

Q1(A) State whether the following statements are True or False.

(Any 7) (7)

- | | | | |
|---|-----|-----|-----|
| 1 | . F | 6 | . F |
| 2 | . F | 7 | T |
| 3 | . T | 8 | . T |
| 4 | F | 9 | . T |
| 5 | F | 10. | F |

Q1(B) Fill in the blanks choosing the correct alternatives. (Any 8)

- 1 none (all are involved).
- 2 social structure
3. first line supervisors.
- 4 channel of communication
- 5 managers set goals for their departments.
- 6 Decision-Making
- 7 Specific
- 8 studies of the tasks performed to complete a job and the time needed to do each task.
9. leadership.
- 10 planning, organizing, controlling, and leading employees.

Q2 A Role of Peter Drucker:

1. Nature of Management:
2. Management Functions:
3. Organisation Structure:
4. Federalism:
5. Management by Objectives:
6. Organizational Change

Q2 B The term "Levels of Management" refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executory
3. Low level / Supervisory / Operative / First-line managers

Q 2C used to evaluate the management style/leadership style . The authors are Robert Blake and Jane Mouton. The grid consists of two dimensions:

- Concern for production (results)
- Concern for people
 - 1.1 - "Impoverished" - minimum management/leadership and minimum requirements for the task

- 1.9 - "Country club" - high concern on people and interpersonal relationships, minimum focus on the task
- 5.5 - "Middle-of-the-road" - medium level of focus on relationships and focus on the task satisfactorily
- 9.1 - "Produce or Perish" - the minimum respect for people, high requirements for the task
- 9.9 - "Team" - the highest concern on people and relationships and also highest concern on the task

Q 2 D is based on the theory that management effectiveness is contingent, or dependent, upon the interplay between the application of management behaviors and specific situations. In other words, the way you manage should change depending on the circumstances. One size does not fit all.

three factors :

1. **Leader-member relations -**
2. **Task structure -**
3. **Position Power-**

Q 3 A The steps in the planning process are:

- Develop objectives
- Develop tasks to meet those objectives
- Determine resources needed to implement tasks
- Create a timeline
- Determine tracking and assessment method
- Finalize plan
- Distribute to all involved in the process

Q3 B Decision making is a distinct management function.

1. Decision making is the process of making choices
2. It is a continuous activity, decision making is regarded to be the heart of management.
3. Management and decision making are to be considered as inseparable.

Q 3 C

the organization is divided into smaller groups based on its special functions such as IT, finance or marketing. This departmentalization allows greater operational efficiency because the employees have their skills and knowledge to be shared within the group.

1. Specialisation:
2. Efficiency:
3. Mass Production:
4. Co-operation:.
5. Relief to the Executives:
6. Flexibility:

Q3 D

Departmentation means division of work into smaller units and their re-grouping into bigger units (departments) on the basis of similarity of features.

importance are as follows:

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1. Organisation structure:
2. Flexibility:
3. Specialisation:
4. Sharing of resources:
5. Co-ordination:
6. Control:
7. Efficiency:
8. Scope for growth and diversification:
9. Responsibility:
10. Development of managers:

Q 4 A

Basis for Comparison	Centralization	Decentralization
Meaning	The retention of powers and authority with respect to planning and decisions, with the top management, is known as Centralization.	The dissemination of authority, responsibility and accountability to the various management levels, is known as Decentralization.
Involves	Systematic and consistent reservation of authority.	Systematic dispersal of authority.
Communication Flow	Vertical	Open and Free
Decision Making	Slow	Comparatively faster
Advantage	Proper coordination and Leadership	Sharing of burden and responsibility
Power of decision making	Lies with the top management.	Multiple persons have the power of decision making.
Implemented when	Inadequate control over the organization	Considerable control over the organization
Best suited for	Small sized organization	Large sized organization

Q 4 B The span of control means the period during which higher managers supervisors and controls his subordinates. It also includes the limits within which he exercises his right of control.

- The factors are:
1. Capacity of Superior
 2. Capacity of Subordinates
 3. Nature of Work
 4. Degree of Decentralisation
 5. Degree of Planning
 6. Communication Techniques
 7. Use of Staff Assistance
 8. Rate of Change.

Q 4 C On the part of the superior:

Managerial failure in delegation may be on account of the following factors:

- (i) Feeling of perfectionism:
- (ii) Lack of ability to direct:
- (iii) Lack of confidence in subordinates:

- (iv) Lack of Control:
- (v) Cautious temperament and conservative attitude:
- (vi) Fear of competition from subordinates:

B. On The Part of the Subordinate:

- (i) Dependence on the boss:
- ii) Fear of criticism:
- (iii) Lack of self-confidence and fear of failure:
- (iv) Lack of information and resources:
- (v) Lack of positive incentives:
- vi) Overburdened with work:

Q 4 D Principles of Direction:

1. Harmony of Objectives:
2. Unity of Direction
3. Direct Supervision
4. Appropriate Leadership Style
5. Appropriate Direction Techniques
6. Use of Informal Organization
7. Use of Motivation Technique
8. Follow Up:

Q5 A Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals.

1. Initiates action
2. Motivation
3. Providing guidance-
4. Creating confidence-
5. Building morale-
6. Builds work environment
7. Co-ordination

Q5 B

Green management is when a company does its best to minimize processes that harm the environment. Environmental issues are a company priority

NATURE OF GREEN MANAGEMENT • Green Management is designed to reduce the overall impact of the built environment on human health and natural environment by: a) Efficiently using energy, water and natural resources b) protecting occupant health and improving employees productivity c) Reducing waste, pollution and environment degradation.

Need and importance: i. Minimum use of plastic material ii. Use recyclable packaging materials iii. Recyclable Papers • **Importance:** 1. To reduce wastage of resources 2. To reduce degradation of environment 3. To save the scarce resources for future generation

Q 5 C

Examiners can mark the examinees own expression