

AJAY KUMAR GARG ENGINEERING COLLEGE, GZB.
AKTU - MODEL SOLUTION.

(SEM-I) THEORY EXAMINATION - 2023-24

MCA - PRINCIPLES OF MANAGEMENT / COMMUNICATION

Sub. Code → KCA 103

MARKS: 100

PAPER ID → 311546

TIME: 3 HRS.

SECTION - A

Q1(a). What do you mean by scientific management?

Ans:- According to Taylor, Scientific management in its essence consists of a philosophy which results in a combination of four important underlying principles of management.

Q1(b). What do you mean by unity of command?

Ans:- Unity of command implies that an employee should receive orders from one superior only.

Q1(c). Distinguish between forecasting and planning.

Ans:- Forecasting is a technique to assess the environment. It is the essence of planning. As planning is future oriented, forecasting helps in predicting future.

Q1(d). What is Carrot approach of motivation?

Ans:- Carrot approach of motivation is based on the 'principle of reinforcement'. It implies that, in motivating people for behavior that is desirable, some rewards, are used such as money, promotion, and other financial and non-financial factors.

Q1(d). Distinguish between formal and informal delegation.

Ans:- Formal delegation means that everyone automatically gets authority as per their duties. Informal delegation occurs due to circumstances.

Q1(f) Define Concurrent Control.

Ans:- The process of monitoring and adjusting ongoing activities and processes is known as concurrent control. Such controls, are not necessarily proactive, but they can prevent problems from becoming worse. For this reason, we often describe concurrent control as real-time control because it deals with the present.

Q1(g) Define Written communication.

Ans:- It is the exchange of information, ideas, or messages through written language in the form of letters, emails, notes, and more.

Q1(h). State the elements of communication process.

Ans:- The elements of communication process are: the sender, the receiver, the message, the channel and feedback.

Q1(i) What are the parts of a sales letter?

Ans:- Eyebrow Copy, main Headline, Deck copy, The lead, The Sales Argument, Product (or service introduction), The offer, The premium, The Guarantee, The call-to-action, The sign-off.

Q1(j). Distinguish between routine and special report.

Ans:- The report prepared and submitted in oral or written form as a part of routine work & at a regular interval is called a routine report. A special report is prepared after an investigation or an inquiry by an individual or a committee formed for this purpose.

Next →

SECTION - B

Q2(a). What are the various functions of management?

Ans:- The following are the functions of management:-

- (a) PLANNING; (b) ORGANISING; (c) STAFFING;
- (d) DIRECTING; (e) CONTROLLING.

Each of these are discussed below:-

(a) PLANNING :→ It is the basic function of management. It helps to decide in advance, what to do, what to do & how to do. It bridges the gap from where we are and where we want to be: A plan is a future course of actions. It is determination of courses of action to achieve desired goals.

(b) ORGANISING :→ It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achieving organisational goals. It involves determining and providing human and non-human resources to the organisational structure.

(c) STAFFING :→ It is the function of managing the organisation structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behaviour, etc.

The main purpose of staffing is to put right man on right job, i.e., square pegs in square holes and round pegs in round holes. It also involves manpower planning, Recruitment, Selection & Placement.

(d) DIRECTING: → It is that part of managerial function which activates the organisational methods to work efficiently for achievement of organisational purposes. It is considered life-spark of the enterprise, which sets it in motion. The action of people because planning, organising and staffing are the mere preparation for doing the work. Direction is that inter-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organisational goals. It follows the elements such as: supervision, motivation, leadership and communication.

(e) CONTROLLING: → It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organisational goals. The purpose of controlling is to ensure that everything occurs in conformance with the standards. Controlling has following steps to be performed:-

- (a). establishment of standard performance.
- (b). measurement of actual performance.
- (c). comparison of actual performance with the standards & finding out deviation if any.
- (d). corrective actions to be taken for removing deviations, if any.

Q2(b). Define decision-making and explain the process of decision-making.

Ans:- Decision making is the process of choosing a course of action from among alternatives to achieve a desired goal.

It is a process of selection from a set of alternatives courses of action which is meant to fulfill the objective of the decision problem more satisfactorily than others.

A) Process of Decision-making

(A). Identify the problem :- The decision making process begins with the recognition of problem that requires a decision. At this stage a manager should identify and define the problem. A problem well defined is half solved.

(B). Diagnose the problem :- Diagnosing the problem implies analysing it in terms of its elements, its magnitude, its urgency, its causes, and its relation with other problems.

(C). Discover alternatives :- The next step is to search for the various possible alternatives for solving the problem.

(D). Evaluate alternatives :- Once the alternatives are discovered, the next step is to evaluate or screen each feasible alternative. Evaluation is the process of measuring the positive & negative consequences of each alternatives.

E) Select the best alternative :- After evaluation the optimum alternative is selected. Optimum alternative is the alternative that will maximize the results under given conditions.

f) Implementation and follow-up :- Once decision is made, it needs to be implemented. After implementation decision is constantly monitored, if changes are required then changes could be made.

Q2,c). Describe McGregor's theory X and Y and the situations in which they can be applied.

Ans:- Theory X and theory Y, are management theories developed by McGregor's. Theory X, is based on the assumptions that employees don't really want to work, lack ambition, only work to collect a paycheck, and need constant supervision. The Theory Y, is based on the assumptions that employees want to work, want to take responsibility, and do not need much supervision.

Theory X, in the workforce is best suited for organisations that have strict protocols, regulations, and task oriented jobs. Thus, theory X, works well in organisations with a rigid hierarchical structure such as a manufacturing industry where there is little room for creativity and deviation.

Theory Y, promotes an organisational culture of trust and open communication as well as enables employee engagement and creativity. Therefore, Theory Y, works well in organisations that depend on creativity and innovation.

In simple words, McGregor's theory introduced two different management theories based on human motivation, Theory X and Theory Y.

Theory X ; is an authoritarian style of management that assumes employees want to be told what to do rather than take responsibility and make decision. Theory X , managers believe their employees lack creativity and only work for a paycheck.

Theory Y ; is a participative management style, where managers believe employees want to work and make decisions with less supervision. Theory Y , managers believe employees enjoy work and want to see the organisation succeed. Regardless, of theory chosen, there is a self - fulfilling prophecy which theorizes employees will only work as hard as their supervisors.

Theory Y , is more popular management style today; however, there is still room for the Theory X , in some circumstances .

Q2(d). Explain the seven Cs of effective communication.

Ans:- The 7 Cs. of Communication help us to communicate more effectively. The 7 Cs, stand for : CLEAR, CONCISE, CONCRETE, CORRECT, COHERENT, COMPLETE, and COURTEOUS.

(A) CLEAR :- When writing or speaking to someone, be clear about your goal or message. To be clear, try to minimize the number of ideas in each sentence.

(B) Concise :- When we are concise, in our communication, we need to stick to the point and keep it brief.

(C) Concrete :- When our message is concrete, our audience has a clear picture of what we are telling them. There are details and vivid facts, and there's laser-like focus. Your message is solid.

(D) Correct :- When our communication is correct, our audience will be able to understand it. And correct communication is also error-free communication. We must make sure that our message is correct to the maximum possible extent.

(E) COHERENT :- When our communication is coherent, it's logical. All points are connected and relevant to the main topic, and the tone and flow of the text is consistent.

(F) COMPLETE :- In a complete message, the audience has everything they need to be informed and, if applicable take corrective actions.

(G) COURTEOUS :- Courteous communication is friendly, open and honest. There are no hidden insults or passive-aggressive tones. We must keep our reader's viewpoint in mind, and we must be empathetic to their needs.

While, there are lots of different communication tools and techniques that help you to improve, the 7Cs, offer an easy way to ensure that your communication is always as effective as possible.

SECTION - C

Q 3(a). What are the principles of Taylor's Scientific Management?

Ans:- Scientific management, also called Taylorism, is the application of Frederick Taylor's theory to the workplace to improve economic efficiency.

Scientific management can be summarized in four main principles:-

- A). Using scientific methods to determine and standardize the one best way of doing a job.
- B). A clear division of tasks and responsibilities.
- C). High pay for high-performing employees.
- D). A hierarchy of authority and strict surveillance of employees.

The following are the major features of Scientific Management:-

- ①. SCIENTIFIC TASK SETTING.
- ②. PLANNING THE TASK
- ③. SCIENTIFIC SELECTION & TRAINING OF WORKERS.
- ④. STANDARDIZATION
- ⑤. SPECIALIZATION
- ⑥. MENTAL REVOLUTION.

Q3(b). What are the major findings of Hawthorne Experiments?

Ans:- The major findings of Hawthorne Experiments are:-

- (a). The experiment focused on organisation's efficiency through satisfaction of social and psychological needs of workers more than other needs.
- (b). Workers are part of the group where informal rather than formal communication and leadership are more effective.
- (c). Managers can get better results by changing their management style; participative approach is better than authoritarian approach; managerial skills are more important than technical skills.
- (d). Financial incentives are not always as rewarding as non-financial incentives in affecting the human behaviour.

This experiment, indicated that productivity can be increased by understanding the human behaviour and fulfilling their high-order needs of ego satisfaction and self-actualisation and not by merely applying principles of management and providing financial incentives only.

Q4(a). Define line organization structure. What are its advantages and limitations?

ANS:- In line organization, decision-making power rests with top managers. Decisions are taken by superiors and communicated to subordinates who further communicate them to their subordinates. In this way, information flows from top to bottom in a line. The authority, orders, commands and instructions flow from top to bottom in a line and responsibility flows from bottom to top in a line.

* ADVANTAGES:-

- Ⓐ SIMPLE:- This is a simple form of organization. It clearly defines each person's area of discretion.
- Ⓑ . ATTAINMENT OF OBJECTIVES:- Since, it is based on task to be performed, the objectives are achieved efficiently.
- Ⓒ . ORDER:- Unity of command & direction promote discipline in the organization.
- Ⓓ . CONTROL:- Every superior maintains direct contact with his subordinates and exercise control over their activities.
- Ⓔ . DEVELOPMENT OF MANAGEMENT:- This type of structure increases the decision-making abilities and leads to develop their potential to work in organisation.

* DIS-ADVANTAGES

- Ⓐ . INFLEXIBLE:- As a result of emphasis is on hierarchical relationships b/w the superiors & subordinates and relationship with the external environment is not taken into consideration.
- Ⓑ . IGNORES SOCIAL VALUES:- The emphasis is only on work related activities. Informal interaction amongst people, is neglected in this approach.
- Ⓒ . LACK OF EXPERT ADVICE:- The benefits of specialised services by experts from inside and outside the orgn is not available.
- Ⓓ . OVERBURDEN:- Top executives are overburdened as they deal with every minor activities.

Q4(b). What is planning? Discuss its nature & significance.

Ans:- Planning is deciding in advance what to do, how to do it, when to do it and who is to do it. Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goals.

NATURE OF PLANNING

- (A) Planning is goal-oriented
- (B) Planning is looking ahead
- (C) Planning is an intellectual process
- (D) Planning involves choice & decision making
- (E) Planning is the primary function of management / Primacy of planning
- (F) Planning is a continuous process
- (G) Planning is all pervasive
- (H) Planning is designed for efficiency
- (I) Planning is flexible.

SIGNIFICANCE OF PLANNING

- (A) Planning focuses on objectives and results
- (B) Planning reduces uncertainty and risk.
- (C) Planning provides sense of direction
- (D) Planning encourages innovation and creativity
- (E) Planning helps in coordination
- (F) Planning guides decision-making
- (G) Planning provides a basis for decentralization
- (H) Planning provides efficiency in operations
- (I) Planning facilitates control.

Q5(a) Explain traditional techniques of control.

Ans:- The following are the traditional techniques of control:-

✓ (A) PERSONAL OBSERVATION → The simplest way to control organisational activities is that managers take word at the work place & observe the progress of work. Defect in employee's performance can be spotted and corrected immediately. Small, medium and non-profit organisations can be benefited more by this technique of control than large-sized, profit-making organisations.

(B). BUDGETING → A budget is a statement which reflects future incomes, expenditures and profits of the firm. It is a future projection of the firm's financial position. It is a basic technique of control used at every level of organization.

(C). BREAK-EVEN ANALYSIS → BEA, analysis the relationship between sales volume, costs and profits to find out the sales at which sales revenue is equal to cost. As a technique of control, managers compare actual sales with the break-even point of sales and if they are not able to sell beyond this point, to improve their performances by increasing sales or reducing costs.

(D). FINANCIAL STATEMENTS → Financial statements show financial position of the firm over a period of time, generally one year, these statements guide managers to improve future performance.

(E). STATISTICAL DATA & REPORTS → These reports helps managers control the behavioural attitudes of salesmen to develop a good clientele as these reports provides information about company's financial and non-financial performance.

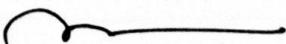
Q5(b) "Planning without control is meaningless" and control without planning is a waste" - Discuss.

Ans:- Planning and controlling are interrelated and interdependent. Planning and controlling are inseparable twins of management. They are interrelated and interdependent functions of management.

Planning is the base of controlling function, as controlling involves measurement of performance against the standards to analyse deviations and take corrective action. Thus, controlling is impossible without planning.

Planning without controlling is ~~meaningless~~ because, in the absence of controlling, it is impossible to monitor the progress and keep a check on the proper implementation of plans. Thus, without controlling, planning will fail to achieve objectives.

Planning is a thinking process while controlling is an executive function. While planning involves creative thinking, imagination and sound judgement, controlling ensures that such decisions are converted into desired actions. Thus, planning is ~~not~~ prescriptive, whereas, controlling is evaluative.



Q6(a) Explain the advantages and disadvantages of downward communication.

Ans:- ADVANTAGES OF DOWNWARD COMMUNICATION

- ✓ (1). It provides information regarding organisational plans & policies.
- ✓ (2). It informs employees about organisational goals & how they can coordinate them with their personal goals.
- (3). It helps employees know their area of discretion. They know their roles and perform within those constraints.
- (4). It increases employees job satisfaction and morale to perform better.

DIS-ADVANTAGES OF DOWNWARD COMMUNICATION

- (1). Time Consuming → If the organisational hierarchy has many levels, it takes long for information to reach the person concerned.
- (2). Information Loss → Oral information often gets lost in transit. Researches have shown that in some cases, information upto about eighty percent get lost on the way.
- (3). Information Distortion → It is possible that when information reaches the lowest units in the organisational hierarchy, the message received is different from what is sent.
- (4). Information Transmission → Whenever, managers withhold part of the information and transmit incomplete information so that subordinates remain dependent on them for information. This will affect superior - subordinate relationships.

Q6(b). What is Written Communication? State the advantages and disadvantages of written communication.

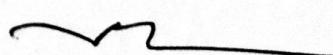
Ans:- Written Communication means transmission of messages, idea and thoughts in writing with documentary proof in the form of notices, letters, circulars, handouts, memos etc. Fax, letters, reports, notices, etc. are the usual means for transmitting messages in writing.

* ADVANTAGES OF WRITTEN COMMUNICATION

- (A). DOCUMENTARY EVIDENCE → Written Communication is a record on paper. It, therefore, has evidence for future reference.
- (B). LEGAL EVIDENCE → Written information helps in maintaining legal defence.
- (C). FIXATION OF RESPONSIBILITY → Responsibility can be fixed in written communication.
- (D). UNIFORMITY → It maintains uniformity of policies and procedures.
- (E). LASTING IMPACT → What one reads is more lasting than what one hears. Reading messages has a lasting impact on the readers.

* DIS-ADVANTAGES OF WRITTEN COMMUNICATION

- (A). WRITING SKILLS → If the sender does not have writing skills, written communication will be of little value.
- (B). PAPER WORK → Putting messages in writing increases paper work.
- (C). TIME → It is a time-consuming means of communication.
- (D). LACK OF PERSONAL TOUCH → It lacks personal touch between the sender and receiver.



Q7 (c) Write notes on the following:

Ans:-

(a) Body of THE LETTER :- It contains the message. Here, more than anywhere else, the general principle of communication applies: Say it clearly and succinctly, so that the reader will understand the message properly and quickly. Letters are normally single-spaced, with one blank line left between paragraphs.

(b) SUBSCRIPTION :- The right to receive a service or access text online for a certain period of time, a subscription to a media streaming service; a subscription to an online encyclopedia, a satellite-TV subscription.

(c) POST-SCRIPT :- The term comes from the Latin post-scriptum, an expression meaning "written after". In a book or essay, a more carefully composed addition is called an afterward.

(d) ENCLOSURE :- A enclosure notation lets the reader know other documents are enclosed or attached within the letter or email in question. A business letter with enclosures usually has the enclosure notation as both a practical backup and a formality.



Q7(b). Write an application letter for the post of Software Engineer addressed to the Human Resource Manager of Rajan Enterprises, Delhi, in response to the advertisement in a newspaper.

Ans:-

14, MALE ROAD,

CHANDIGARH

9th March 2024

THE MANAGER,
RAJAN ENTERPRISES,

Delhi.

SUB:- Application for the post of a Software Engineer.

Sir/Madam,

In response to your advertisement in the CHANDIGARH Times dated 2nd March 2024, for the post of a Software engineer, I hereby offer my candidature for the same. I believe that my skills and qualifications match your requirements. I have done my B.Tech in CSE from Chandigarh University. For the last 5 years, I have been working as a Software Engineer at Delhi. My area of specialty is user interface and coding. If given this opportunity, I am sure I will be able to prove my capabilities to you as well.

I have attached my resume for your kind consideration.

Hope to get a positive response from your side!

THANKING YOU.

Rakesh Kumar.

cc: 1) Curriculum Vitae.

Dr. Rakesh Kumar