

3. Explain the concept of delegation of authority? What are the advantages and disadvantages associated with it?

OR

What are the five categories of motivational needs described by Maslow? How it is different from Herzberg's theory of motivation?

4. Explain the concept of span of control & delegation of authority.

OR

What do you mean by staffing? How it plays an important role in management?

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

PAPER ID : 293102

Roll No.

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SPL. THEORY EXAMINATION, 2014-15

PRINCIPLES OF MANAGEMENT

Time : 3 Hours]

[Total Marks : 100

Part - 1

Note: Attempt all five questions.

5×4=20

1. What do you mean by centralization and decentralization?
2. What is authority? Differentiate authority and responsibility.
3. Management is the development of men and not the direction of things. Comment.
4. Explain theory of McGregor's theory X and theory Y.
5. Define management.

Part - 2

Case Study

30

Mr. Rohan, a professionally qualified engineer, had been working as an assistant plant in one of the plant of a giant multi-product company. After having work for five years, he was promoted to the position of plant manager. Recently, he has been transferred to another plant which is facing difficulty in meeting production targets and budgetary standards. He is highly ambitious and authority oriented energetic person. He strongly believes that to solve the problem, rigid and close controls should be exercised. He makes decision on his own and gets them implemented by exercising authority of his position.

Mr. Rohan gave directive to each work station for increasing productivity by 10% and reducing cost by 10%. He monitors the situation closely and has finally dismissed two supervisors who failed in meeting production targets without giving patient hearing to them. He has promoted four senior operators to the position of supervisors. Ultimately this style of functioning has yielded desired results. Productivity has increased and production costs have also been brought under control. However, the employees are unhappy because of excessive pressures on them and because of fear of losing their job.

Questions:

- (a) Comment on the state of organizational climate in the above case.
- (b) Do you approve of leadership style of Mr. Rohan? Give reasons for your answer.
- (c) Offer practical suggestions to improve organizational climate in the above case.

Part - 3

Attempt all questions.

12.5×4=50

1. Briefly explain the general principles of management as laid down by Henri Fayol.

OR

Organization is the next important function of management after planning. Explain it.

2. What is planning? Briefly discuss the process of a formal planning and discuss the reasons for failure of planning.

OR

What are the main functions of leadership? Discuss its importance in an organization. Illustrate managerial grid.