

1. (a) "Management is the effective utilization of human and material resources to achieve the enterprise objective." Discuss this statement and explain the importance of management in today's scenario.

- (b) Why is coordination considered as the essence of management? Discuss the techniques of effective coordination.

OR

- (a) What is the core argument of contingency theory of management? Critically evaluate the contingency approach of management.

- (b) Define Indian Ethos for management. Elaborate the basic principles of Indian Ethos for management. (9+9)

2. (a) Management by Objective is comprehensive management system which integrates many key managerial activities in a systematic manner and that is consciously directed to achieve the stated objectives. Explain this statement and discuss the steps involved in MBO process.

- (b) What do you understand by Delphi approach of decision making? Explain the process of decision making in Delphi technique by giving examples.

OR

- (a) What do you understand by Industry structure? Discuss the primary model to assess the structure of industries developed by Michael. E. Porter.

- (b) What is Meso Environment? Elaborate the elements of Meso environment of a business firm by giving examples. (9+9)

3. (a) A manager frees himself from of his responsibility the moment he delegates a part of his authority to his subordinates. Comment on this statement and discuss the process of delegation of authority.

- (b) Also discuss Differentiate between Departmentalization by Function and Departmentalization by product. Also give merits and demerits of Departmentalization by Function.

OR

- (a) "Both Formal and Informal Organizations are necessary for group activity just as two blades are essential to make a pair of scissors workable." Comment on this statement and differentiate between formal and informal organisation

- (b) Explain Team Organization Structure and Network Organization Structure. How these organizations are useful in modern complex business environment? Also discuss their merits and demerits. (9+9)

4. (a) What is Motivation? Discuss the various types of factors affecting Motivation.

- (b) "Leadership is the essence of Management". Comment on this statement and explain the various types of Leadership styles.

OR

- (a) What is Leadership? Discuss the factors affecting Leadership.

- (b) Explain and differentiate between Economic Added Value and Market Value Added techniques of controlling. (9+9)

5. Read the following case carefully and answer the questions given below :

Indian Oil Corporation was founded in 1959 as a public sector undertaking under Ministry of Petroleum and Natural Gas, Govt. of India. IOC is now global company with diversified portfolio in almost all streams of oil & gas, petrochemicals and alternate energy sources. It is India's highest ranking energy PSU in Fortune-500 list with a rank of 142 in 2022. IOC is well known for State-of-the-art technologies, Cutting Edge R&D, Quality consciousness, World-Best Practices, Responsible tapping of energy in all its

forms, Delivery of products to customers at affordable rates, and Transparency in operations. Its R&D center at Faridabad is one of Asia's finest and offers a competitive advantage through world-class technology and process solutions and innovative products. It has installed Green Hydrogen plants in its refineries at Mathura and Faridabad.

Indian Oil's Vision with Values is "to broaden its horizons, to expand across new vistas, and infuse new-age dynamism among its employees." This vision is infused with core values of Care, Innovation, Passion and Trust. These core values and vision has helped IOC to grow and achieve success year after year.

IOC is a socially responsible enterprise. It has been partnering with communities in which it operates by supporting initiatives in the areas of health, family welfare, education, environment protection, potable water, sanitation, empowerment of women and other marginalized groups. It spent about Rs. 1,800 crores

on CSR during last four years across healthcare, education, skill development, women empowerment and environmental sustainability. IOC has a Sustainability and CSR Policy with a vision to operate its activities in providing energy solutions to its customers in a manner that is efficient, safe and ethical optimizes impact on environment and enhances quality of life of the community while ensuring sustainable growth of business and nation.

With the guiding spirit of its concern for customer service, social responsibility and sustainable development; it has fuel stations (petroleum, CNG and EV charging stations) spread all over India serving 30 million customers every day.

Health, Safety and Environment are the three pillars of IOC to ensure safe communities and happy stakeholders. It complies with all rules and regulations of Safety, Occupational Health and Environmental Protection. All refineries are certified with ISO:14064

standards for sustainable development and for Occupational Health and Safety Management Systems. Compliance with safety systems, procedures and environment laws are monitored at the unit, division and corporate levels. The safety and fire protection measures include a well-sensitized management, focus on imparting regular training and a culture of safety throughout the enterprise.

IOC has a Code of Conduct for its Board members and top management which emphasizes professionalism, utmost care, skill, diligence, honesty, good faith and integrity, high morals and ethical standards. Every officer is required to comply with its Code of Internal Procedures and Conduct in dealing with the securities of the company to prevent insider training.

Corporate Governance of IOC is based on three pillars of Transparency, Integrity and Accountability. It is intended to set higher standards of ethical and

responsible conduct of the company to maximize value for all stakeholders. It aims to strengthen the relationship of trust with its stakeholders. IOC's governance structures and processes are duly evolved and adopted from time to time reflecting emerging best practices.

From the above information about Indian Oil Corporation, answer the following questions :

- (i) Describe the values followed by IOC. Explain the pillars of its governance.
- (ii) What are the steps taken by IOC towards social responsibility and sustainable development?

OR

Write short notes on any two of the following :

- (i) Management Challenges of 21<sup>st</sup> Century
- (ii) Workplace Diversity
- (iii) Value oriented Holistic Management

(iv) Management Lessons from Bhagwat Gita