

Q1. True or False? (1)

- a. Generally, programs and budgets can be considered as examples of standing plans.
- b. Policies are generally not considered as a single-use plan.

1. Both statements are true

2. Both statements are false

3. Only a is true

4. Only b is false

Q2. Identify the wrong statement among the following with respect to planning: (1)

- 1. Planning offers benchmark against the actual performance
- 2. Planning bridges between where we are and where we want to go
- 3. Planning aids in framing the objectives of the organization**
- 4. Planning helps in forecasting the future

Q3. Cost leadership as a strategy requires a firm to _____.: (1)

- 1. aim at a cost advantage in a niche market
- 2. be unique in its product offering
- 3. aim to be similar to its competition in all operations
- 4. aggressively search out efficiencies to maintain the lowest cost structure**

Q4. Select the guideline that is NOT true for MBO. (1)

- 1. Objectives should be qualitative**
- 2. The list of objectives should not be too long
- 3. Objectives should not be used to frighten and dominate people
- 4. Objectives should present a challenge, indicate priorities, and promote personal and professional growth and development

Q5. Determine a characteristic trait that is often associated with a successful leader. (1)

- 1. Do the things right
- 2. Do the right things**
- 3. Follows the rules
- 4. All of the above

Q6. True or False? (With reference to steps in planning) (1)

- a. The assumptions on which alternatives are based are usually referred to as objectives.
- b. Developing budgets is the penultimate step in planning.

1. Both statements are true

2. Both statements are false

3. Only a is true

4. Only b is false

Q7. True or False? (With respect to SWOT Analysis) (1)

- a. Company X with good financial capabilities decides to acquire a promising start-up company having a lower financial capability. This is an example of SO strategy.
- b. A company decides to increase the price of its highly popular product to negate the increased goods service tax imposed by the government. This is an example of an ST strategy.

1. Both statements are true

2. Both statements are false

3. Only a is true

4. Only b is false

Q8. What is a primary characteristic of the participative leadership style, as proposed by Likert's 4 systems of management? (1)

- 1. Centralized decision-making authority
- 2. Limited employee involvement in decision-making processes
- 3. Strong emphasis on employee empowerment and collaboration**
- 4. Hierarchical structure with strict top-down communication

Q9. Differentiate between leading and managing? (1)

- 1. Leading centers on controlling outcomes, while managing centers on empowering individuals.
- 2. Leading involves setting direction and inspiring people, while managing focuses on planning and organizing tasks.**

3. Leading emphasizes enforcing rules and regulations, while managing focuses on building relationships.
4. Leading concentrates on allocating resources efficiently, while managing focuses on fostering creativity.

Q10. According to Kohlberg's theory of moral development, which stage is characterized by adherence to societal rules and conventions? (1)

1. Preconventional stage
- 2. Conventional stage**
3. Postconventional stage
4. Unconventional stage

Q11 (a). Three years ago, Mr. Akarsh completed his degree in food processing. He worked for one year in a company manufacturing noodles, masala powders, and pasta. He was not happy in the company and decided to have his own organic food processing unit for the same. He set the objectives and the targets and formulated an action plan to achieve the same. One of his objectives was to earn a 10% profit on the amount invested in the first year. It was also decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months' credit from farmers cultivating organic crops only. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Ms. Keerthana as a production manager who decides the exact manner in which the production activities are to be carried out. Ms. Keerthana also prepared a statement showing the number of workers that will be required in the factory throughout the year. Mr. Akarsh informed Ms. Keerthana about his sales target for different products, area-wise for the forthcoming quarter. While working on the production table a penalty of 100 rupees per day for not wearing the caps, gloves, and apron was announced. (5)

Question to be answered:

Quoting lines from the above paragraph, outline any four types of plans discussed, and briefly explain them.

Solution: **1.25 (for each plan and its discussion) x 4 (any four) = 5 Marks**

1. **Objective:** An objective broadly outlines the key task or target to be reached at the end of a certain time period by the organization. In the given case, the objective is highlighted in

the words 'One of his objectives was to earn 10% profit on the amount invested in the first year'.

2. **Policy:** A policy is a code of conduct to be followed by a particular organization in a particular scenario. It is not specific and hence is interpreted according to the situation. In the given case, the sentence 'raw materials like fruits, vegetables, spices etc. will be purchased on three months credit from farmers cultivating organic crops only' highlights a policy.
3. **Procedure:** A procedure comprises guidelines to be followed in a specific order to make a policy decision to come into reality. In the given case, the sentence 'decided to follow the steps required for marketing of the products through his own outlets' highlights the procedure to be followed.
4. **Rule:** A rule is a type of plan which mentions the exact way of completing a particular task and its degree of compulsion. A rule can also be negative and guide the employees about not doing a particular thing. In the given case, the line 'Penalty of Rs 100 per day for not wearing caps, gloves and aprons was announced' highlights a rule.
5. **Budget:** A budget is usually a number which specifies the financial constraints and targeted achievements on an organization. It mentions the upper limit of the expenditure of resources. In the given case, the line 'Ms. Keerthana also prepared a statement showing the number of workers that will be required in the factory throughout the year' implies a budget.

Q11 (b). As the leader of the organization, you are inevitably responsible for the direction and development of your organization. With this regard, it is important to consistently design a strategic plan for your operations. Proficiency in several tools and methodologies is necessary to accomplish this task. List all the strategic tools and techniques you are aware of. Using appropriate representation and examples, discuss any two strategic tools that you will implement to facilitate the development of your firm. (5)

Solution:

1 + (2 x 2) = 5 Marks

Lists of strategies

1 Mark

- a) Critical Question analysis
- b) Blue ocean strategy
- c) SWOT analysis and TOWS matrix
- d) Business Portfolio analysis
- e) Porter's Generic model

Any 2 strategies with examples

2 * 2 Marks

Q12 (a). Compare and contrast the managerial practices in Japan and the USA, focusing on cultural influences and organizational behavior. How does Theory Z contribute to understanding the management styles in these countries? Provide examples that illustrate the practical application of Theory Z in a multinational setting. (5)

Solution:

3 + 2 = 5 Marks

Comparison 3 Marks (Any 06 points x 0.5 Marks = 3 Marks)

S No	Japanese Type Organization	American Type Organization
1	Lifetime employment	Short-term employment
2	Collective decision making	Individual decision-making
3	Collective responsibility	Individual responsibility
4	Slow evaluation and promotion	Rapid evaluation and promotion
5	Implicit (understood, implied) control mechanisms	Explicit (clear, precise, unambiguous) control mechanisms
6	Non-specialized career path	Specialized career path
7	Holistic concern for employee as a person	Segmented concern for employee as an employee

Theory Z (Contributions & Examples: 2 Marks)

Theory Z, developed by William Ouchi in the early 1980s, seeks to integrate aspects of both American and Japanese management styles. It emphasizes a combination of high productivity and high employee satisfaction by promoting job stability, consensus decision-making, and holistic concern for employees. This theory is especially relevant in multinational settings, where companies face cultural and managerial differences.

Contributions to Management Styles

1. Japan's Management Style:

Japan's traditional management style closely aligns with many of the principles of Theory Z. Japanese companies focus on long-term employment and the well-being of their employees. These companies often encourage a familial atmosphere, with managers showing personal concern for their workers.

Example: In Japan, companies like Toyota and Sony have long been known for their commitment to lifetime employment. Employees feel a strong sense of loyalty and responsibility toward the company, and in return, they receive job stability and personal

development opportunities. Decision-making is often a collective process involving both workers and management, creating a strong group culture.

2. U.S. Management Style:

Traditionally, U.S. companies have been more individualistic, emphasizing short-term gains and merit-based promotions. However, with Theory Z, some U.S. companies have adapted to incorporate aspects of collective decision-making and job stability, leading to a hybrid approach that balances efficiency with employee well-being.

Example: IBM has adopted several elements of Theory Z, particularly in the way it emphasizes long-term employment and invests in its employees' career development. The company encourages consensus-building and has adapted its management practices to focus on teamwork and group decision-making, which is a shift from the typical fast-paced, individualistic American management style.

3. Multinational Settings:

In multinational corporations, blending various management styles can be challenging, but Theory Z's principles offer a middle ground that helps to harmonize practices. By focusing on long-term employment, collective decision-making, and a holistic view of employee welfare, multinational companies can cater to diverse cultures and management expectations.

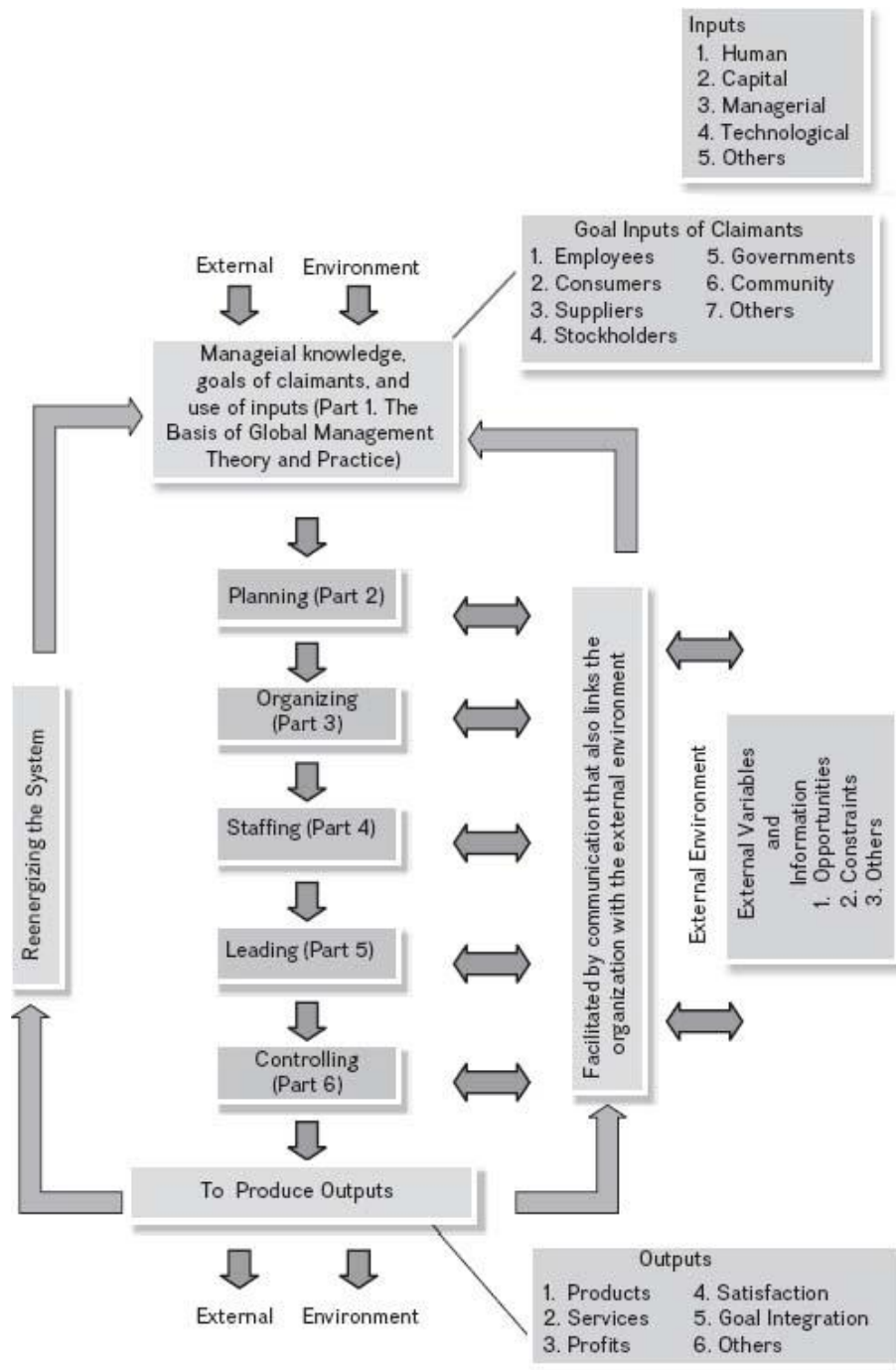
Example: Unilever, operating in both Western and Asian markets, applies a hybrid management system that incorporates elements of Theory Z. In their Asian branches, Unilever emphasizes consensus decision-making and long-term employment, reflecting the local culture. In Western branches, however, the company balances this with performance-based promotions and individual rewards. This flexibility has allowed Unilever to effectively manage its global workforce.

Q12 (b). With reference to an organization, sketch and justify how managerial functions of management and their functions work in the systems approach. (5)

Solution:

4 + 1 = 5 Marks

Systems Approach to Management (Diagram: 4 Marks)



Discussion (1 Mark)

- organization is an open system
- dependent on its external environment for inputs
- various inputs are transformed through the managerial functions
- Communication is essential to all phases
- some of the outputs become inputs again