2412081101-Management_Principles_and_Application

Question 1.

(a) "Management is guiding human and physical resources into dynamic organizational units which attain their objectives to the satisfaction of those served and with a high degree of moral sense of attainment on the part of those rendering service." Discuss this statement and explain the importance of management.

- **Discussion:** Management involves effectively directing human and material resources within an evolving organization to achieve goals, satisfy stakeholders, and foster a sense of accomplishment among employees. It encompasses planning, organizing, staffing, directing, and controlling.
- **Importance:** Management is crucial for goal achievement, efficient resource utilization, cost reduction, building a sound organization, maintaining balance, fostering societal prosperity, and driving innovation and growth.

(b) What are the five basic dimensions of Coordination Mechanisms in organisation identified by Henry Mintzberg? Elaborate by giving examples.

- Mintzberg identified five coordination mechanisms:
1. **Mutual Adjustment:** Informal communication (e.g., small team collaborating).
2. **Direct Supervision:** One person oversees others' work (e.g., manager instructing staff).
3. **Standardization of Work Processes:** Defining how work is done (e.g., assembly line instructions).
4. **Standardization of Outputs:** Specifying results (e.g., sales targets).
5. **Standardization of Skills:** Specifying required training (e.g., doctors, skilled trades).

OR

(a) What are the main conclusions that can be drawn from the Hawthorne experiments? Discuss critically the relevance of these experiments for management and organisational behaviour today.

- **Conclusions:** Hawthorne experiments highlighted that social factors, group norms, employee morale, and informal organization significantly influence productivity more than just physical conditions. The "Hawthorne Effect" (improved performance due to being observed) was also noted.
- **Relevance:** They were foundational to the human relations movement, emphasizing non-financial motivators, teamwork, and the importance of employee engagement and communication in modern management, despite some methodological criticisms.

(b) Discuss the nature of managerial competencies. Also elaborate the two major managerial competencies approaches.

- **Nature:** Managerial competencies are observable behaviors, skills, knowledge, and abilities that enable effective management, being measurable and learnable.
- **Approaches:**
1. **Behavioral Competency Approach:** Focuses on specific observable actions leading to success (e.g., active listening, delegating effectively).
2. **Skills-Based Approach:** Categorizes capabilities into technical, human/interpersonal, and conceptual skills (e.g., Katz's framework).

Question 2.

(a) What is Management By Objectives? What are its features? What are the steps involved in MBO programme?

- **MBO:** A strategic management model where managers and employees jointly define, agree upon, and achieve specific organizational objectives.
- **Features:** Joint goal setting, measurable objectives, performance reviews, results orientation, employee participation, and feedback.
- **Steps:** Setting organizational objectives, cascading to individual objectives, formulating action plans, implementing, periodic review, performance appraisal, and feedback.

(b) What is Group Decision-Making? Briefly discuss Group Decision-Making Techniques.

- **Group Decision-Making:** Decisions made collectively by a group, offering diverse perspectives but potentially being time-consuming.
- **Techniques:**

- o **Brainstorming:** Generating ideas without immediate criticism.
- o **Nominal Group Technique (NGT):** Structured process for individual idea generation, sharing, discussion, and private ranking.
- o **Delphi Technique:** Iterative process using questionnaires with expert panels to achieve consensus.
- o **Devil's Advocate:** Assigning someone to challenge the prevailing view to identify flaws.

OR

(a) What is business level strategic planning? Explain the different business level strategies that can be adopted by the firm to gain competitive advantage.

- **Business Level Strategic Planning:** Focuses on how a single business unit competes within its specific market to gain a competitive advantage.
- **Strategies (Porter's Generic Strategies):**
- o **Cost Leadership:** Becoming the lowest-cost producer (e.g., Walmart).
- o **Differentiation:** Offering unique, superior value (e.g., Apple).
- o **Focus:** Targeting a narrow market segment with either cost leadership (Cost Focus) or differentiation (Differentiation Focus).

(b) "A Meso factor is the setting between Macro and Micro environment of a business." Explain this statement and briefly discuss the Meso environmental factors of business firm.

- **Explanation:** Meso factors operate at the industry or sector level, bridging broad macro-environmental forces (e.g., economy) and specific micro-environmental interactions (e.g., customers). They affect a group of firms in a specific industry.
- **Factors:** Industry structure (e.g., competition, bargaining power of buyers/suppliers), industry-specific regulations, technological shifts within the industry, and industry-specific labor market conditions.

Question 3.

(a) Distinguish between delegation and decentralization. How to measure the degree of decentralization? What are the factors which determine the degree of decentralization?

- **Distinction:**
- **Delegation:** Assigning authority for a specific task to a subordinate (a managerial tool).
- **Decentralization:** Systematic dispersal of authority throughout lower levels of the organization (a management philosophy impacting structure).
- **Measurement:** By the number and importance of decisions made at lower levels, the number of functions decentralized, and the nature of control mechanisms.
- **Factors:** Organizational size and complexity, management philosophy, competence of lower-level managers, environmental dynamism, and the effectiveness of control systems.

(b) What is Organisational Design? Discuss the factors affecting organisational design.

- **Organizational Design:** The process of structuring an organization to achieve its objectives, involving decisions on departmentalization, span of control, etc.
- **Factors:**
- **Strategy:** Structure follows strategy (e.g., organic for differentiation, mechanistic for cost leadership).
- **Size:** Larger organizations tend to be more complex.
- **Technology:** Influences design based on routine vs. non-routine tasks.
- **Environment:** Dynamic environments require more flexible designs.
- **Human Resources:** Skills and capabilities of the workforce.
- **Culture:** Organizational values and norms.

   OR

(a) Differentiate between Project and Matrix organization. Explain the suitability, merits and demerits of project organization.

- **Differentiation:**
- **Project Organization:** Temporary structure for specific goals, project manager has full authority.
- **Matrix Organization:** Hybrid of functional and project structures, with dual reporting (to functional and project managers).
- **Project Organization:**
- **Suitability:** For unique, complex, time-bound tasks requiring specific expertise.

- o **Merits:** Clear responsibility, better coordination, faster decisions, enhanced team focus.
- o **Demerits:** Resource duplication, limited career paths after project, potential functional conflicts.

(b) What is Formal Organization? What are its features? Discuss the advantages and disadvantages of formal organization.

- **Formal Organization:** A deliberately planned and structured system of roles and responsibilities to achieve specific goals, based on hierarchy, division of labor, and rules.
- **Features:** Defined rules, hierarchy, division of labor, impersonal relationships, goal-oriented, stability, formal communication.
- **Advantages:** Clarity in roles, order, efficiency, facilitated coordination, impartiality, predictability.
- **Disadvantages:** Rigidity, slow decision-making, bureaucracy, reduced initiative, neglect of informal relations.

Question 4.

(a) What is Motivation? Discuss the factors affecting motivation.

- **Motivation:** The processes that determine an individual's intensity, direction, and persistence of effort towards goal attainment.
- **Factors:**
- o **Individual:** Needs (Maslow's hierarchy), goals (goal-setting theory), expectations (expectancy theory), fairness perception (equity theory).
- o **Job:** Job design (autonomy, feedback), responsibility, growth opportunities.
- o **Organizational:** Rewards, working conditions, culture, supervision, promotion opportunities.

(b) What is Followership? How is it different from leadership? Discuss the Robert Kelley model of followership.

- **Followership:** The active role individuals play in influencing leaders and contributing to organizational goals.
- **Difference from Leadership:** Leadership influences and guides, while followership involves being influenced and contributing to execution and support.

- **Robert Kelley Model:** Categorizes followers based on two dimensions (independent, critical thinking vs. active engagement) into five types: Sheep, Yes-People, Alienated, Pragmatic, and Exemplary (Star).

OR

(a) What is controlling? Discuss the main principles of an effective control system.

- **Controlling:** The management function of monitoring performance to ensure alignment with goals and standards, and taking corrective action.
- **Principles:** Forward-looking, timely, flexible, economical, accurate, strategic placement (critical point control), understandable, clear responsibility, and action-oriented.

(b) Explain the Balance Scorecard Approach to managerial control.

- **Balance Scorecard (BSC):** A strategic performance management framework that provides a holistic view of organizational performance beyond just financials.
- **Four Perspectives:**
  - **Financial:** How shareholders see us.
  - **Customer:** How customers see us.
  - **Internal Business Process:** What we must excel at.
  - **Learning and Growth:** How we can improve and create value.
- **Purpose:** Links performance to strategy, improves communication, and facilitates strategic learning.

Question 5. Case Study: LNJ Bhilwara Group

(a) Attempt any three:

(i) What are the core values of Bhilwara Group of Companies? Discuss.

- **Core Values:** Traditional values combined with foresight, self-reliance, corporate citizenship, strong commitment to society, focus on sustainable development (people, society, environment), customer focus, long-term relationships, determination, conviction, and vision.

(ii) Give a brief overview of CSR initiatives of Bhilwara group of companies.

- **CSR Initiatives:** Deep commitment to societal well-being and sustainable development. Focus areas include education, public health, local infrastructure (drinking water, sanitation, roads, primary healthcare), environmental conservation, gender equality, support for vulnerable groups (women, orphans, veterans), and promotion of sports and national heritage. Activities are conducted directly and through dedicated trusts.

(iii) What are the initiatives taken by Bhilwara Group in the field of Education, Health Care, Environment and other areas? Elaborate.

- **Education:** Operates four schools educating over 5000 students, provides facilities like new buildings and labs, waives expenses for hearing-impaired students, renovates government schools, and runs skill development centers for women (tailoring, medical assistant).
- **Healthcare:** Arranges medical facilities, establishes dispensaries, conducts health check-ups for children, promotes preventive healthcare, provides safe drinking water, distributes sanitary pads, and organizes vaccination camps for livestock.
- **Environment:** Focuses on environmental conservation, tree plantation, awareness campaigns, sustainable practices (clean energy projects like hydro, wind, solar, reducing GHG emissions), responsible production through recycling (yarns, denim waste, PET bottles), and sustainable water management (less water dyeing, effluent treatment).
- **Other Areas (Community/Sports/Heritage):** Promotes gender equality, empowers women, sets up homes for women/orphans, supports veterans, promotes rural/Paralympic/Olympic sports, preserves national heritage/art/culture, and contributes to national relief funds and rural development.

(iv) What has been done by Bhilwara group in sustainable development? Elaborate.

- **Sustainable Development:** Integrates sustainability into its core operations, focusing on people, society, and environment. This includes extensive CSR efforts in social and economic development (education, health, community support) and significant environmental initiatives. Environmentally, they invest heavily in clean energy (hydro, wind, solar),

implement responsible production practices like extensive recycling of materials (yarns, denim waste, PET bottles), and employ sustainable water management techniques.

(b) Write brief notes on any two of the three provided questions:

(i) Impact of Digitalisation on business firms.

- **Impact:** Digitalization enhances efficiency, fosters innovation (e.g., e-commerce), improves customer experience through personalization, expands global reach, enables data-driven decision-making, intensifies competition, transforms workforce skills, and presents new cybersecurity challenges.

(ii) Reasons for Internationalisation.

- **Reasons:** Firms internationalize to seek new markets (expand customer base), access resources (cheaper labor, raw materials), achieve efficiency (economies of scale), acquire strategic assets (technology, brands), diversify risks across markets, follow global customers or competitors, and leverage favorable government policies.

(iii) Role of Value in management.

- **Role of Value:** Values serve as an ethical compass for decision-making, guide employee behavior, form the foundation of organizational culture, enhance employee motivation and engagement when aligned, build a positive reputation and brand image, inform strategic direction, aid in conflict resolution, and help attract and retain talent.