

Internal Assessment Test – I Question paper with answer

Sub:	Management & Organizational Behaviour	Code:	16MBA11
Date:	07.11.2017	Duration:	90 mins
		Max Marks:	40
		Sem:	I
		Branch:	MBA

		Marks	
		OBE	
		CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)			
1 (a)	Write about the importance of Management.	[02]	
	<ul style="list-style-type: none"> Manager serves the organization they plan organize lead and controlled. Managers are responsible for making think happen in the organization. Meeting the completion organizing people , project & process . 		L1
(b)	Outline Henry Fayol’s 14 Principles of management?	[06]	
	<p>He was a French engineer who focused his research on the things that managers do: His prime interest was the functioning of organization.</p> <p>He developed 14 principles of management which were useful guidelines to help managers to perform the managerial function. Fayol’s functional approach to the practice of management is Known as ‘administrative management’ and he is known as ‘father of administrative management’.</p> <p>Fayol’s principles of management are:</p> <ol style="list-style-type: none"> 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. 		L2

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. Espirit de corps:

Unity and promoting team work for productivity

(c) Explain the steps in planning process with flowchart.

[08]

CO2

L3

STEPS IN PLANNING PROCESS

Step 1: Setting organizational objectives

The selection of objectives and the course of action to achieve them are influenced partly by the organization's mission and values, the strategic plans and goals, the standing plans, the environmental conditions, the availability of resources and the philosophies, ethics, accumulated experience and expertise of the managers of the organizations. The objectives indicate where we are, where do we want to be, and what do we want to accomplish and when. The objectives must be specific, measurable, realistic, achievable and probably challenging.

Step 2: Analyzing and evaluating the environment

Once the objectives are established, managers must analyze their present situations and environments to determine the opportunities in the light of the market, competition, customer's needs and wants, company's strengths and weakness, resources available and limiting factors company policies that must be considered as they evaluate possible courses of acting.

Step 3: Identifying alternative ways of achieving the objectives

Once the environment in which the organization is functioning is analyzed and evaluated and organizational objectives are clearly stated, the managers should list as many available alternatives as possible for achieving those objectives.

Step 4: Developing planning premises on which to base each alternative

Planning premises in simpler words is the assumptions that are made about the various elements of the environment. It is important for all the managers involved in planning to agree on the premises. Internal premises include sales forecasts and policies of the organization. External premises are those factors that are outside the organization such as technological changes, general economic conditions.

Tangible premises are the quantitative measurements such as population growth industry demand.

Intangible premises are the qualitatively measured, for example – political stability, business and economic environment, attitudes.

PLANNING PREMISES

Planning is undertaken under certain planning premises. Premises are the assumptions on which plans are formulated. A major source of premises is forecasting which indicates what is to be expected in the future & thus provides a frame work on which plans are developed. But not all premises are forecasts.

Factors of planning premises:

A) External premises.

B) Internal premises.

A) External premises:

Premises external to the organization relate to external constraints & facilitators. These are events in the organizations environment such as changes in social values & norms, changes in the economy, changes in resource availability, and changes in market place so on.

External premises includes three types

a) General business environment

b) Factor market

c) Product market.

General business environment: It includes:

a) Political atmosphere.

- b) Government approach towards business
- c) Population trends
- d) National income & its distribution
- e) Price levels
- f) Monetary policy
- g) Technological innovations

Factor market:

Organization employees many factors of production-land, labour, capital, management. Etc. Forecasting is necessary in respect of the availability of these following factors affect the operation of a business organization.

- a) Natural resources
- b) Infrastructure facilities
- c) Raw materials & suppliers
- d) Plant & equipment
- e) Financial facilities.

Production market:

The purpose of determining & developing premises in respect of product market in the determination of the kind of market is available for organizations products & services.

- a) Industry demand
- b) Nature of competition
- c) Elasticity of demand

B) Internal premises:

These relate to events occurring within the organization. The basic nature of these factors is that they can be changed by managerial actions depending on the time.

- a) Basic policies & programmers
- b) Organization structure
- c) Sales forecast.

Step 5: Deciding the planning horizon

Based on the vision of the managers responsible for planning, the planning horizon can be long term for strategic planning, intermediate term for tactical planning and short term for operational planning.

Step 6: Evaluating the alternatives and choosing the best alternatives

Each alternative can be evaluated to determine which one alternative or combination of two or more alternatives is most likely to achieve the objectives efficiently and effectively. After evaluating each alternative, the managers would be able to identify any one alternative which is most cost-effective and beneficial to the organization.

Step 7: Developing plans to pursue chosen alternative

After an alternative has been chosen, the managers begin to develop strategic and tactical plans. Also supporting plans should be developed.

Step 8: Implementing the plan

Once plans are developed, they must be implemented. The organization can not directly benefit from the planning process until the plan developed is implemented.

Step 9: Controlling and evaluating the results

Once the plan is executed, measuring and controlling progress becomes crucial for the success of planning and to take remedial action if necessary to make plans work and change original plan if found unrealistic.

2 (a) Define manager, and state the types of managers.

[02]

CO2

L2

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

Types of managers are :-

- 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? (MBO). Describe the steps in MBO process. [06]

MBO is a process where by, 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.

MBO process

A) Top mnagement support and commitment:

MBO to be effective requires participative approach to management requiring active involvement oaf managers at all the levels and enthusiastic support of top management and their commitment.

B) Establishing long range objectives plans:

Long term range objectives or overall goals are based on the mission or the basic purpose of the organization .

C) Establish specific short term organisation objectives :-Establishing specific short range objectives and plans:

Determining specific short term objectives which support the overall long term range objectives and expressing the shorter- term objectives as specific and quantifiable targets such as productivity, sales volume and profitability. These specific goals are set for individual departments, sections and individuals in key result areas.

C)Establish individual performance objective and standards:-Challenging but attainable objectives and standards are established through interaction between superiors and subordinates. Action plans indicates:What specially is to be accomplished? When it is to be accomplished? How, Where and By whom it is to be accomplished?

D) Appraise performance:

Ensure stability and control: Individuals should be given considerable latitude in carry out their activities as per their action plans. Individuals in managerial positions must be able to exercise Self- Control and self-evaluation and judge their progress against set goals. Motivate the performers by rewarding.

E) Take collective objective action

(c) Briefly discuss the various functions of management. [08]

Management :-Management is the process of designing and maintaining an environment in which individual,working together in groups, efficiently accomplishes stated aims. It is defined as the art of getting things done through people both efficiently and effectively Efficiency - ability to do things in the right way Effectiveness - ability to do right things.

Function of management are:-

Planning:

A management function that involves the process of defining goals, establishing strategies for achieving those goals and developing plans to integrate and co-ordinate activities.

Organizing:The process of presenting formal relationships among people and resources

CO1	L4
CO3	L3

to accomplish goals, or the process of grouping activities and resources in a logical or systematic manner.

Staffing:

The process of ensuring that the organization has qualified employees available at all levels to meet its short and long term objectives or goals.

Directing:

The process of talking a person what to do. It is better known as leading or influencing.

Leading:

Influencing others to do what the leader wants get members of the organization to work together to achieve the organization goals or objectives.

Influencing:

The process determining or affecting the behavior of others.

Coordinating:

The process of transferring information ideas, understanding or forcing among people. The process of ensuring that process who perform inter dependent activities work together in a way that contributes to the achievement of overall objectives of goals.

Motivating:

It is the willingness to put forth effort in prevent of organizational objectives. It is the force that energies behavior gives direction to behavior and underlies the tendency to persist.

Reporting:

The process of transferring information to people in the higher level in the management hierarchy (from ordinate to superior)

Controlling:

The process of comparing actual performance with standards and taking any necessary corrective action.

Budgeting:

The process of preparing a statement of planned allocation of resource expressed in financial or numerical terms.

Decision making:

The process of generating and evaluating alternatives and making chains among them.

3 (a) Define the term Planning & state its importance. [02]

Planning: "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".

Importance of planning are:-

1. Planning is future oriented.
2. Planning is decision oriented.

(b) What do you mean by strategy, also write about the levels of strategy. [06]

Strategy :- Strategy is the determination of organizational objectives in the light of environmental variables & determination of course of action & commitment of organizational resources to achieve these objective.

Levels of strategy are:-

Corporate-level strategy:

It focuses on the types of businesses the firm wants to be in, ways to acquire or divest businesses, allocation of resources among the businesses, and ways to develop learning and synergy among those businesses.

Strategic business unit (SBU)

Growth Strategies

CO3	L2
CO2	L4

Strategic Levels and Planning

Business-level strategy:

It refers to the resources allocated and actions taken to achieve desired goals in serving a specific market with a highly interrelated set of goods and/or services.

Three basic questions at the business level are:

Who will we be served?

What customer needs will be satisfied?

How will customer's need be satisfied?

Functional-level strategy:

It refers to the actions and resource commitments established for operations, marketing, human resources, finance, legal services, accounting, and the organization's other functional areas.

Operations strategies, Marketing strategies, Finance strategies.

(c) Elaborate on the concept of Henry Mintzberg, managerial roles.

[08]

CO1

L3

A manager is one, who contributes to the organizational goals indirectly, by directing the efforts of others and not by performing the task himself. Role is defined as the pattern of behavior, which is, defined for different position. it depend on formal authority. A role is a set of behaviour, rights and obligations conceptualised in a social situation or expected behaviour that is associated with a particular position or a status

According to Mintzberg managerial roles can be classified as follows:

1) INTERPERSONAL ROLES:

a) Figure head: performs symbolic duties of a legal head or social nature.

Represent his/her organization Signs certain documents Attends events to add dignity and status to the organization

b) Leader: builds relationship with subordinates and communicate with, motivates and coach them. Determines the atmosphere of the work environment Acts as a role model Gives the organization direction and purpose Makes strategic decisions

c) Liaison: maintains networks of contacts outside work unit that provide help and information. Maintains information links both inside and outside the organization. Builds rapport and cultivates contacts with external parties. Calls meetings to share information with other departments Issues memos to keep the communication links flowing

2) INFORMATION ROLES:

a) Monitor: seeks internal and external information about issues that can affect organization.

He scans the environment and collects the information.

Seeks new information

Deals with information

Analyzes the information

Prepares the information to go to other departments

b) Disseminator: transmits information internally, that is obtained from either internal or external sources. Keeps communication flowing throughout the departments Sends memos and reports to other departments Passes information to the sub-ordinates

c) Spokesperson: transmits information about organization to outsiders.

Transmits information to outside sources Communicates verbally, nonverbally, and through writing

3) DECISIONAL ROLES:

a) Entrepreneur: acts as a initiator, designer and encourager of change and innovation.

Initiates improvement projects

Identifies new ideas

Delegates idea responsibility to others

b) Disturbance handlers: takes corrective action when organization faces unexpected

major difficulties.

- Deals with involuntary changes
- Reacts quickly in high-pressure situations
- Acts as a mediator between conflicting subordinates or departments. Also seeks solution to various problems.
- c) Resource allocation:** distributes resources of all types, including time, finding equipment and human resources.
 - Determines where to focus efforts
 - Allocates resources
- d) Negotiator:** represent the organization in major negotiations affecting the managers areas of responsibility.
 - Represents the organization during negotiations
 - Negotiates contracts with new or existing employees and clients

Part B - Compulsory (01*08=08 marks)

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

[04]

CO2

L5

Characteristics Of 21st century Executives

- a) International Focus
- b) Need for a Vision
- c) The challenge of quality
- d) The challenge of cultural diversity
- e) The need for training
- f) Innovation and change
- g) The need for ethics
- h) Non-bias
- i) Staying close to customer
- j) Promoting autonomy and entrepreneurship

4(b) Why management is called as art and science in today's generation.

[04]

CO3

L5

Management: Science or Art or Profession:

Managing like all other practices whether medicine music composition, engineering, accountancy or even baseball is an art it is know how. It is doing thing in light of the realities of a situation. Yet managers can work better by using the organized knowledge about management it is knowledge that constitutes a science. Thus, managing as practice is an art, organized knowledge underlying the practice, it is applying of knowledge.

It is a science:

However, it is felt that management is more an art than science because:

- a) It involves application of know how and skills.
- b) It directed towards achievement of connect results.
- c) It deals with a variety of human being.
- d) It is evasive in nature.
- e) It is personalized which means there no one is that way of managing for everybody.
- f) It is a systematic body of knowledge.

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1:	At the end of the course students are able to: Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management	1a 3c	2b 3a	3b 3c						
CO2:	Get an overview of management, theory of management and practical applications of the same. Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams	2a 2c	1b 4a							
CO3:	Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.	1c 4b								

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

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