

Management Principles and Applications

Department of Commerce

Questions

Q1. Management Principles and Coordination

- (a) “Coordination is the essence of management.” Justify this statement with reference to Mintzberg’s five coordination mechanisms. Provide examples for each mechanism. (10 marks)
- (b) Compare functional departmentalization with product departmentalization using a tabular format. As a manager, which would you prefer in a multi-product organization and why? (10 marks)

Q2. Management by Objectives (MBO) and Decision-Making

- (a) Explain the step-by-step process of Management by Objectives (MBO) with a diagram. How does it integrate key managerial activities? (10 marks)
- (b) The Delphi technique is often used for complex decision-making. Describe its process with an example from corporate strategy formulation. What are its advantages over traditional group decision-making? (10 marks)

Q3. Delegation and Organizational Structure

- (a) “Delegation of authority does not absolve a manager of responsibility.” Discuss this statement and outline the five-step delegation process with examples. (10 marks)
- (b) Compare project and matrix organizational structures using suitable diagrams. Which structure would be more suitable for a construction company undertaking multiple international projects? Justify your answer. (10 marks)

Q4. Motivation and Leadership

- (a) Using Herzberg’s two-factor theory, differentiate between hygiene factors and motivators with examples. How can a manager apply this theory to reduce attrition in a BPO company? (10 marks)
- (b) Analyze the statement: “Leadership is the essence of management.” Compare transformational and transactional leadership styles with examples from corporate leaders. (10 marks)

Q5. CSR and Sustainability

- (a) Taking the example of IOC, discuss how CSR initiatives contribute to sustainable development. Highlight at least three specific programs and their impacts using a case study format. (10 marks)
- (b) “Digitalization and internationalization are key drivers for modern businesses.” Evaluate this statement with reference to LNJ Bhilwara Group’s case study. (10 marks)