

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

1. Define the term management. Identify and discuss the challenges facing by todays managers. 12M
2. Explain the different plans classified on the basis of frequency of use. 12M
3. Discuss the classification of organizational structure in detail. 12M
4. Why is delegation necessary? State the Benefits and limitations for effective delegation 12M
5. Why is it important for a manger to be familiar with the concepts of group behavior 12M
6. What is negotiation? Identify and discuss guidelines for effective negotiation 12M
7. What are the steps involved in measuring organizational culture? Explain. 12M
8. **CASE STUDY:** 12 M

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.

Subramaniam 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?