

MAY 2011

P/ID 77601/PBE1A

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the features of management?
2. What are the traits of good communication?
3. Explain the different elements of organisational behaviour.
4. What are the steps involved in the change process? – Explain.
5. Why business policy is beneficial to the organisation?
6. Explain the similarities and differences among individuals.
7. What are the steps in planning?
8. What are the characteristics of a good procedure?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Describe the process of strategic planning and management.
10. Discuss the techniques of co-ordination.

11. Explain the perceptual process and what relevance it has for the understanding of OB.
12. Describe the process theories of work motivation.
13. Describe the process of implementation of strategies.
14. What are the factors involved in the process of changing attitudes? – Explain.
15. What are the benefits of organization? – Explain.
16. What are the factors affecting span of management? – Explain.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Bharat Engineering Work Limited is a major manufacturer of Industrial Machineries besides other engineering products. It has enjoyed considerable market preference for its machineries because of limited competition in the field. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time the company faced problem in marketing its products with usual profit margin. Sensing the likely problems, the chief executive appointed Mr. Aravind Kumar as

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general manager to direct the operations of industrial machinery division. Mr. Kumar had similar assignment abroad before coming back to India. Mr. Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasised that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.

After joining as general manager, Mr. Kumar got briefings from the Heads of all departments. He asked all departmental heads to identify major problems and issues concerning them. The marketing manager needed more sales managers and sales professionals. His main concern was a lack of engineers support to sales and marketing efforts. The company had adequate engineers but they were spread under three separate engineering groups. Sales people had no central organisation which has responsibility to provide sales support. Therefore, some jobs were being done from outside at higher costs or with lower quality. Besides he needed a generous budget for demonstration system which could be sent a trial basis to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing.

Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering neither replaced its age –old plant nor got it reconditioned. Therefore, to reduce the cost, it was essential to automate production lines by installing new equipment.

Director of Research and development did not have any specific problem and, therefore, did not indicate for any change. However, a principle scientist in R and D, through very nice in his approach, did not emphasis on short term research projects which could easily increase production efficiency to the extent of atleast 20 per cent within a very period. Moreover, such projects did not involve any major capital outlay.

Mr. Kumar got himself convinced about the management process going on in the division and the type of problems being faced.

Questions :

- (a) Discuss the nature and characteristics of management process followed in the company.
- (b) What are the real problems of industrial Machinery division of the company?
- (c) What steps should be taken by Mr. Kumar to overcome these problems?