

THEORY EXAMINATION - 2022-23.

MCA-Ist Sem. MODEL SOLUTION - AKTU
(KCA103)

PRINCIPLES OF MANAGEMENT & COMMUNICATION.

SECTION - A

Q1(a). Enumerate the qualities of an efficient management.

Ans:- The qualities of an efficient management are as follows:- Leadership skills, professional experience, Good communication skills, knowledge, organisation skills, Time management skills, Delegation, Confidence, respect and Company culture.

Q1(b). Write down the importance of management.

Ans:- The importance of management is that it manages all the four factors of production, i.e., men, materials, money, and machines, assembles and organizes them to maintain an efficient work culture and ensure that all employees have access to necessary means of increasing productivity and enhancing efficiency.

Q1(c). How can you say that planning is goal oriented?

Ans:- Planning is made to achieve desired objective of business. The goals established should general acceptance otherwise individual efforts and energies will go misguided and misdirected. Planning identifies the action that would lead to desired goals quickly and economically.

Q1(d). What are the different types of plans?

Ans:- The different types of plans are as follows:-

- (a) OPERATIONAL PLANS
- (b) STRATEGIC PLANS
- (c) TACTICAL PLANS
- (d) CONTINGENCY PLANS.

Q1(e). Explain motives. Example:-

Ans:- 'Motive' means a reason for doing something.
"Police were unable to establish a motive for his murder",
means reasons, motivation, motivation force, estimate,
grounds, cause, basis, etc.

Q1(f) Discuss Need for Achievement.

Ans:- Need for achievement (N-Ach) is an individual's
desire for significant accomplishment, mastering of skills,
controls, or high standards.

Q1(g) Write down about informal communication.

Ans:- Informal communication is casual communication between
coworkers in the workplace. It is unofficial in nature
and is based in the informal, social relationships that
are formed in a workplace outside of the normal
hierarchy of higher structure.

Q1(h). Discuss the barriers to communication.

Ans:- The following are some of the barriers to communication

(a). Dissatisfaction or Disinterest with one's job.

(b). Inability to listen to others.

(c). Lack of Transparency & Trust

(d). Conflicts in the workplace.

(e). Cultural Differences & Language.

Q1(i) What are the four types of business letters?

Ans:- The following are the four types of business letters :-

- (a) Letter of Transmittal. (c) Claim/Complaint letter
- (b) Letter of Enquiry (d) Marketing and sales letter.

Q1(ii) How much do you personally use body language to communicate?

Ans:- We use body language to communicate in the following ways:-

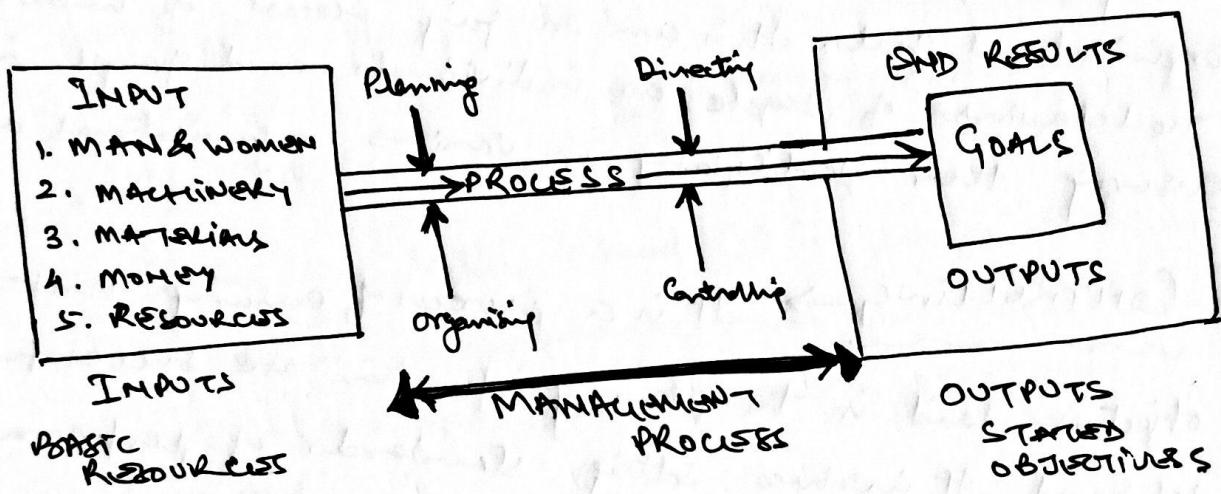
- (a). Facial expressions (minimal facial expressions)
- (b). Body movement & posture (Upright & open posture)
- (c). Gestures
- (d). Eye contact (Rapid blinking)
- (e). Voice and touch, Head nod,
- (f). Firm Handshake
- (g). Upright and open posture.
- (h). Open palms.
- (i). Leaning in while speaking (and listening).



SECTION - B

Q 2(a) What do you understand by management? What are the key aspects of management process?

Ans:- Management is an activity consisting of a distinct process which is mainly concerned with the important task of goal achievement. It is regarded as a social process because it is directly concerned with management of human resource in order to secure cooperation and teamwork from the people in their performance.



THE FOLLOWINGS ARE THE KEY ELEMENTS OF MANAGEMENT PROCESS :-

A). PLANNING → Planning is the first and basic function of management that involves determination of objectives and devising ways and means to achieve those objectives. It fills the gap between where we are and where we want to go. In the course of doing so, it answers the basic questions of what to do, when to do, how to do and who is to do.

B). ORGANISING → Organising means creating a structure of relationships and assigning work to people down the hierarchy along with authority and responsibility to achieve organisational goals. It deals with identification and classification of required objectives.

(C). STAFFING → Staffing means appointing people and placing them at the appropriate jobs. It identifies human resources (manpower) needs, fills the organisation structure with required numbers of people and keeps it filled with those people.

(D). DIRECTING → Directing means activating. It brings plans into action by the process of motivating others, communication, leadership, supervision and team building amongst all those working in the organisation. Directing is, working with and through people and non-human resources to accomplish organisational goals. It is an on-going process of understanding the behaviour of people as individuals and groups and ensuring their participating in various organisational activities.

(E). CONTROLLING → It is a process of ensuring that objectives laid in the planning function are successfully achieved. It involves setting standards of performance, measuring actual performance, comparing it with planned performance, finding deviations between actual and planned and taking action to remove those deviations.

It is a corrective device that prevents and corrects deviations in plans, and is performed at every level (top, middle & low) of the organisation.

Though the key elements of management process are classified as five elements, they are not independent of each other.

Q2.b) Planning is an intellectual process; the conscious determination of course action, the basis of decisions on the purpose and facts. Comment.

ANS:- Planning is an intellectual process; the conscious determination of course action; the basis of decisions on the purpose & facts. Yes, it is true, as the following points support the given comment.

- (a). Planning is a continuous process. It is done so that organizations can^L survive in the changing environment. Changes in the internal and external environment to an organization can only be tackled by proper planning only.
- (b). Planning is looking ahead. It is preparing organizations to meet future challenges and opportunities. Future being uncertain, managers adopt scientific methods of forecasting.
- (c). Planning is goal oriented. It clearly lays down the goals and ways to achieve them.
- (d). Planning is a pervasive function in all. It is done for all organizations - business and non-business, profitable and non-profitable, small and big.
- (e) Managers cannot plan unless they analyse the firm's past, present and future. It is difficult to predict future as it keeps on changing. Managers have to conceptually and analytically excel in making plans that can be implemented.

Q.C.) Discuss the concept of motivation. Explain Maslow's need hierarchy.

Ans.) Motivation is a force that drives a person to action. In the context of business, it means inspiring workers to perform tasks that lead to goal accomplishment. It creates willingness to perform tasks that lead to accomplishment of goals.

NEED HIERARCHY THEORY

The need hierarchy theory is formulated by Abraham Maslow. He advocates a hierarchy of needs present in all individuals. At a point of time, the individual's behavior reflects his desire to satisfy the strongest need present in him. Once, that need is satisfied, the next strongest need arises in him and he strives to satisfy that need. The potency or strength of a need depends upon each individual's set of priorities.

MASLOW'S NEED CONSISTS OF FIVE TYPES OF NEEDS.

(A) PHYSIOLOGICAL NEEDS → These are the basic needs that people want to satisfy. They are the need for food, clothing, shelter and other necessities of life. The strongest motivator that can satisfy these needs is money alongwith a healthy work environment.

(B) SAFETY NEEDS → Full or part satisfaction of physiological needs creates safety needs in an individual. These are the needs to remain free from external dangers of war, destruction, accidents, etc. and internal

desires of losing the job and maintain the standard of physiological needs. People wants their jobs to satisfy their safety needs. The motivators that can satisfy these needs are the benefits of life insurance, provident fund, health insurance and other retirement benefits.

(C) SOCIAL NEEDS → Human beings are "social animals". While working in the formal structure of authority-responsibility relationship, he develops affection and respect for his superiors and fellow workers. He becomes part of informal groups in the organization. In fact, the very formation of informal groups is based upon people's desire to satisfy their social needs.

(D) EGO NEEDS → This is a higher order need of achieving power and prestige and arises after satisfaction of the lower-order needs. These are of two types, viz., self-ego and public-ego needs.

(E) SELF-ACTUALISATION NEEDS → These needs inspire a person to develop to his maximum potential. They are placed at the top of the need hierarchy. There is a strong desire for achievement and competence in every person which arises after the above four needs are satisfied. These are the needs of becoming what are wealthy. People with strong self-actualisation needs do not wait for things to happen; they make things happen.

The need hierarchy along with motivators that satisfy the needs is shown in the following figure :-

NEEDS	MOTIVATORS
Higher order needs	Self-actualisation Opportunities for challenge and innovative jobs.
EGO	Important and prestigious job positions and locations
SOCIAL	Harmonious working relations
SAFETY	Money and fringe benefits like insurance and retirement benefits
PHYSIOLOGICAL	Money

MASLOW's Hierarchy

Though, the need hierarchy model has limitations, it is widely accepted by managers. It describes the generally accepted behaviour of employees based on their needs and motives.

Qd). Explain the meaning and characteristics of communication. Why communication is important in any business world?

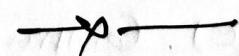
Ans:- Communication means transfer of information along with understanding. It is the transfer of information from a sender to a receiver, with the information being understood by the receiver. The following are the characteristics of communication :-

- (a). Communication is a process of sequential order of steps that makes it complete and effective.
- (b). Communication is a continuous process like flow of blood in human body. It is a continuous exchange of information is necessary for survival and growth of the organisation.
- (c). Communication is necessary for business and non-business organisations. It is also important at each level of organisational hierarchy - top, middle and lower levels.
- (d). Communication is not an end. It smoothens managerial operations by facilitating planning, organising, staffing, directing and controlling functions.
- (e). Communication is a directing function, it is important for other managerial functions also.
- (f). Communication makes accomplishment of organisational goals possible, it is essential that people understand and like each other.

Communication in business is important to convey clear, strong messages about strategy, customer service and branding.

Important of Communication in business world is as follows:-

1. Building better teams is only possible only with the help of effective communication as it leads to create a positive atmosphere where teams can flourish.
2. Communication in an effective manner / way leads to create an improved customer service.
3. Communication leads to create a foundation / platform for meeting goals and earning success.
4. Effective communication leads to enhance creativity and promote innovation throughout the business enterprises.
5. Communication leads to create individual career prospects in business and helps any form of business enterprises to have competitive edge over rivals.



Q2.(e). What are the main purposes and uses of sales letter? What are the qualities of a good sales letter?

Ans:- The purpose of a sales letter is to persuade a specific reader to purchase a service or product. This is a persuasive letter, and must both enhance the author's credibility while also advertising the product or service.

Sales letter aims to stimulate the interest of prospective clients in the product or service being promoted. A sales letter can be accompanied by a brochure that provides more information. The qualities of a good sales letter can be ~~be~~ understood through the following points:-

- (a) Mention the advantages or benefit of the product to the prospective customer.
- (b) Arouse interest/curiosity in the mind of the prospective customer of your product.
- (c) The content of the letter has to be relevant to the right person at the right time and appeal to the person's self-interest.
- (d) The sales letter should be always customer centred. Promotional materials aim its appeal directly to the reader.
- (e) A good sales letter always has positive expressions which must be persuasive to the customer.

Q3(a) Why F. W. Taylor is called the father of management? Why does Taylor's theory work? Explain.

Ans:- F. W. Taylor, was the first man in recorded history who deemed work deserves of systematic observation and study.

In Taylor's seminal work, the principles of scientific management, he puts forward his ideas of forward his ideas of 'Scientific Management', which differed from traditional "initiative and incentive" methods of management.

F. W. Taylor's work 'The Principles of Scientific Management', has the overriding principles of scientific management, one that:-

- Each part of an individual's work is analysed 'scientifically', and the most efficient method for undertaking the job is derived; the 'one best way' of working. This consists of examining the implements needed to carry out the work, and measuring the maximum amount a 'first class' worker could do in a day; workers are then expected to do this much work every day.
- Everyone, according to Taylor, had the ability to be 'first class' at some job. It was management's role to find out which job suited each employee and train them until they were first-class. The most suitable person to undertake the job is chosen, again 'scientifically'. The individual is taught to do the job in the exact way devised.

Taylor was a man of his times and sought solutions to the problems of his times. However, many of his ideas remain relevant to the modern day and have inspired further innovations. The most important are REWARDS, QUALITY STANDARDS, SUGGESTION SCHEMES.

Taylor was one of the first true pioneers of management through his scientific examination of the way work was done. This led directly to the achievements of other management gurus, like, MAX WEBER and HENRY FORD.



Q3 b). Explain by giving reasons why organizing is considered as an important function of management.

Ans:- Organizing is an important means of creating coordination and communication among the various departments of the organization. Organizing creates the framework needed to reach a company's objectives and goals. Different jobs and positions are interrelated by structural relationship. It specifies the channel and mode of communication among different members. It is a process of defining and grouping activities, and establishing authority relationships among them to attain organizational objectives.

Organizing is considered as an important function due to the following points:-

- * Organizing establishes coordination between different departments, which leads to unification of effort and harmony in work.
- * Organizing ensures effective role-job-fit for every employee in the organization. It helps in avoiding corruption and delays, as well as duplication of work and overlapping of effort.

- * Organizing is a process which groups and sub-divide various activities and jobs based on the concept of division of labour. This helps in the completion of maximum work in minimum time owing to the benefit of Specialization.
- * Organizing is an important means of creating Coordination and Communication among the various departments of the organization. Different jobs are accomplished and different official designations/positions are organised in relation to the structural relationships. It specifies the channel and mode of communication among different members.
- * Organizing function of management facilitates transparency in the organisation and at different levels of the organisation as it leads to the authority-responsibility among employees. Thus, it brings clarity and transparency in the organisation.

Q4. (a) Directing is the heart of the management process. Do you agree? Give any four reasons to support your answer.

Ans:-

Yes, Directing is the heart of the management process, as it is a managerial function that involves the responsibility of managers for communicating to others what their roles are in achieving the company plan. It is important for managers to create an environment in which workers work as active group members to achieve the organisational goals.

- * Directing initiates action by top managers that motivates people to convert the resources into productive outputs. It gives substance to managerial functions of planning, organising, staffing and controlling.
 - * Directing creates an environment of understanding where every person works to his maximum potential, willingly and enthusiastically to contribute towards organisational goals.
 - * Since, directing involves human behaviour and psychology, employees feel behaviourally satisfied and personally inspired to achieve company's goals.
 - * Directing helps in introducing internal changes in the organisation structure and adapting the organisation structure to external environment.
- Directing is getting all the members of the group to want and to strive to achieve objectives of the enterprises and of the members because the members because the members want to achieve those objectives.

Q4(b). How important is listening in communication? Explain with example.

Ans:- Listening plays an integral part of communication and the differences from actively listening can be seen in multiple facets of our lives and development. Active listening helps to:

- * Learn and understand things better in a social and professional environment
- * Become better at socialising.
- * Better sympathise with friends and family.
- * Build stronger relationships by making people feel valued.
- * Improve problem solving skills.
- * Absorb information better.

Active listening doesn't come naturally to us. It is something that we need to make a conscious effort to do. It takes practice and can be difficult to master. Active listening is what it says on the tin, it is fully concentrating on what is being said, digesting it without pre-judgement rather than hearing the general message.

Q5(a) How do you write a claim and adjustment letter?
Explain.

Ans:- A 'Claim or Complaint letter', is written to the concerned company, to bring the mistake or damage done, to the notice of the supplier or provider, and to ask for rectification and /or compensation. A claim letter should generally contain the following four elements:-

- * A clear explanation of what has gone wrong. Give full information for quick identification of the defective product or faulty service. In the case of a product, details such as the exact date of purchase and arrival, the amount paid, order number, colour, size, model number, make, etc., are helpful in making a re-check by the supplier easier.
- * A statement of the inconvenience caused or the loss suffered as a result of the mistake or defect.
- * An appeal to the reader's sense of fair play, honesty, reputation or professional pride with a view to motivating him to take necessary action promptly to rectify the situation.
- * A statement of what adjustment you would consider fair.

An "Adjustment letter" is a response to a 'claim letter'. Adjustment letter is letter expressing clear understanding of the issues conveyed by the buyer and providing reasonable solutions to it. An adjustment letter should generally contain the following four elements:-

- * Reference to the claim or complaint letter.
- * Whether you agree or disagree with the claim or complaint.
- * What actions you have taken or are going to take.
- * An apology or comment of good wishes.

EXAMPLES OF A CLAIM LETTER

Dear Sir,

Thank you for your letter No. TP/324 of 4 April 2022 forwardip Bill No. M 334 dated 4 April 2022. In it you have included two items which we did not purchase. They are:

Staplers 10 Nos. Rs 650/-

Paper Rings 1 Doz. Rs 2000/-

It seems there has been some mistake in copying from our personal account maintained by you. Will you please get it checked and send us another bill? I am returning them with your bill no. M 437. According to our calculation only Rs 615 are due from us.

Yours faithfully,

A. Kumar

Office Manager.

EXAMPLE OF AN ADJUSTMENT LETTER

Umesh & Sharma
Life Sure Ltd.
Delhi.

Dear Umesh,
This letter is to acknowledge that your statement of August 15, 2022, did include a Rs. 1655/- overcharge. Thank you for calling it to my attention. One new member of our billing department employees failed to realize that the current fee structure does not apply to our long valued customers.

A statement showing the corrected amount will be sent. We appreciate your business and hope that we continue to be your choice for quality analytical service.

Yours truly,

V. Kumar

Quality Analytical Service
Delhi.

Q.5(b) What was Henry Fayol's greatest contribution to management theory? Discuss.

Ans:- Henri Fayol was known as the father of modern management. He gave us the famous 14 principles of management. According to him, the 5 main functions of management are Planning, Organizing, Commanding, Coordinating and Controlling. Henri Fayol's administrative management theory can be described as an approach to management and increasing productivity by emphasizing organisational structure and human behaviour.

Henri Fayol was one of the first people to recognise that management is a continuous process. Before human resources management, Fayol wrote about motivating people by inspiring initiative, commanding respect through values, and ensuring that people have the time and training they need to be happy and productive at work.

Henri Fayol's work was one of the first comprehensive statements of a general theory of management. He proposed that there were six types of organisational activity, including management as one of these, five primary functions of management and fourteen principles of management.

He started the scientific management movement, and he and his associates were the first people to study the work places scientifically. They studied how work was performed, and they looked at how this affected workers' productivity.

Q6(a). How can people judge who is the right person to delegate a task to? Explain.

Ans:- Delegation is one of the toughest challenges for managers. It is defined as a process of entrusting responsibility and authority to the subordinates and creating accountability on those who are entrusted with the authority and responsibilities.

It refers to a manager's ability to share his burden with others. It consists of granting authority or the right to decision making in certain defined areas and charging subordinates with responsibility for carrying through an assigned task. The following are some of the practical guidelines for making delegation real and effective:

- * Define assignment and delegate authority in the light of the result to be achieved.
 - * Maintain open lines of communication.
 - * Select the right man/person in view of the responsibility to be delegated.
 - * Reward effective delegation and successful transmission of authority.
 - * Establish proper control for occasional checks to ensure that the authority delegated is not being misused and is being properly used.
- Proper delegation helps in evolving a system. If it is this system that works and personalities only assist the system.



Q6(b) Which leadership styles seek to empower employees? Explain.

Ans:- Leaders who empower others build more leaders who can take the vision to its fulfillment and beyond. It is a model where input is considered and placed into action. The empowered leadership model is, ultimately, a structure in which scrap teams are created.

More specifically, laissez-faire leadership, involves empowering employees, being hands-off and trusting them to accomplish the task at hand without constant questions or micromanagement.

Democratic leadership is also one of the leadership models that is most popular in organisations who look for future development of their enterprises as well as development of their employees. It is most popular in developed nations because it involves input from the entire team and fosters employee's sense of ownership in their work.

The most important part in leadership styles is first making the employees understand and improve their ability to work and initiate as the goals of the organisation are changing. Leadership models as discussed above leads to create a feeling of cooperativeness and commitment in the employees that leads to achieve organisational goals.

Q7(a). Explain Technical Communication. Discuss the purpose of Technical Communication.

Ans:- — Technical communication is a broad field and includes any form of communication that exhibits one or more of the following characteristics:

- * Communicating about technical or specialized topics, such as computer applications, medical procedures, or environmental regulations.
- * Communicating by using technology, such as web pages, help files, or social media sites.
- * Providing instructions about how to do something, regardless of how technical the task is or even if technology is used to create or distribute that communication.

The value that technical communicators deliver is twofold: They make information more useable and accessible to those who need that information, and in doing so, they advance the goals of the companies or organizations that employ them.

Ultimately, the goal of technical communication is to transmit important as effectively and efficiently as possible — information that allows you and the people around you to do your jobs well.

Q7(b):- Is GD part of a selection process or an elimination technique? Discuss.

Ans:- The Group Discussion, commonly referred to as GD, is a crucial elimination round in an interview process that candidates need to be a part of after clearing their aptitude test or the written exam. It is a common practice of recruiting candidates. It is usually an elimination round and it is conducted because of the huge number of applicants or time constraint for interviewing all the candidates. It can never assess the capability of a person. Recruiters may say that we can gauge the person's team playing ability but at the end of the day, people who dominate others, who never let other people voice out their opinion, who possess high pitch voices clear the GD.

Is it really worth? People who are really good in their thought process, team playing ability but little soft spoken, are they not fit to be selected in an organisation?

Does an organisation want people who are commanding? Being assertive is acceptable but being over dominant is not at all a desirable quality and recruiters easily fall in the trap of the candidates.

'GD' is mostly conducted as a custom rather than a real selection process. Even if some recruiters know about the cons of the GD, they conduct it just as a practice to show that they are not violating the traditions! But the whole point is that, whom should we prove by doing so? Neither the candidates are happy nor the recruiters are happy as they land up recruiting dominant people.

Although, these are facts one can never avoid them. So while in a GD, don't follow ethics, just be over assertive and shoot out good points. Barge in uncondisciously and 'shout' at the top of your voice, because finally what matters is your bread and butter.

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MCA
(SEM I) THEORY EXAMINATION 2022-23
PRINCIPLES OF MANAGEMENT & COMMUNICATION
Time: 3 Hours

Total Marks: 100

Note: Attempt all Sections. If require any missing data; then choose suitably.

1. SECTION A

$2 \times 10 = 20$

- (a) Attempt all questions in brief.
- (b) Enumerate the qualities of an efficient management.
- (c) Write down the importance of management.
- (d) How can you say that planning is goal oriented?
- (e) What are the different types of plans?
- (f) Explain motives.
- (g) Discuss Need for Achievement.
- (h) Write down about informal communication.
- (i) Discuss the barriers to communication.
- (j) What are the four types of business letters?
- (k) How much do you personally use body language to communicate?

2. SECTION B

$10 \times 3 = 30$

- (a) Attempt any three of the following:
 - (a) What do you understand by management? What are the key aspects of management process?
 - (b) Planning is an intellectual process, the conscious determination of course action, the basing of decisions on the purpose and facts. Comment.
 - (c) Discuss the concept of motivation. Explain Maslow's need hierarchy.
 - (d) Explain the meaning and characteristics of communication. Why communication is important in any business world?
 - (e) What are the main purposes and uses of sales letter? What are the qualities of a good sales letter?

3. SECTION C

$10 \times 1 = 10$

- (a) Attempt any one part of the following:
 - (a) Why FW Taylor is called the father of management? Why does Taylor's theory work? Explain
 - (b) Explain by giving reasons why organizing is considered as an important function of management.

- (a) Attempt any one part of the following:
 - (a) Directing is the heart of the management process. Do you agree? Give any four reasons to support your answer.
 - (b) How important is listening in communication? Explain with example.

- (a) Attempt any one part of the following:
 - (a) How do you write a claim and adjustment letter? Explain.
 - (b) What was Henry Fayol's greatest contribution to management theory? Discuss.

- (a) Attempt any one part of the following:
 - (a) How can people judge who is the right person to delegate a task to? Explain.
 - (b) Which leadership styles seek to empower employees? Explain.

$10 \times 1 = 10$

- (a) Attempt any one part of the following:
 - (a) Explain Technical Communication. Discuss the purpose of technical communication.
 - (b) Is GD part of a selection process or an elimination technique? Discuss.

$10 \times 1 = 10$