

MAY 2012

P/ID 37501/PBAA

Time : Three hours

Maximum : 80 marks

PART A — (5 × 5 = 25 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Distinguish between administration and management.
2. Explain the advantages and limitations of planning.
3. Discuss the importance of rationality in decision making.
4. What are the features of informal organisation?
5. Why does conflict occur between line and staff?
6. Describe the communication process.
7. Offer guidelines for effective co-ordination.
8. Discuss control as a function of management.

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

9. Describe the salient features of Taylor's scheme of scientific management and discuss their validity today.
10. Demonstrate the relationship between planning and controlling with suitable examples.
11. What factors would you consider while selecting the most appropriate basis of departmentation?
12. Discuss the essentials of an effective delegation of authority. Enumerate its difficulties.
13. What are the barriers to communication in an organisation? How do you overcome?
14. What are non-budgetary control techniques? Describe any two of them.

PART C — (1 × 15 = 15 marks)

(Compulsory)

15. Raja is an experienced worker of the 'ABC' corporation and for the past several years, he has been a supervisor in the financial section of the firm. He is very dedicated and loyal to 'ABC' Corporation and works hard to follow the company policies and procedure and the order of the managers above him. In fact, upper-level management think very highly of him, they can always count on Raja to meet any sort of demand that the company places on him. He is valued and well liked by all the top managers. His employees in the financial section have the opposite opinion of Raja. They feel that he is too concerned with pleasing the top-level and not concerned enough with the needs and concern of the employees in his department. For example, they felt that Raja never really pushed hard enough for a more substantial slice of the budget. Relative to other department in the company, they feel they are underpaid and overworked, also whenever one of them goes to Raja with a new idea or suggestion

for improvement, he always seems to have five reasons why it can't be done. There is considerable dissatisfaction in the department and everyone thinks that Raja is just a puppet for management. Performance has begun to suffer because of his style and leadership. Upper level management seem to be oblivious to the situation in the finance section.

- (a) How would you explain Raja's leadership style?
 - (b) What advice would you give Raja to improve his approach to leadership?
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