

Code: BA1T1

**I MBA-I Semester-Regular Examinations-MARCH 2013**

**PERSPECTIVES OF MANAGEMENT**

Duration: 3hours

Max. Marks: 70

**SECTION-A**

**Answer any FIVE of the following.**

**5 x 2=10 marks**

- a. Managerial roles
- b. Types of planning
- c. Span of control
- d. Departmentation
- e. Leading Vs Managing
- f. Role of communication in Management
- g. Total quality Management
- h. Decentralization of authority

**SECTION-B**

**Answer the following**

**5x10=50 marks**

2. a. "Management is both art and science" Explain

Or

- b. Explain the approach which views an organization as a group of inter related parts with a Unified purpose of surviving and ideally thriving in an environment?
3. a. Explain why planning is an essential management functions?

Or

- b. Managers at all levels make decision. What are the different decisions making techniques used by them?
4. a. “The design of an organization structure depends on four decisions”. Explain

Or

- b. Why is it necessary to create staff positions in organizations? Do these positions reduce the authority of line managers? Explain.
5. a. Evaluate the strengths and weakness of the managerial grid theory of leadership. Explain a situation where a 9, 1 or 1, 9 leader is more effective than a 9,9 leader?

Or

- b. Are the motivational needs of all the employees in an organization the same? Explain with the different motivational theories.
6. a. What are the necessary conditions for effective control? Why is controlling important in an organization?

Or

- b. Explain the different dimensions involved in total quality management.

### **Section-c**

#### **7. Case study:**

**1x10=10 Marks**

Like most steel companies, Bangalore alloy steel suffered difficult times in the decade of 2000, in a companywide attitude survey, in 2005, it was found that, a number of frustrated middle managers felt that the company's unattractive pay structure caused low employee morale. The chief executive officer of the company, Dinah was not impressed by the survey report and didn't care for the opinion of middle managers. As result, the executives were disillusioned

Dinesh had been a financial specialist and the board of directors assigned him the top job because they thought his financial expertise could improve the financial situation of the company. At first, the move seemed a good one. Dinesh used his financial know-how to arrange creative financing for the company's debt, but that did not solve other serious problems.

Dinesh was a numbers man with few people skills and he proved to be a poor planner he tried to diversify and re-organise the structure which was met with resistance from the rigid centralised structure. Dinesh was not comfortable with

face-to-face communications and he issued periodic memos exhorting employees to increase productivity. All employees, including both blue-collar and white-collar employees blamed dinesh for the heavy losses of the company The management at a distance and became isolated and ineffective.

Questions:

- a. Which of the management functions (planning, organising, leading and controlling) does dinesh perform well?
- b. Which of the management functions does he perform unsatisfactorily?
- c. What do you think should be the role of middle management in this situation?