

Code: BA1T1

I MBA-I Semester-Regular Examinations FEBRUARY 2014

PERSPECTIVES OF MANAGEMENT

Duration: 3 hours

Max. Marks: 70

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a. Management by Objectives (MBO)
- b. Delegation of Authority
- c. Controlling Techniques
- d. Corporate Social Responsibility
- e. Leading Vs Managing
- f. Total Quality Management
- g. Steps in Planning
- h. Global perspectives of Management

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Explain the 5 essential managerial functions around which managerial knowledge is organized. Give suitable examples for each function.

OR

b) Explain the 'Systems Approach' to management process. What are the merits and demerits in this approach to management?

3. a) Briefly explain the Social Responsibility expected of a manager? How does this contribute to supporting the Corporate Social Responsibility of the organization?

OR

b) Briefly explain the guidelines for International Business Ethics. Explain these guidelines with the help of the best models practiced by some of the major Asian countries.

4. a) “Planning is looking ahead, and control is looking back.”
Comment.

OR

b) Do you think that managing by objectives could be introduced in a government agency? A university? A College fraternity?

5. a) Choose an organization that you know and identify its strengths and weaknesses. What are its special opportunities and threats in the external environment?

OR

b) Discuss Theory ‘X’ and Theory ‘Y’ of motivation. Which theory should be applied to motivate Indian workers in India?

6. a) Briefly describe the systems approach to staffing. How is staffing related to other managerial functions and activities?

OR

b) Explain what is TQM. Brief the different dimensions of TQM?

SECTION – C

7. Case Study

1 x 10 = 10 M

Intel Corporation is best known for its processors. The sign “Intel Inside” is familiar to most people using a computer. There are, for example, Pentium 3 and 4 and the new-generation Itanium. For servers and workstations, Intel produces the Xeon. The colorful CEO Andy Grove led the company to success for many years. By 2001, however, CEO Crain R. Barrett faced many challenges, including criticism. The new strategy of moving into new markets such as information appliances, communications, and Internet services was costly and so far less than successful. In fact, the move beyond its core businesses may have detracted from its core business of computer chips. These new directions resulted in frequent reorganization, causing organizational uncertainties for the managers. While some think that the frequent changes were necessary to adapt to new situations and to keep the organization agile, others disagree.

Barrett’s leadership, and his moves into various directions, is quite different from Grove’s. He carefully crafted strategy that focused on chips. Barrett’s personal strengths lie in manufacturing. He invested heavily in research and development. But new products such as the Itanium require several years before they show results, and Barrett has only a few more years before his retirement. Investing in new manufacturing technologies with an aim of achieving virtually automated plants leads to cost reduction

in chip manufacturing. However, the personal computer market is stagnated in the early 21st century, while wireless communications and cell phones are rising in the market. In the cell phone market, for example, Motorola and Texas Instruments are developing new digital signal processors, and Intel would have to work hard to catch up. A key to success of Intel may be whether or not the company can become an important player in the wireless market. Barrett made a number of costly acquisitions, including Level One Communications. But the question still remains as to whether or not the heavy investment in new technologies will result in profitable business. This may determine the legacy of Craig Barrett.

QUESTIONS:

- 1) What is your assessment of Barrett's performance and his vision for Intel? Is he the right person for the job at Intel?
- 2) What are some problems associated with frequent reorganization?
- 3) What are the pros and cons of focusing on the distant future and making heavy investment in new technologies?