

Code: BA1T1

**I MBA - I Semester - Regular Examinations - December 2015**

**PERSPECTIVES OF MANAGEMENT**

Duration: 3hours

Max. Marks: 70

**SECTION-A**

**1. Answer any FIVE of the following:**

**5 x 2 = 10 M**

- a) Management – Science or Art.
- b) Leadership Styles.
- c) Managing organizations in the new era of “Managing for competitive advantage”
- d) Significance of Decision Making Roles.
- e) Leading Women in Corporate Leadership.
- f) Centralization Vs Decentralization of authority.
- g) Evolution of TQM.
- h) Leadership Styles based on use of authority.

**SECTION – B**

**Answer the following:**

**5 x 10 = 50 M**

2. a) What are managerial functions? How do the required managerial skills differ in the organizational hierarchy?

**(OR)**

b) Identify the various approaches to management analysis. Discuss their characteristics and contributions as well as their limitations?

3. a) “Planning is looking ahead, and control is looking back.”?  
Comment on this statement with suitable examples.

**(OR)**

b) “Decision making is the primary task of the manager”. Do you agree with this statement? Whatever be your reason, explain the same with reasoning.

4. a) Construct a diagram depicting the formal organization of an enterprise or activity with which you are familiar. How does this organization chart help or hinder the establishment of an environment for performance?

**(OR)**

b) Explain Management by Objectives (MBO). Do you think it can be introduced in any type of organization?

5. a) When you become a manager, what criteria will you favor to determine your span of management?

**(OR)**

b) Why do most small companies use functionally organized departments and why do most of the large departmental stores and supermarket chains organize their stores on a territorial basis?

6. a) Why is poor delegation of authority often found to be the most important cause of managerial failure?

**(OR)**

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

## SECTION – C

### 7. Case Study

**1 x 10 = 10 M**

The Challenger space shuttle accident on January 28, 1986, gripped America more than any other event in the last dozen years or so. It was a tragic accident in which seven people died. There is now evidence that the astronauts may have survived the initial explosion and may have died on impact when the space shuttle hit the water. The purpose of recounting the Challenger accident is to briefly explain what happened, possible reasons for why it happened, how it may have been prevented, and what one can learn from it.

The Challenger mission consisted of two complex systems: the technical system and the managerial system. The technical problem was the troublesome O-rings, which under pressure and low temperatures became ineffective and did not provide the required seal. Engineers and managers were aware of the problem. So why was the go-ahead given for launching the spacecraft? Can it be explained by the way the managerial system worked?

Engineers at Morton Thiokol, the contractor for the rocket booster, argued against the launch, citing previous problems at low temperatures. Management, on the other hand, may have felt pressure from NASA to go ahead with the launch. Roger Boisjoly, one of the engineers who argued strongly against the launch, stated that he received looks from management that seemed to say “Go away and don’t bother us with the facts”. He said that he felt helpless. Another engineer was told to take off his engineering hat and put on his management hat.

Eventually, the go-ahead was given by managers. Engineers were excluded from the final decision. What, then were some possible reasons for the disaster? Some argued that there was a lack of communication between engineers and managers. They had different goals: safety versus on-time launching. Others suggested that people with responsibilities did not want to hear the bad news. Thus, no listening. Still others suggested that there was insufficient provision for upward communication outside the chain of command. There was also a suggestion that status differences between engineers and managers and between upper and lower-level managers may have played a role in inhibiting upward communication. Perhaps there was also false confidence in the mission because of past luck. Managers and engineers knew of the problem, but nobody was killed before. Moreover, no one in the organizational unit wanted to be the “bad guy” to halt the launch. Morton Thiokol may also have been concerned about a pending contract.

The result of the series of events was the death of seven Americans: Jarvis, McAuliffe, McNair, Onizuka, Resnik, Scobee and Smith. The question on our mind is : Could this accident have been prevented?

### **QUESTIONS:**

1. What can you learn from this disaster that may be relevant to your organization or an organization you know?
2. What do you think was the cause, or were the causes, of the Challenger disaster?