of an organization in proper channel

10. Authority:

Giving orders

11. Equity:

Employees should be treated with kindness and justice without any bias.

12. Stability of tenure:

The employee turnover from job should be prevented

13. Initiative:

Manager should encourage and develop subordinates initiative to the fullest

14. Spirit de corps:

Unity and promoting team work for productivity

4. Justify “to be effective, a manager must possess and continually improve several essential skills.”

Managerial Skills:

Skills refer to proficiency and understanding in any particular area or a field. These are exhibited at different levels in order to get the desired result.

- a) Conceptual Skills at the top level
- b) Human relations skill at the middle level
- c) Technical skills at the Lower level or Supervisory level

5.A. Define manager, and state the types of managers.

A manager is one, who contributes to the organizational goals/objectives indirectly by directing the efforts of others & not by performing the task himself.

Classification of Managers by level:

- a) Top level Managers/corporate level(CEO and the President)
- b) Middle level Managers/Business unit level(intermediaries interpret the third level)
- c) Junior level Managers/Functional level/First level (Execute or implement the Top and middle level instructions. Junior level, beginners and supervisors)

Classification of managers by activity:

- a) Functional Manager:
Production, R&D, Marketing and Finance
- b) General Manager:
Acts as a coordinator for all the activities

B. What is management by objectives? Describe the steps in MOB process.

MBO is a process whereby, the superior and subordinate managers of an organization jointly

Identify common goals, define each individual's major areas of responsibility in terms of results expected by him and jointly evaluates and reviews performance and contributions.

Some think MBO is an appraisal tool, a motivational technique and others consider it as a planning and control device. But MBO is a comprehensive managerial system that integrates many key managerial activities in a systematic manner and is consciously directed toward the effective and efficient achievement of organizational and individual objectives. They also include-HRP, HRD, career planning, reward system and the philosophy of management that emphasis the setting of agreed on objectives by managers and the use of these objectives as the primary bases of motivation, evaluation and control efforts. Budgeting.

Steps

- a) Set Goals
- b) Formulate action plans
- c) Review progress
- d) Appraise performance
- e) Top management support and commitment

Part B

6 a).Identify current trends and issues of management in the 21st century

Technology and Speed

Globalization and Diversity

Knowledge, Learning, Quality, and Continuous Improvement

Knowledge Management

Change, Creativity, Innovation, and Entrepreneurship

Participative Management, Empowerment, and Teams Ethics and Social Responsibility

Networking and Boundary less Relationships

b) Write a note on group decision making- Delphi Technique

In Delphi decision groups, a series of questionnaires, surveys, etc. are sent to selected respondents (the Delphi group) through a facilitator who oversees responses of their panel of experts. The group does not meet face-to-face. All communication is normally in writing (letters or email). Members of the groups are selected because they are experts or they have relevant information.

The responses are collected and analyzed to determine conflicting viewpoints on each point. The process continues in order to work towards synthesis and building consensus.

