

# Management Exam Answers

## Question 1

**(a) Discuss the given statement on management and explain its importance.**

The statement defines management as the process of guiding human and physical resources to achieve organizational goals while ensuring satisfaction for stakeholders and a sense of moral fulfillment among employees.

**Importance of Management:**

1. **Goal Achievement:** Aligns resources to meet objectives efficiently.
2. **Optimal Resource Utilization:** Ensures effective use of manpower, materials, and technology.
3. **Employee Morale:** Fosters a positive work environment, enhancing productivity.
4. **Adaptability:** Helps organizations navigate dynamic business environments.
5. **Stakeholder Satisfaction:** Balances the interests of customers, employees, and society.

**(b) Mintzberg's Five Coordination Mechanisms with Examples:**

1. **Mutual Adjustment:** Informal coordination (e.g., startup teams brainstorming).
2. **Direct Supervision:** Hierarchical control (e.g., a manager overseeing a project).
3. **Standardization of Work Processes:** SOPs (e.g., assembly line protocols).
4. **Standardization of Outputs:** Clear targets (e.g., sales quotas).
5. **Standardization of Skills:** Training (e.g., certified professionals in hospitals).

**OR**

**(a) Hawthorne Experiments: Conclusions and Relevance Today**

**Conclusions:**

- Social factors (e.g., group dynamics, attention) significantly impact productivity.
- Informal groups influence employee behavior.

- Worker satisfaction and participation enhance performance.

**Relevance:**

- Highlights the importance of human relations in management.
- Underpins modern HR practices like employee engagement and teamwork.
- Criticized for methodological flaws but foundational for organizational behavior studies.

## **(b) Managerial Competencies:**

**Nature:** Skills blending knowledge, attitudes, and behaviors (e.g., leadership, decision-making).

**Approaches:**

### **1. Katz's Model:**

- Technical (task-specific skills).
- Human (interpersonal skills).
- Conceptual (strategic thinking).

### **2. Boyatzis's Model:**

- Focuses on emotional intelligence, adaptability, and results-orientation.

## **Question 2**

### **(a) Management By Objectives (MBO):**

**Definition:** A goal-setting framework where managers and employees align on objectives.

**Features:** Participative, time-bound, measurable goals.

**Steps:**

1. Define organizational goals.
2. Cascade objectives to departments/individuals.
3. Monitor progress.
4. Evaluate performance.

### **(b) Group Decision-Making Techniques:**

- **Brainstorming:** Idea generation without criticism.
- **Delphi Technique:** Anonymous expert input.
- **Nominal Group Technique:** Structured ranking of ideas.

OR

**(a) Business-Level Strategic Planning:**

**Definition:** Tactics to achieve competitive advantage.

**Strategies:**

- Cost Leadership (e.g., Walmart).
- Differentiation (e.g., Apple).
- Focus/Niche (e.g., Rolex).

**(b) Meso Environmental Factors:**

**Definition:** Intermediary factors between macro (economy) and micro (internal) environments.

**Examples:** Industry regulations, supply chain partners, competitors.

**Question 3**

**(a) Delegation vs. Decentralization:**

- **Delegation:** Assigning tasks to subordinates (e.g., manager delegating a report).
- **Decentralization:** Distributing authority across levels (e.g., franchise models).

**Measuring Decentralization:** Degree of autonomy in decision-making.

**Factors:** Organizational size, culture, and risk appetite.

**(b) Organizational Design Factors:**

- Strategy, technology, size, environment.

OR

**(a) Project vs. Matrix Organization:**

- **Project:** Temporary team for a specific task (e.g., construction project).
- **Matrix:** Dual reporting (e.g., employees answer to functional and project managers).

**Merits of Project Org.:** Flexibility, focus. **Demerits:** Resource duplication.

**(b) Formal Organization:**

**Features:** Hierarchical, rule-based.

**Advantages:** Clarity, efficiency. **Disadvantages:** Rigidity.

## Question 4

### (a) Motivation Factors:

- Intrinsic (e.g., recognition) and extrinsic (e.g., salary).

### (b) Followership vs. Leadership:

- **Followership:** Supporting leaders (Kelley's model: Passive, Alienated, Conformist, Pragmatic, Exemplary).

OR

### (a) Controlling Principles:

- Accuracy, timeliness, flexibility.

### (b) Balanced Scorecard:

- Measures performance via financial, customer, internal process, and learning/growth metrics.

## Case Study: LNJ Bhilwara Group

### (a)(i) Core Values:

- Traditional values + innovation, self-reliance, CSR, sustainability.

### (ii) CSR Initiatives:

- **Education:** Renovated schools, vocational training.
- **Healthcare:** Free clinics, sanitary pad production.
- **Environment:** Afforestation, clean energy (360 MW renewables).

### (iii) Sustainable Development:

- Recycled yarns, water management (RO systems), GHG reduction (927,362 tCO<sub>2</sub>e/year).

OR

### (b)(i) Digitalisation Impact:

- Enhances efficiency (e.g., automation, data analytics).

### (ii) Internationalisation Reasons:

- Market expansion, risk diversification.