

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7109

Roll No.

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M. C. A.

(Second Semester) Theory Examination, 2010-11

PRINCIPLES OF MANAGEMENT

Time : 3 Hours]

[Maximum Marks : 100

Note : Attempt all questions.

Section-A

Attempt all parts of this section. All parts of the carry equal marks. This section contains 20 objective type questions. Choose the correct answer. $1 \times 20 = 20$

1. (a) In which category of profession does management fall ?
 - (i) Established profession
 - (ii) Marginal profession
 - (iii) Semi profession
 - (iv) Emerging profession.
- (b) A worker's belief about the likelihood of being rewarded in accordance with his level of performance is called :
 - (i) Expectancy
 - (ii) Instrumentality
 - (iii) Valence
 - (iv) Job satisfaction.
- (c) The tendency for individuals to expend less effort when working collectively than when working individually is :

- (i) Group inequity (ii) Group think
(iii) Group shift (iv) Social loafing.
- (d) It refers to the number of subordinates that a superior can supervise effectively :
- (i) Span of control
(ii) Authority
(iii) Functional Authority
(iv) Charismatic authority.
- (e) The Managerial Grid portraying two-dimensional viewpoint of leadership style was proposed by :
- (i) Robert House
(ii) Blake and Mouton
(iii) John Kotter
(iv) Hershey and Blanchard.
- (f) The ability to follow a systematical, logical , thorough approach in decision making is called :
- (i) Rationality
(ii) Feasibility
(iii) Self efficacy
(iv) Bounded rationality.
- (g) Which one of the following theories is not a process theory of motivation ?
- (i) Maslow's need hierarchy
(ii) Vroom's expectancy theory
(iii) Expectancy theory—The Porter and Lawler model
(iv) Equity theory.

- (h) The organization which is highly centralized and has the common elements of bureaucracy is termed as :
- (i) Organic organization
 - (ii) Mechanistic organization
 - (iii) Learning organization
 - (iv) Formal organization.
- (i) The guidelines which facilitate the achievement of the predetermined objectives are called :
- (i) Objectives
 - (ii) Policies
 - (iii) Strategies
 - (iv) Rules.
- (j) Grapevine is the best example of such an organization :
- (i) Formal
 - (ii) Informal
 - (iii) Semiformal
 - (iv) Stable.
- (k) Conferring authority from one executive or organizational unit to another in order to accomplish particular assignment is termed as :
- (i) Decentralization
 - (ii) Delegation
 - (iii) Accountability
 - (iv) Centralization.
- (l) The test which sample and measure an applicant's knowledge and skills for the purpose of employee selection is termed as :
- (i) Achievement test
 - (ii) Aptitude tests
 - (iii) Personality test
 - (iv) Emotional intelligence.

- (m) An experienced employee offering guidance and support to a junior employee so that the latter learns and advances in the organization is called :
- (i) Mentoring
 - (ii) Counselling
 - (iii) Coaching
 - (iv) Job Instruction training.
- (n) The method of performance appraisal required to correct the tendency of a rater to give consistently high or low ratings all the employees is :
- (i) Critical Incident technique
 - (ii) Behaviourally anchored rating scale
 - (iii) Forced choice method
 - (iv) Graphic rating scale.
- (o) Control that consists of monitoring ongoing activities to ensure they are consistent with standards is called :
- (i) Feed forward control
 - (ii) Concurrent control
 - (iii) Feedback control
 - (iv) Backward control.
- (p) The authority that rests on the magical, mystical quality of individual leaders is termed as :
- (i) Charismatic Authority
 - (ii) Traditional Authority
 - (iii) Functional Authority
 - (iv) Transformational Authority.

- (q) This is statement that outlines the expected results of a given future period in numerical terms :
- (i) Program
 - (ii) Project
 - (iii) Budget
 - (iv) Policy.
- (r) Sensitivity training is also known as :
- (i) T-Group training
 - (ii) Operative training
 - (iii) In basket exercise
 - (iv) Problem solving techniques.
- (s) Which one of the following is not a feature of line organizations ?
- (i) Specialization
 - (ii) Simplicity
 - (iii) Flexibility
 - (iv) Quick decision making.
- (t) Any attempt to alter and colour information to present a more favourable impression is called :
- (i) Credibility
 - (ii) Jealousy
 - (iii) Inattention
 - (iv) Filtering.

Section-B

Attempt any *three* parts of the following. $10 \times 3 = 30$

2. (a) There is no important area of human activity than management since its task is that of getting things done through people. Discuss. Also elaborate the importance of the management function to individuals and to the society.

- (b) Discuss the need for management principles in modern times. Express your views about universality of management principles. Also examine the relation between principles and theory of management.
- (c) What is Business forecasting ? How would you say that correct assessment of planning premises help in the preparation of reliable plans ? Discuss any two techniques of Business forecasting.
- (d) Explain the concept of Rationality in decision making. What are its limitations ? Briefly explain the techniques for the decision making for effective management.
- (e) Distinguish between Human relation theory and Scientific Management approach. Explain the major contributions of Hawthorne experiments to the present day organization.

Section-C

Attempt *all* questions. All questions carry equal marks.

3. Attempt any two parts of the following : $5 \times 2 = 10$
- (a) Discuss the difference between formal and informal organizations. Also explain the various forms of organization structure.
 - (b) "The matrix organization design is complex and difficult to implement successfully." Why then so many organizations use it ?

(c) "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance." Comment. Briefly discuss few methods of performance appraisal.

4. Attempt any one part of the following : $1 \times 10 = 10$

(a) Briefly explain the steps involved in hiring human resources in the organization. Also discuss the relative merits and demerits of internal and external sources of recruitment.

(b) How is a leader different from a manager ? Discuss how a manager knows which variables in a given situation should influence the approach of leadership with the help of Fiedler's contingency model of leadership.

5. Attempt any one part of the following : $1 \times 10 = 10$

(a) How can managers determine what motivates employees towards achievement of the organization goals ? Which theory based on needs do you believe to be the most useful to the managers and why ?

(b) If human resource planning is so significant, why is it not done more extensively and better ? Discuss the various factors to be considered while forecasting manpower needs of the organization and its process.

6. Attempt any two parts of the following : $5 \times 2 = 10$
- (a) "Change has been studied as turnaround of organizations. Comment. Also explain the sources of resistance to an effort to implement change and suggest ways of dealing with them effectively.
 - (b) "MBO is a comprehensive management system that integrates many key managerial activities in a systematic manner and that is consciously directed to achieve stated objectives." Explain this statement focusing the process and utility of an MBO programme in an organization.
 - (c) "The technique of control appear to be as much technique of planning as they are of control." In what ways is this true ? Why would you expect to do so ?
7. Write short notes on any two of the following : $5 \times 2 = 10$
- (a) Quality of work life
 - (b) New trends in organizational change
 - (c) Barriers to communication.