

**Time: 3 Hrs**

**Max. Marks: 60**

**Answer any Five questions  
All questions carry EQUAL marks  
Question No. 8 is Compulsory**

1. What is scientific management? Discuss the contribution of F.W. Taylor in the field of scientific management. 12M
2. Define Planning. Enumerate the steps in the planning process. 12M
3. Explain MBO process in detail with its benefits and limitations 12M
4. Explain the different approaches to the study of organizational behavior 12M
5. Define Personality, Critically examine the Freudian stages of personality development 12M
6. Describe the concept of motivation with reference to Maslow's theory of motivation 12M
7. Define Conflict. What are various sources of conflict and measures to overcome conflict 12M
8. **CASE STUDY:** 12 M  
Manoj was a topper in school. He went to work in his uncle's shoe business, fancy footwear. He was known to be the most productive employee and one with the best attendance. The company was so impressed, sent him to do an MBA for a top management position. When manoj graduated at the top of his class he returned to fancy footwear and when the lead of the company retired he was given the position. Manoj had read in his business school about cases of family business that fell about when a young person took over giving orders and behaving arrogantly. His former boss Vikram had run the office sitting at the top floor. He would send messages and memos through his secretary. But Manoj felt he was mostly an absentee boss and decided to change all that. He set up an office in the ground floor where his door was open to all. In a short time he established worker productivity group and a management relation group. Each group held 2 meetings a week. He encouraged each group to set up goals and develop plans for reaching these goals. He promised them support. To his surprise most employees were not happy. They said we are good at making shoes but not at this management stuff. Though the employees liked him they did not like the changes. They would like to go back to the ways when Vikram was CEO. They never saw Vikram much, he did his work and they did their work.  
Questions:
  - a) What are the problems faced by Manoj at fancy footwear?
  - b) Could Manoj has brought in the changes, without a negative reaction from the workers.

# AR17

Code: 17MBA1001

**SET-I**

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI  
(AUTONOMOUS)**

**I MBA I Semester Supplementary Examinations, December-2019  
MANAGEMENT THEORY AND PRACTICE**

**Time: 3 Hrs**

**Max. Marks: 60**

**Answer any Five questions  
All questions carry EQUAL marks  
Question No. 8 is Compulsory**

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|----|----|---|----|
| 1. | a) | Define Management. Explain its Functions of management.                                       | 6M |
|    | b) | Distinguish between Administration vs. Management.  | 6M |
| 2. | a) | Describe the system approach to management. How does it differ from the contingency approach? | 6M |
|    | b) | Define Communication. Explain the role of Communication in Management.                        | 6M |
| 3. | a) | Define Planning. Explain the different Steps in Planning.                                     | 6M |
|    | b) | Define Decision making. Explain the process of Decision Making Process.                       | 6M |
| 4. | a) | Define Organizing. Explain the Nature of organizing principles.                               | 6M |
|    | b) | Define departmentation. Explain the Types of departments and its uses.                        | 6M |
| 5. | a) | Define the leadership. Explain the Behavioral Styles with Examples.                           | 6M |
|    | b) | Define Leader Vs. Manager. Explain the Essential skills of good leaders.                      | 6M |
| 6. | a) | Define Controlling. Explain nature and process of Controlling.                                | 6M |
|    | b) | Explain the tools for controlling organizational Performance.                                 | 6M |
| 7. | a) | Explain the basic principles of Delegation of Authority.                                      | 6M |
|    | b) | Define Span of Management. Explain the factors effecting Span of Management.                  | 6M |

Kavery Limited publishes fortnightly magazine titled *Kavery*. The magazine is published in four regional languages. The company has its own printing press with M.S.Subramaniam as press manager. He is responsible for the overall working of the press. The press runs on two-shift basis for six days per week perform all activities related to magazine printing that is, starting from typesetting stage to binding stage. For making magazine successful, its timely publication is one of the crucial factors. The press manager has total employee strength of nearly 300 with six persons at the senior management level who work in the day shift and 25 supervisors and 120 operators for each of two shifts. Each supervisor has 4 to 10 operators directly reporting to him. The number of operators reporting directly to a supervisor varies according to nature of work involved in different sections.

One day, the press manager attended a seminar on management by objectives organized by the local management association and addressed by a consultant on management by objectives. He was highly inspired by the theme of management by objectives and intended to install this system in the press. He was very much sure that he would make performance evaluation of the employees easier and improve their productivity.

Subramanian worked several days on what the output objective of the press would be. After finishing this work, he called a meeting of his senior staff. He gave a written statement containing the objectives of each functional area of the press to senior staff members and requested each member to review the objectives, ask questions for clarification, and then prepare specific operational plans and quotas for his respective departments, supervisors, and operators.

Questions:

- a) Is this a workable MBO system? Explain your stand.
- b) Had you been the press manager, would you have proceeded to install MBO differently? Why?
- c) As the press manager, how will you proceed to define press's objectives?