

PRINCIPLES OF MANAGEMENT

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. Identify different types of managers in terms of different managerial levels and various functional areas.
2. Discuss in brief the essential elements which are taken together constitute the process of management.
3. Describe the main functions of Human Resource Management.
4. What is controlling? Describe steps in the process of controlling.
5. What are the merits and demerits of performance appraisal?

PART B — (40 marks)

Case study

6. Strong Bond Co. is a medium sized enterprise which has followed a policy of growth through acquisitions. Six years ago, it took over stick well adhesives as a subsidiary. Although stick well was the third adhesive manufacturer in the country, its sales and profit position has rapidly deteriorated. The management of strong bond felt that it was good buy in the depressed condition and they were confident of turning it around.

The first new General Manager of strong Bond tried for five years to change the profit position, but he met with little success. Stick well operates two plants, both in rural areas in the east and the South. Such plant employs approximately 800 people. At both the plants the employees and management are very set in their ways and not receptive of new ideas. In fact last year at one plant the workers almost rebelled against top management.

- (a) What are the barriers to change in this case?
  - (b) How can new ideas become accepted at the plants?
  - (c) Which technique of organisation development can be useful in this case?
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## ORGANISATIONAL BEHAVIOUR

(For those who joined in July 2000 and after)

Time : Three hours                      Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. How are the "Hawthorne Experiments" useful in understanding organisational behaviour?
2. Discuss the important determinants of perception.
3. Elucidate the measures to resolve conflicts in the workplace.
4. Discuss the methods of transmitting organisational culture to employees.
5. State and discuss the factors contributing to organisational development.

PART B — (40 marks)

Compulsory

6. Case Study

Rahul is an engineer in a large design engineering office. He comes from a rural background and he belongs to a low income group family with traditional values.

Rahul is an intelligent and capable worker. He main fault is that he does not want to take risks. He hesitates to take decisions for himself, often bringing petty and routine problems to his supervisors or to other engineers for a decision. When ever he does a job design he brings it in rough draft to his supervisor for approval before he finalises it. Since Rahul is a capable person his supervisor wants to motivate him to be more independent in his work. The supervisor believes that his approach will improve Rahul's performance, relieve the supervisor from extra routine and give Rahul more self-confidence. However, the supervisor is not sure how to go about motivating Rahul to improve his performance.

- (a) In the role of supervisor, explain how you would motivate Rahul.
- (b) While motivating Rahul, how three different motivational models can be employed.
- (c) Explain the reaction of Rahul towards his supervisor motivation.

