

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.

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

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.

- (b) Discuss the nature of managerial competencies. Also elaborate the two major managerial competencies approaches. (9+9)

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

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

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

- (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. (9+9)

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

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

Or

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

- (b) What is Formal Organization? What are its features? Discuss the advantages and disadvantages of formal organization. (9+9)

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

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

Or

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

- (b) Explain the Balance Scorecard Approach to managerial control. (9+9)

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

LNJ Bhilwara Group is one of the country's esteemed and diverse business conglomerates, with its roots dating back to 1961. The journey of the Group started then in a small Bhilwara city of Rajasthan, when the legendary, Mr. L. N. Jhunjhunwala, established a textile mill there, laying the foundation of what would in due course become one of India's leading textile companies – RSWM Limited. RSWM, incorporated in 1960 as Rajasthan Spinning & Weaving Mills, has business interests in areas of yarn, fabrics, garments and denim. It is one of the largest producers and exporters of polyester viscose blended yarn in the country. The sheer determination, conviction and vision of Mr. Jhunjhunwala has led that one textile mill to grow into 17 Companies with its 21 manufacturing units and 9 marketing offices spread across textile, power, graphite electrode, info technology sectors.

The marriage of traditional values and foresight has been Group's guiding business principle. Hence, while expanding its original business of yarn, it has moved into manufacturing fabric, technical textiles, automotive

fabric, knitted and ready-to-wear garments and denim. Opportunity is the window to the future and Bhilwara Groups are looking out of it. The Group has successfully diversified into areas that few players have ventured into; Graphite Electrodes business is one such example. The Group has the largest single site graphite electrodes manufacturing plant in the world located at Mandideep near Bhopal in central India. Self-reliance is the mantra. The success of Group's first Hydro Captive Power plant led it to set up India's first merchant hydro power plant. Today, the Group's power business is growing with many projects already in hand and the Group's in-house power consultancy firm consolidates its position in this segment.

The LNJ Bhilwara Group is a band of upstanding corporate citizens who have devoted themselves to fulfilling their commitment towards society. People, society and environment have been the company's focus areas for sustainable development in an all-round approach. The company makes it a point to

apply best industry practices in areas such as the area of ecological consciousness, CSR or other social measures. The initiatives in the field of social responsibility have majorly been in the fields of education, public health and local infrastructure development. Drinking water, basic sanitation, roads and primary health care centres are a few of the facilities that the group has delivered over the last few years. The aim of the company's CSR initiatives is to ensure holistic development of the communities. These initiatives aim to assign priority to activities pertaining to inclusive growth of the society.

The group's vision includes actively contributing to the social and economic development of the communities in which the company operates and to provide the best products and services to customers and build strong and long-term relationship with them. The company also aims to create a technologically effective, dynamic and holistic medical transcription training and production centre to capitalize on their requirement of the global health information market

the Asha Niketan School, Bhopal. The group has renovated the government primary school building. The group has conducted vaccination camps for livestock development and artificial insemination for breeding cows and buffaloes and improving milk production.

Skill development: Jawahar Foundation is running 20 cutting and tailoring centres for poor women to make them job ready. At the villages in district Almer, more than 500 women are being trained to be able to earn their livelihood through this programme. The foundation also plans to impart medical assistant skill and training to rural women in Rajasthan so that they can work as health workers in their areas. Besides this, the Foundation is also working to start vocational programmes to help drop out students in the state.

Healthcare: Medical facilities to the villagers by visit of expert doctors will be arranged and dispensary/ OPD centre will be established. Various medical initiatives aiming at reducing mortality rate of children are supported and regular health check-ups for

children in schools of neighboring regions are conducted. Other initiatives for eradicating hunger, poverty and malnutrition, promoting preventive health care and sanitation and making available safe drinking water will be piloted. Citing the findings of a recent study that mentions that even now, only about 17% women of the state are using sanitary pads, the Foundation is working towards creating two plants for manufacturing sanitary napkins. The Foundation aims to produce about 4 lakh pads per annum initially which would be provided to the women and girls of the state free of cost. Group distributes medicines among indigenous people in collaboration with Sewa Bharati, Bhopal. Provided potable water at Mandideep and nearby areas by installing water coolers equipped with RO filters.

Environment: A precautionary approach to environmental challenges is supported and initiatives to promote greater environmental responsibility will be undertaken. The company encourages tree plantation and create awareness of cleaner, greener

environment and global warming issues at schools and also at villages from the surrounding region. Other initiatives for ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources and maintaining quality of soil, air and water will be added. The group has conducted an afforestation drive at Tawanagar on the NH#12 near Mandideep to lessen air pollution. The group has invested in a state-of-the-art water filtration plant at Ekant Park, Bhopal under the aegis of the Madhya Pradesh Pollution Control Board.

Community service: The group aims to promote gender equality, empowering women, setting up homes and hostels for women and orphans, setting up old age homes, day care centres and such other facilities for senior citizen and measures for reducing inequalities faced by socially and economically-backward groups. Measures for the benefit of armed forces veterans, war widows and their dependents will also be adopted

Promotion of sports: Training to promote rural sports, nationally recognized sports, Paralympics sports and Olympic sports is an important aspect of the company's CSR initiatives. The group has invested in renovating sites of historical importance and in promoting traditional art forms. The group has funded the training of aspirants to promote Paralympics and Olympic sports in the rural areas surrounding the plant

Other initiatives: LNJ Bhilwara works across the spectrum for the protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional arts and handicrafts. Contribution to the Prime Minister's National Relief Fund or any other fund set up by the central government for socio-economic development and relief and welfare of the scheduled castes, the scheduled tribes, other backward classes, minorities and women is another major contributor. Not only will more rural development

projects be added, but any other requirement arising from time to time in this regard will be taken into consideration.

Clean energy: The LNJ Bhilwara Group through Bhilwara Energy Limited, its principal holding company for development and operation of renewable energy in India and overseas has successfully commissioned two hydro and three wind power projects with two solar power plants in planning phase in different parts of India aggregating a total of more than 360 MWs. As a result, the average annual GHG emission reductions of the group stands as 9,27,362 (tCO₂e) and is generating more than 1,200 million units of clean energy annually.

Responsible production by recycling: RSWM Limited, the flagship company of the LNJ Bhilwara Group offers recycled yarns in its fabrics. The state-of-the-art Garnett machine commissioned at the denim fabric manufacturing division of RSWM limited – LNJ Denim, efficiently breaks down post-consumer waste

fabrics and convert them into new usable fibres and eliminates excess waste from landfills, thereby contributing towards a greener environment by saving: 30 Ton / Month.

Environment friendly sustainable fibres: Manufactured from post-consumer waste PET bottles, are said to be one of the greenest fibres of the world in terms of Co₂e. In terms of sustainability, these fibres help in reducing dependence on fossil fuels, natural resources by using postconsumer waste PET bottles which would otherwise have gone for land fill, oceans, or incineration, thereby offering certified green end-products and meet the increasing need for sustainable apparel from overseas buyers and brands.

Sustainable water management: LNJ Denim offers fabric dyed with advanced techniques that use less water and chemicals. All the post process water is treated in an effluent treatment plant and further purified via reverse osmosis before returning it to the environment cleaner than before.

Questions :

(a) Attempt any three :

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

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

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

(iv) What has been done by Bhilwara group in sustainable development? Elaborate. (6+6+6)

Or

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

(i) Impact of Digitalisation on business firms

(ii) Reasons for Internationalisation

(iii) Role of Value in management (9+9)