

MAY 2012

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. State the important features of policy.
2. What are the steps in delegation of authority?
3. Explain the process involved in perception.
4. State the qualities of successful leader.
5. Policies are more flexible than procedures – Comment.
6. State the advantages and disadvantages of narrow and wide span of management.
7. What are the functions performed by organisation culture?
8. Explain the process of decentralisation. How do you make it effective?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. What are the various roles that managers perform in the organisation? How will you reconcile management functions and management roles?
10. List different channels for transmitting a message. Discuss the advantages and disadvantages of various channels.
11. “High cohesiveness in a group leads to higher group productivity”? Do you agree or disagree? – Explain.
12. Diagnose the causes of stress and suggest measures.
13. How do you implement MBO in an organisation? Explain why MBO did not take off in Indian business organisation.
14. Briefly explain extra organisational, organisational and group stressors.
15. Describe the factors influencing the formulation of objectives and mission.
16. Discuss the various methods of securing effective co-ordination.

PART C — (1 × 20 = 20 marks)

(Compulsory)

OLYMPIC TOY COMPANY

17. “I expect all the managers in my department to act completely rationally in every decision they make” declared Eleanor Johnson, the Vice President of Olympic toy company. “Every one of us, no matter what his or her position, is hired to be a professional rationalist, and I expect all of us not only to know what they are doing and why but to be right in their decisions. I know that someone has said that a good manager needs only to be right in more than half of his or her decisions. But that is not good enough for me. I would agree that you may be excused for occasionally making a mistake, especially if it is a matter beyond your control, but I can never excuse you for not acting rationally.”

“I agree with your idea, Eleanor” said Jill Goldberg, her advertising manager, “and I always try to be rational and logical in my decisions. But would you mind helping me be sure of this by explaining just what acting rationally is?”

- (a) Explain how the Vice President of marketing might describe what is involved in making rational decisions.
 - (b) If Jill Goldberg than declares that there is no way she can be completely rational, what would you suggest as a reply?
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