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that Mary Roberts be promoted to fill the position he was leaving. He mentioned. The tax department had 45 employees including 3 supervisors, 10 clerical employees, and 3 typists. Several people in the department were senior personnel with 10 to 30 years of experience in tax work. Some of these were more technically knowledgeable in taxation than Mary. There was some resentment in this group that so young a person was made a department head, and three of these people were particularly upset because they desired the promotion and felt they deserved it. What made them even more upset was the fact that the tax manager did not discuss the promotion with them.

Answer the question:

- (a) Should Mary's superior have discussed the promotion with the senior employees before announcing it?
- (b) Could some of the resentment be based on the fact that Mary Roberts was a young woman?
- (c) Should she have turned down the promotion to gain more technical experience?

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Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management  
End Sem (Odd) Examination Dec-2017  
MS5CO01 Management Concepts and Applications

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1 i. In Management process, the most misinterpreted word is **1**  
(a) Organizing (b) Delegator (c) Controlling (d) Planning
- ii. Under mechanism of scientific management, scientific task setting **1**  
includes  
(a) Time Study (b) Motion Study  
(c) Method Study (d) All of these
- iii. The objectives in corporate governance are **1**  
(a) Growth  
(b) Stabilities  
(c) Share Holders Value maximization  
(d) All of these
- iv. Which types of strategies do professional managers help **1**  
organisational managers help organisation in chalking act?  
(a) Corporate (b) Multi – disciplining  
(c) Both (a) and (b) (d) None of these
- v. MBO was in invented by \_\_\_\_\_ **1**  
(a) Peter Drucker (b) Koontz & O' Donell  
(c) Henry Fayol (d) None of these
- vi. The relationship for selections the span of control would be **1**  
(a) One to One (b) Cross relationship  
(c) Direct Group (d) All of these
- vii. Monitoring organisational program towards goal attainment is called **1**  
(a) Planning (b) Organising (c) Leading (d) Controlling

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- viii. Which of the following is the final step in the decision making process? **1**  
 (a) Identifying the problems  
 (b) Evaluating the decision effectively  
 (c) Identifying decision criteria  
 (d) Selection on alternative that can resolve the problem
- ix. The swot approach assesses an organisations **1**  
 (a) Speed, want, order, timing.  
 (b) Studies, work flow, opportunities, threats.  
 (c) Strength, weakness, opportunity, threat.  
 (d) Signs, worry, objective and techniques.
- x. Set of processes involved in creating or determining the strategies of the organisation is called **1**  
 (a) Strategy formulation (b) Strategy implementation  
 (c) Strategy evaluation (d) Strategy imitation
- Q.2 i. What is Management? Discuss its main characteristics. **2**  
 ii. Describe the roles & functions of manager. Also narrate the manager's competencies. **6**
- OR iii. What is Management process? Explain the idea of Management process on the basis of the catch word POSDCORB. **6**
- Q.3 i. Differentiate between Management and Administration. **2**  
 ii. Compare the classical approach on management with the modern approaches of scientific management. **6**
- OR iii. Which are the social issues where the businesses and the management are expected to get involved? Elaborate with Example. **6**
- Q.4 i. How F.W. Taylor and Henri Fayol differ in their approach to management thought? **2**  
 ii. Why decision making and problem solving are termed as core functions of management? List various steps involved in decision making process. **6**
- OR iii. Explain the importance of TOWS strategy. How it differs From SWOT analysis. Elaborate with example. **6**

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- Q.5 i. Define organising. State its principles. **2**  
 ii. Why planning is so important for the success of any organisation? Also describe the function of an organisation in detail. **6**
- OR iii. In the process of organising the firm, an entrepreneur took various steps. Elaborate the steps and describe the importance of line and staff function in an organisation. **6**
- Q.6 Attempt any two:  
 i. Planning is looking ahead and control is looking back? Comment. **4**  
 ii. What do you understand by control function of management? Discuss different types of control. **4**  
 iii. "Coordination is the essence of management"-Explain the statement and discuss the different techniques of coordination. **4**
- Q.7 Case Study **10**  
 Mary Roberts had been with the company three years when she was promoted to manager of the tax department which was part of the controller's division. Roberts started with the company when she graduated from college as an accounting major. She entered the organization as a management trainee, and during the one-year program she demonstrated considerable leadership ability as an informal leader her peers. Mary also impressed many senior managers in the company with her sense of responsibility and her willingness to work hard. All of her training assignments were completed on time with considerable skill for an inexperienced person. Since she was very interested in tax accounting, Roberts was assigned to the tax department to be developed further as staff accountant. Within four months she became a supervisor of ten staff as a staff accountants to fill a vacancy created by an unexpected early retirement. Her superior believed her to be the most qualified individual to fill the position even though others in the department had more experience in tax accounting. None, however, demonstrated leadership ability or the commitment to work that Mary possessed. The tax department manager was promoted to fill a vacancy in the financial planning department eight months later, and he recommended to the controller

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**Marking Scheme**

Q.1	i.	In Management process, the most misinterpreted word is (a) Organizing	1	OR	iii.	Social issues - 6 marks	6
	ii.	Under mechanism of scientific management, scientific task setting includes (d) All of these	1				
	iii.	The objectives in corporate governance are (d) All of these	1				
	iv.	Which types of strategies do professional managers help organisational managers help organisation in chalking act? (a) Corporate	1	Q.4	i.	Comparison of F.W. Taylor and Henri Fayol – 2 marks	2
	v.	MBO was in invented by _____ (a) Peter Drucker	1		ii.	Why decision making and problem solving are termed as core functions of mgmt – 2 marks Steps involved in decision making process – 4 marks	6
	vi.	The relationship for selections the span of control would be (d) All of these	1	OR	iii.	Importance of TOWS strategy – 4 marks Difference between TOWS and SWOT analysis – 2 marks	6
	vii.	Monitoring organisational program towards goal attainment is called (d) Controlling	1	Q.5	i.	Organising – 1 mark Its principles. – 1 mark	2
	viii.	Which of the following is the final step in the decision making process? (b) Evaluating the decision effectively	1		ii.	Importance of planning – 3 marks Function of an organisation – 3 marks	6
	ix.	The swot approach assesses an organisations (c) Strength, weakness, opportunity, threat.	1	OR	iii.	Steps of organising - 2 marks Importance of line and staff function – 4 marks	6
	x.	Set of processes involved in creating or determining the strategies of the organisation is called (a) Strategy formulation	1	Q.6		Attempt any two: i. Planning is looking ahead and control is looking back	4
Q.2	i.	Definition of Management – 1 mark Characteristics of Management – 1 mark	2		ii.	Control function - 1 mark Types of control – 3 marks	4
	ii.	Roles & functions of manager – 4 marks Manager's competencies – 2 marks	6		iii.	Coordination is the essence of management – 2 marks Techniques of coordination – 2 marks	4
OR	iii.	Management process – 2 marks POSDCORB – 4 marks	6	Q.7		Case Study	10
Q.3	i.	Difference between Management and Administration – 2 marks	2			Answer the question: (a) Should Mary's superior have discussed the promotion with the senior employees before announcing it? - 4 marks	
	ii.	Comparison of classical with modern approaches	6			(b) Could some of the resentment be based on the fact that Mary Roberts was a young woman? - 3 marks	
						(c) Should she have turned down the promotion to gain more technical experience? - 3 marks	

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