

University of Sargodha

BS 6th Term Exam 2018

Subject: Computer Science

Paper: Principles of Management (MNG-2212)

Time Allowed: 2:30 Hours

Maximum Marks: 80

Objective Part

Compulsory

Q.No.1: Attempt all parts and each require answer 2 – 3 lines

(16*2=32)

i. Intuition

Intuition is the ability to have a grasp on a situation or information without the need for reasoning. The opposite of intuitive decision making is rational decision making.

ii. Recruitment

Recruitment refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs within an organization.

iii. Transformational Leadership

Transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company.

iv. Job Analysis Culture

A job analysis is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

v. Decentralization

Culture is the process by which the activities of an organization, particularly those regarding planning and decision making, are distributed or delegated away from a central, authoritative location or group.

vi. Clan Control

Clan control refers to the values and beliefs of an organization that operates more like a family than a company. In clan control, high-level management is seen as mentors rather than bosses.

vii. Structured problem

Structured problems are the straight forward problems which can be determined and solved by repeating examination and testing on the problems.

viii. Span of Control

A span of control is a concept that describes the number of people that are managed by someone. It is a chain of command notion where the number of subordinates are properly identified to understand a manager's reach.

ix. Job Design

The Job Design means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job. In other words, job design encompasses the components of the task and the interaction pattern among the employees, with the intent to satisfy both the organizational needs and the social needs of the jobholder.

x. Non-Programmed Decision

Non-programmed decisions are unique. They are often ill-structured, one-shot decisions. Traditionally they have been handled by techniques such as judgment, intuition, and creativity.

xi. Directional Plan

Directional plans are flexible plans that set out general guidelines. They provide focus but don't lock managers into specific goals or courses of action.

xii. Chain of Command

The chain of command in a company refers to the different levels of command within the organization. The definition of a chain of command is an official hierarchy of authority that dictates who is in charge of whom and of whom permission must be asked.

xiii. HR Planning

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization.

xiv. Job Analysis

A job analysis is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

xv. Omnipotent

The omnipotent view of management says that managers are directly responsible for the success or failure of an organization. This is a dominate view in management theory and society in general.

xvi. Conceptual Skills

Conceptual skills allow a manager to visualize the entire organization and work with ideas and the relationships between abstract concepts. Human skills, also called human relation skills, require communication and attention to relationships with others.

Subjective Part (4*12)

Q2. Discuss controlling process in detail.



The control process is a three-step process of measuring actual performance, comparing actual performance against a standard, and taking managerial action to correct deviations or to address inadequate standards. The control process assumes that performance standards already exist, and they do. They're the specific goals created during the planning process.

Step 1. Measuring Actual Performance

To determine what actual performance is, a manager must first get information about it. Thus, the first step in control is measuring.

HOW WE MEASURE. Four approaches used by managers to measure and report actual performance are personal observations, statistical reports, oral reports, and written reports. Most managers use a combination of these approaches.

WHAT WE MEASURE. What is measured is probably more critical to the control process than how it's measured. Why? Because selecting the wrong criteria can create serious problems. Besides, what is measured often determines what employees will do. What control criteria might managers use? Some control criteria can be used for any management situation. For instance, all managers deal with people, so criteria such as employee satisfaction or turnover and absenteeism rates can be measured. Keeping costs within budget is also a fairly common control measure. Other control criteria should recognize the different activities that managers supervise. For instance, a manager at a pizza delivery location might use measures such as number of pizzas delivered per day, average delivery time, or number of coupons redeemed. A manager in a governmental agency might use applications typed per day, client requests completed per hour, or average time to process paperwork.

Step 2. Comparing Actual Performance Against the Standard

The comparing step determines the variation between actual performance and the standard. Although some variation in performance can be expected in all activities, it's critical to determine an acceptable range of variation. Deviations outside this range need attention.

Step 3. Taking Managerial Action

Managers can choose among three possible courses of action: do nothing, correct the actual performance, or revise the standards. Because "do nothing" is self-explanatory, let's look at the other two.

CORRECT ACTUAL PERFORMANCE. Depending on what the problem is, a manager could take different corrective actions. For instance, if unsatisfactory work is the reason for performance variations, the manager could correct it by things such as training programs, disciplinary action, changes in compensation practices, and so forth. One decision that a manager must make is whether to take immediate corrective action, which corrects problems at once to get performance back on track, or to use basic corrective action, which looks at how and why performance deviated before correcting the source of deviation. It's not unusual for managers to rationalize that they don't have time to find the source of a problem (basic corrective action) and continue to perpetually "put out fires" with immediate corrective action. Effective managers analyze deviations and if the benefits justify it, take the time to pinpoint and correct the causes of variance.

REVISE THE STANDARD. It's possible that the variance was a result of an unrealistic standard—too low or too high a goal. In that situation, the standard needs the corrective action, not the performance. If performance consistently exceeds the goal, then a manager should look at whether the goal is too easy and needs to be raised. On the other hand, managers must be cautious about revising a standard downward. It's natural to blame the goal when an employee or a team falls short.



Q3. a) Discuss what type of skills a manager should have.

The four basic types of management skills include:

1. Technical Skills

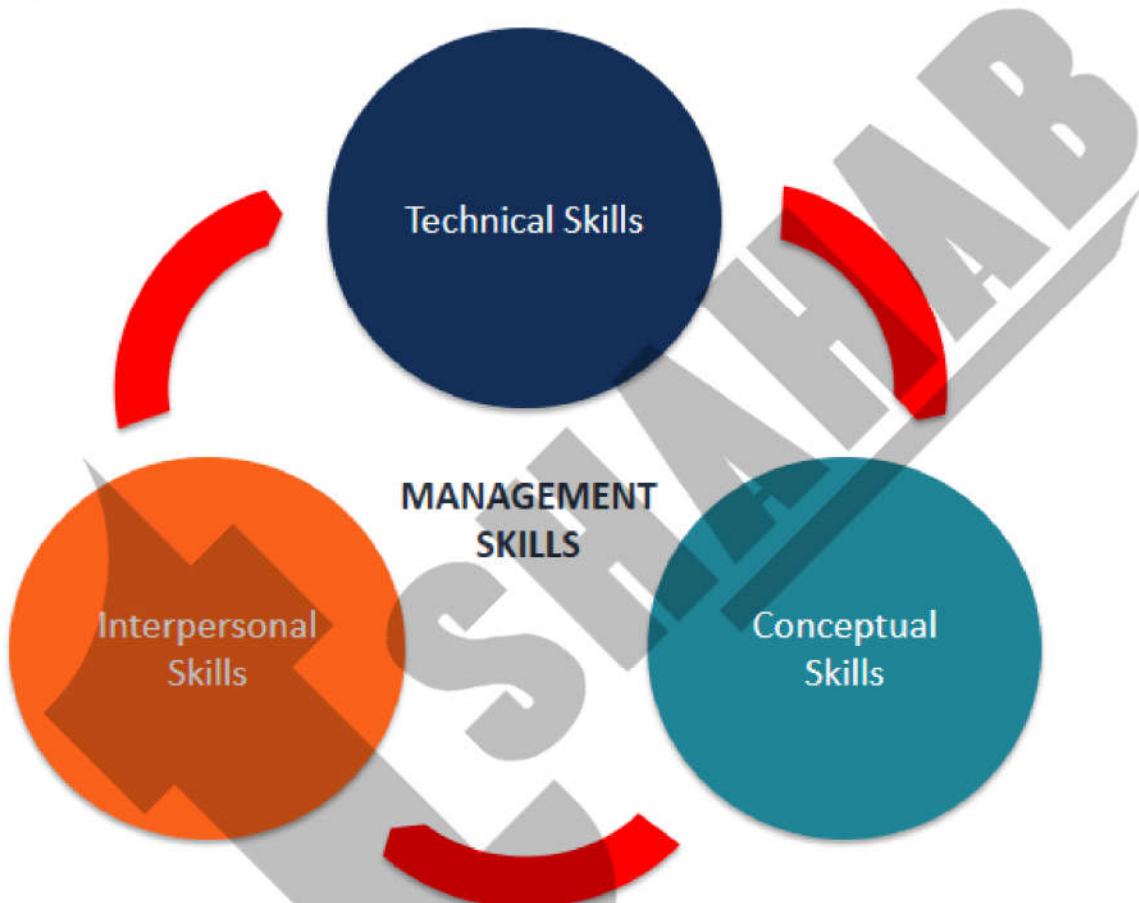
Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

2. Conceptual Skills

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

3. Human or Interpersonal Skills

The human or the interpersonal skills are the skills that present the managers' ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.



4. Political Skills

Finally, managers need and use political skills to build a power base and establish the right connections. Organizations are political arenas in which people compete for resources. Managers who have and know how to use political skills tend to be better at getting resources for their groups.

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b) Critically discuss challenges faced by today's managers

First, there are many challenges. It can be a tough and often thankless job. In addition, a portion of a manager's job (especially at lower organizational levels) may entail duties that are often more clerical (compiling and filing reports, dealing with bureaucratic procedures, or doing paperwork) than managerial. Managers often have to deal with a variety of personalities and have to make do with limited resources. It can be a challenge to motivate workers in the face of uncertainty and chaos, as this recession has illustrated time and time again. And managers may find it difficult to successfully blend the knowledge, skills, ambitions, and experiences of a diverse work group. Finally, as

a manager, you're not in full control of your destiny. Your success typically is dependent upon others' work performance.

1. Achieving a Stretch Goal

The organization you're managing is responsible for something — whether it's performing a business process, supporting some other organization, developing a new product, or getting new customers. There are goals associated with your objectives, and if your organization is aggressive then those goals require more than the typical amount of effort. It's going to take some careful planning for you to figure out how to apply your organization's people and resources to achieve an aggressive goal. You're going to have to motivate people, remove roadblocks from their path, and focus them on the things that are most important. It's a stretch goal, but you can achieve it — maybe even surpass it.

2. Bringing Out the Best in Your Employees

All employees have good days and bad days. Some of the causes are out of your control. But it's important that you take steps to make as many days as possible "good days." Here are some of the things that you can do:

- Treat every employee with respect. If you have praise for the employee, give the praise in front of coworkers. If you have criticism for the employee, give it in private. For all but the worst underperforming employees, make sure that the praise happens much more often than the criticism.
- Help employees align their personal goals with their work goals. Talk with each employee about his or her personal goals: what they want to get out of life, where they want their career to go. To the extent possible, use this information to help you allocate work assignments.
- Provide a work environment that is appropriate for the work and conducive to employee well-being. A comfortable work environment makes your employees more productive.
- Encourage employee communication and cooperation. For example, in one of my management jobs, I held a monthly lunch for my employees. During the lunch I updated them on any company news I'd heard, and I had some of the employees describe their recent work and some of their challenges. We also had a series of awards. But these were not your typical awards. Each award was given by the previous award recipient to someone who exemplified the spirit of the particular award. There was a "Gumby" award (a Gumby character) given to the most flexible employee, and other awards for things like putting the team ahead of yourself, most creative outside-the-box idea, and unluckiest employee. Employees sometimes even created their own one-time awards when something special or unusual happened. Over time the number of awards grew, and the interchange of enthusiasm and ideas made the organization a happy and fun place to work.

3. Dealing with Underperforming Employee

Not all of your employees will do their best. Some will have personal issues that interfere with their work. Technically it's not your problem, but in reality, any issue that contributes to an underperforming employee is your problem. You'll help employees cope with personal issues, you'll provide motivation and counsel, maybe steer them to appropriate resources inside or outside your company. You'll "carry" your underperforming employees to a point, and then beyond that point you'll have to ease them out of your organization. You'll be humane, but you have to balance the needs of the organization with the needs of the employees.

4. Dealing with Outstanding Employees

Some of your employees obviously outperform the others. That's good news for your organization, but it presents its own set of challenges. Outstanding employees need special treatment. You want them to keep doing an exceptional job but that usually means that you'll have to pay them special attention. They need recognition for their talents and efforts. They need encouragement, training and guidance. And above all they need to know that they have a career path in your company, even if that career path takes them out of your organization.

You'll be tempted to hold on to your outstanding employees and keep them from being promoted out of your organization. You shouldn't do that. When an employee star outgrows your organization, the best thing for your company is to make sure that the employee finds a home in another part of your company where he or she can continue to contribute. And ultimately, you'll be rewarded for your good deed of helping the employee achieve his

or her potential. Your reputation as a “team player” and good manager will grow, and your own career will be enhanced.

5. Hiring the Right People

No matter how happy your employees are, you’ll get occasional turnover. And if your organization is successful then you’ll often find that your budget and headcount will grow as you are assigned more and more responsibility. Either way, you’ll need to hire. Hiring is easy, but hiring the right person is extremely difficult.

The trick in hiring is to get an understanding of how an employee will actually perform the work — not just how the employee does in interviews. Interviews are seldom a good predictor of work and work habits, so going beyond the interview is crucial.

I’ve sometimes used unconventional interviewing techniques. I’ve done the traditional interview, but then I’ve tried some things that gave me a better feel for how the interviewee will perform in an actual work situation. For example, for some programmer positions, I had the prospective employee spend some time with his/her future coworkers, going through a task that the current employee was doing. Getting feedback from the current employee (who had a vested interest in finding someone who would carry a part of the workload) made a big difference in our choice for some potential new hires. And the process also increased our acceptance rate for job offers, since the job applicants had a better feel for the environment into which they were being hired.

6. Responding to a Crisis

No matter how much planning you do, things will go wrong. An employee will get sick at a critical time. A weather disaster will hit your facility and disrupt your plans. A crime will be committed — maybe a theft or even something that harms an employee.

Planning is a part of managing, but perhaps more important is a manager’s ability to change plans on the fly in response to changing conditions. When a crisis hits, you have to be able to deal with it — calmly, quietly and without being overwhelmed by stress.

7. Continuous Improvement

No matter how good your organization gets, it can do better. There’s always some type of improvement that can be made: a change in a process, a better working environment, better employee motivation, more focus on the essentials. If you ever get to the point where you honestly have no idea how to improve things further, then you should either (a) seek outside advice, or (b) look for another job. There’s always a better way, and you have to keep looking for it.



Q4. Discuss in detail different types of leadership.

Leadership is the art of motivating a group of people to act towards achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

1. Democratic Leadership

A leader who involves employees in decision making, delegates authority, and uses feedback as an opportunity for coaching employees.

Democratic leadership is exactly what it sounds like -- the leader makes decisions based on the input of each team member. Although he or she makes the final call, each employee has an equal say on a project's direction.

Democratic leadership is one of the most effective leadership styles because it allows lower-level employees to exercise authority they'll need to use wisely in future positions they might hold. It also resembles how decisions can be made in company board meetings.

2. Autocratic Leadership

A leader who dictates work methods, makes unilateral decisions, and limits employee participation.

Autocratic leadership is the inverse of democratic leadership. In this leadership style, the leader makes decisions without taking input from anyone who reports to them. Employees are neither considered nor consulted prior to a direction, and are expected to adhere to the decision at a time and pace stipulated by the leader.

An example of this could be when a manager changes the hours of work shifts for multiple employees without consulting anyone -- especially the effected employees.

3. Laissez-Faire Leadership

The French term "laissez faire" literally translates to "let them do," and leaders who embrace it afford nearly all authority to their employees.

The laissez-faire style leader let the group make decisions and complete the work in whatever way it saw fit.

4. Strategic Leadership

Strategic leaders sit at the intersection between a company's main operations and its growth opportunities. He or she accepts the burden of executive interests while ensuring that current working conditions remain stable for everyone else.

This is a desirable leadership style in many companies because strategic thinking supports multiple types of employees at once. However, leaders who operate this way can set a dangerous precedent with respect to how many people they can support at once, and what the best direction for the company really is if everyone is getting their way at all times.

5. Transformational Leadership

Transformational leadership is always "transforming" and improving upon the company's conventions. Employees might have a basic set of tasks and goals that they complete every week or month, but the leader is constantly pushing them outside of their comfort zone.

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Q.5 a) Why managers motivate employees.

Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Motivating your employees needs to be a regular routine. There are several reasons why employee motivation is important. Mainly because it allows management to meet the company's goals. Without a motivated workplace, companies could be placed in a very risky position.

Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources.

Benefits of Motivated Employees

Employee motivation is highly important for every company due to the benefits that it brings to the company. Benefits include:

1. Increased employee commitment

When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them.

2. Improved employee satisfaction

Employee satisfaction is important for every company because this can lead towards a positive growth for the company.

3. Ongoing employee development

Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level.

4. Improved employee efficiency

An employee's efficiency level is not only based on their abilities or qualifications. For the company to get the very best results, an employee needs to have a good balance between the ability to perform the task given and willingness to want to perform the task. This balance can lead to an increase of productivity and an improvement in efficiency.

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b) “All leaders are managers but all managers are not leaders”. Do you agree? Why, why not?

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Q6. Discuss in detail the history of management.

Management has been practiced a long time. Organized endeavors directed by people responsible for planning, organizing, leading, and controlling activities have existed for thousands of years. Regardless of what these individuals were called, someone had to perform those functions.

The **Egyptian pyramids** and the **great wall of china** are proof that projects of tremendous scope, employing tens of thousands of people were completed in ancient times.¹ It took more than 100,000 workers some 20 years to construct a single pyramid. Someone had to plan what was to be done, organize people and materials to do it, make sure those workers got the work done, and impose some controls to ensure that everything was done as planned. That someone was managers.

At the **arsenal of Venice**, warships were floated along the canals, and at each stop, materials and riggings were added to the ship.² Sounds a lot like a car “floating” along an assembly line, doesn’t it? In addition, the Venetians used warehouse and inventory systems to keep track of materials, human resource management functions to manage the labor force (including wine breaks), and an accounting system to keep track of revenues and costs.

The **Industrial Revolution** may be the most important pretwentieth-century influence on management. Why? Because with the industrial age came the birth of the corporation. With large, efficient factories pumping out products, someone needed to forecast demand, make sure adequate supplies of materials were available, assign tasks to workers, and so forth. Again, that someone was managers! It was indeed a historical event for two reasons: (1) because of all the organizational aspects (hierarchy, control, job specialization, and so forth) that became a part of the way work was done, and (2) because management had become a necessary component to ensure the success of the enterprise.

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Q7. What are different types of departmentalization? Discuss all.

Departmentalization involves dividing an organization into different departments, which perform tasks according to the departments' specializations in the organization. Departmentalization as a means of structuring an

organization can be found in both public and private organizations. An organization can structure itself into departments in the following ways.

1. Functional Departmentalization

In functional departmentalization, an organization is organized into departments based upon the respective functions each performs for the organization. For example, a manufacturing company may create a production department, sales and marketing department, an accounting department, and a human resources department. Functional departmentalization may be advantageous because it can increase efficiency and expertise since all related activities are performed in one place by one group of people that specialize in that activity.

2. Product Departmentalization

In product departmentalization, an organization is divided by product lines. It creates a department for each product and that department controls all activities related to the product including development, production, marketing, sales, and distribution. This structure provides the organization the advantage of developing personnel with a high level of expertise and specialization for each of its products.

3. Geographic Departmentalization

In geographic departmentalization, an organization is organized along geographic lines. This is often a good idea for large multinational firms with offices around the world. All activities related to the organization's activities in each region are handled by a department in that region. One advantage of this method is that it ensures the development of expertise specific to the political, social, and cultural needs of the region. Moreover, sending managers to work in each region provides excellent training for upper level management positions where a broad perspective is required for success.

4. Customer/Market Departmentalization

Finally, we have customer/market departmentalization. Each type of customer usually has different needs, and organizations often departmentalize along different customer types, such as consumers, businesses, and governments. For example, think about an aerospace engineering firm and the different needs of their consumer, business, and government clients. This structure may be advantageous because it allows its personnel to specialize in developing products and serving the needs of particular markets and classes of customers.

