

AJAY KUMAR GARG ENGINEERING COLLEGES, GUR.

DEPARTMENT OF MCA

PRE-UNIVERSITY TEST

COURSE:- MCA

SESSION:- 2021-22

SUBJECT: PRINCIPLES OF MANAGEMENT
AND COMMUNICATION

MAY MARKS: 100

MODEL - SOLUTION

SEM: IST

SECTION: MCA - I

SUB. CODE: - KCA - 103

TIME: - 3 HRS.

SECTION - A

Q1. Define the concept of management by objectives.

Ans. Management by objectives is a comprehensive managerial system that integrates many key managerial activities in a systematic manner and that is consciously directed towards the effective and efficient achievement of organisational and individual objectives. MBO, emphasises on establishment goals of the organisation through joint participation of managers and subordinates; also clearly defining the objectives that each individual should strive to achieve, so that organisational performance and individual performance can be measured against these goals and control can be made possible. MBO, involves participation of managers at all levels (superiors and subordinates) to set the overall goals.

Q2: Explain Scientific Management.

Ans. Scientific management is a theory of management that analyses and synthesises workflows. Its main objective is improving economic efficiency, especially work productivity. It was one of the earliest attempts to apply science to the engineering of processes to management.

Q3: Define Operational Plans.

Aws:- Operational plans are short-term (less than a year) plans developed to create specific action steps that support the strategic and tactical plans. They are usually developed by supervisors, team leaders, and facilitators to support tactical plans. They govern the day-to-day operations of an organization.

Q4:- Define geographic organizational structure.

Aws:- Organizations that cover a span of geographic regions structure the company according to the geographic regions they operate in. This is typically found in organizations that go beyond a city or state limit and may have customers all across the country or across the world.

Q5:- What do you mean by predictive control?

Aws:- This type of control helps to foresee problem ahead of occurrence. Therefore, action can be taken before such a circumstance arises.

Q6:- What are physiological needs?

Aws:- Physiological needs are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

SECTION - B

Q11:- Discuss the contribution of the Hawthorne Experiments to management studies.

Ans:- The Hawthorne Experiments marked a significant step forward in human behavior and are regarded as one of the most important social science investigations and said to be the foundations of relations approach to management and the development of organizational behavior. The following are some of the contributions of Hawthorne Experiments to management studies:-

- (A). Management must learn to develop co-operative attitudes and not rely merely on command.
- (B). Productivity is linked with employee satisfaction in any business organisation. Therefore, management must take greater interest in employee satisfaction.
- (C). Group psychology plays an important role in any business organisation. We must therefore, rely more on informal group efforts.
- (D). Participation becomes an important instrument in human relations movements. In order to achieve participation, effective two-way communication network is essential.
- (E). A business organisation is basically a social system. It is not just a techno-economic system.

Q12:- Discuss the importance of the principles of management.

Ans:- The significance of principles of management can be derived from their utility which can be seen from these points:-

(A) PROVIDING MANAGERS WITH USEFUL INSIGHTS INTO REALITY:-

Management principles guide managers to take right decision at right time by improving their knowledge, ability and understanding of various managerial situations & circumstances.

(B) OPTIMUM UTILIZATION OF RESOURCES AND EFFECTIVE ADMINISTRATION:-

Management principles facilitates optimum use of resources by coordinating the physical, financial and human resources. They also help in better administration by discouraging personal prejudices and adopting an objective approach.

(C). SCIENTIFIC DECISIONS:- Decisions based on management principles tend to more realistic, balanced and free from personal bias.

(D). MEETING THE CHANGING ENVIRONMENTAL REQUIREMENTS :-

Management principles provide an effective and dynamic leadership and help the organization to implement the changes.

(E) MANAGEMENT TRAINING, EDUCATION & RESEARCH :-

Management principles are helpful in identifying the areas in which existing and future managers should be trained. They also provide the basis for future research.

Q13:- Discuss the differences between formal and informal organisation.

Ans:- The following are the differences between formal & informal organisations:-

<u>FORMAL ORGANIZATION</u>	<u>INFORMAL ORGANIZATION</u>
(1). It is a system of well-defined measure of authority, responsibility and accountability.	(1). It is a network of personal and social relationships, not established by formal organisation, but arising spontaneously as people associate with one another.
(2). It originates as a result of company's rules and policies.	(2). It originates as a result of interaction among people at work.
(3). It arises by virtue of position in the management.	(3). It arises out of personal qualities of individuals.
(4). Behaviour is guided by rules and policies.	(4). Behaviour is not guided by any rules. It has no set pattern.
(5). Communication takes place through Scalar Chain	(5). Communication can take place in any direction.
(6). Formal Organisation are rigid in nature.	(6). Informal organisations are flexible in nature.
(7). Managers are leaders in such types of organisations.	(7). Leaders are chosen by the group in such type of organisations.

Q14. Discuss the principles of direction as a function of management.

Ans:- The following are the major principles of direction as a function of management :-

- (A). APPROPRIATE SELECTION OF EMPLOYEES :- Direction is related to the function of staffing. Managers must ensure that they adjust to the organisation structure and willingly carry out the directions issued by their superiors.
- (B). COUNSELLING AND GUIDANCE :- When employees face problems in carrying out their tasks, managers provide them the necessary counselling and guidance. This makes direction effective as employees can approach their superiors for counselling whenever required.
- (C). PARTICIPATION :- Since, direction influences the behaviour of others, managers follow the principle of participation (while preparing the directives) of those who actually carry out the directions.
- (D). UNITY OF COMMAND :- The basic principle that makes direction effective is one boss for one subordinate, ie, all directions, orders and instructions should come from one boss. If one subordinate receives instructions from more than one superior, he may not be able to carry out the instructions of any of them.
- (E). COMMUNICATION :- To make direction effective, managers ensure two-way flow of communication between them and the employees. Employees should be allowed to express their feelings to superiors.

(F). DIRECT SUPERVISION :- Direct supervision of employees helps them know deviations in their work performance and ways to remove them. This also maintains direct contact between superiors and subordinates and increases interest in their work and confidence and loyalty in their supervisor.

(G). CONTRIBUTION :- Direction aims at getting maximum contribution from employees by exploiting their talent to the best. Employees can generally contribute more than their present performance and direction helps in enhancing their contribution.

(H). USE OF INFORMAL ORGANIZATION :- Though directions are issued to people in a formal organisational set up, managers should make use of informal organisation also to speed up the process of direction.

(I). FOLLOW-UP :- Managers should receive constant feedback on their directions. They must know whether or not employees are working according to their directions and solve their problems or revise these directions if the need arises.

Q15:- Explain the term 'Leadership', and also discuss the qualities of a good leader.

Ans:- Leadership is a process by which a person influences others to accomplish an objectives and directs the organisation to make it more cohesive and coherent. It is the ability to build confidence and zeal among people and create an urge in them to be led.

The followings are the qualities of a good leader:-

(A). INTELLIGENCE :- Leader should have higher level of intelligence than average people. Intelligence is generally expressed as mental ability to think scientifically and analyse accurately the problems arising before a person.

(B). MATURITY :- A leader should have high emotional stability and cool temperament. He needs high degree of tolerance. He should also welcome ideas of other people and have a sense of social maturity.

(C). VISION AND FORESIGHT :- Vision & foresight, i.e., being able to articulate future is the quality of good leader. A leader should be able to state concretely, what success will look like and how their organisation will get there.

(D). ACCEPTANCE OF RESPONSIBILITY :- A reliable leader shoulder the responsibility for the consequence of any step he takes. He should be aware of the duties and organisations of the position he holds.

(E). HUMAN RELATIONS ATTITUDE :- A successful leader always tries to develop social understandip with other people. He is constantly busy achieving voluntary cooperation of the followers.

(F). TRUSTWORTHY AND HONEST :- A leader must be trustworthy and honest. No one will follow a dishonest or unfair leader with enthusiasm. Actions speak much louder than words.

(G). RISKS :- Leaders must be willing to take risks. If they do things the way they've always been doing, they will always get what they had before. Leaders should also reward risk-taking in others.

(H). SELF-CONFIDENCE :- A good leader should have confidence whenever he initiates any course of action. Self-Confidence is essential to motivate the followers and boost their morale.

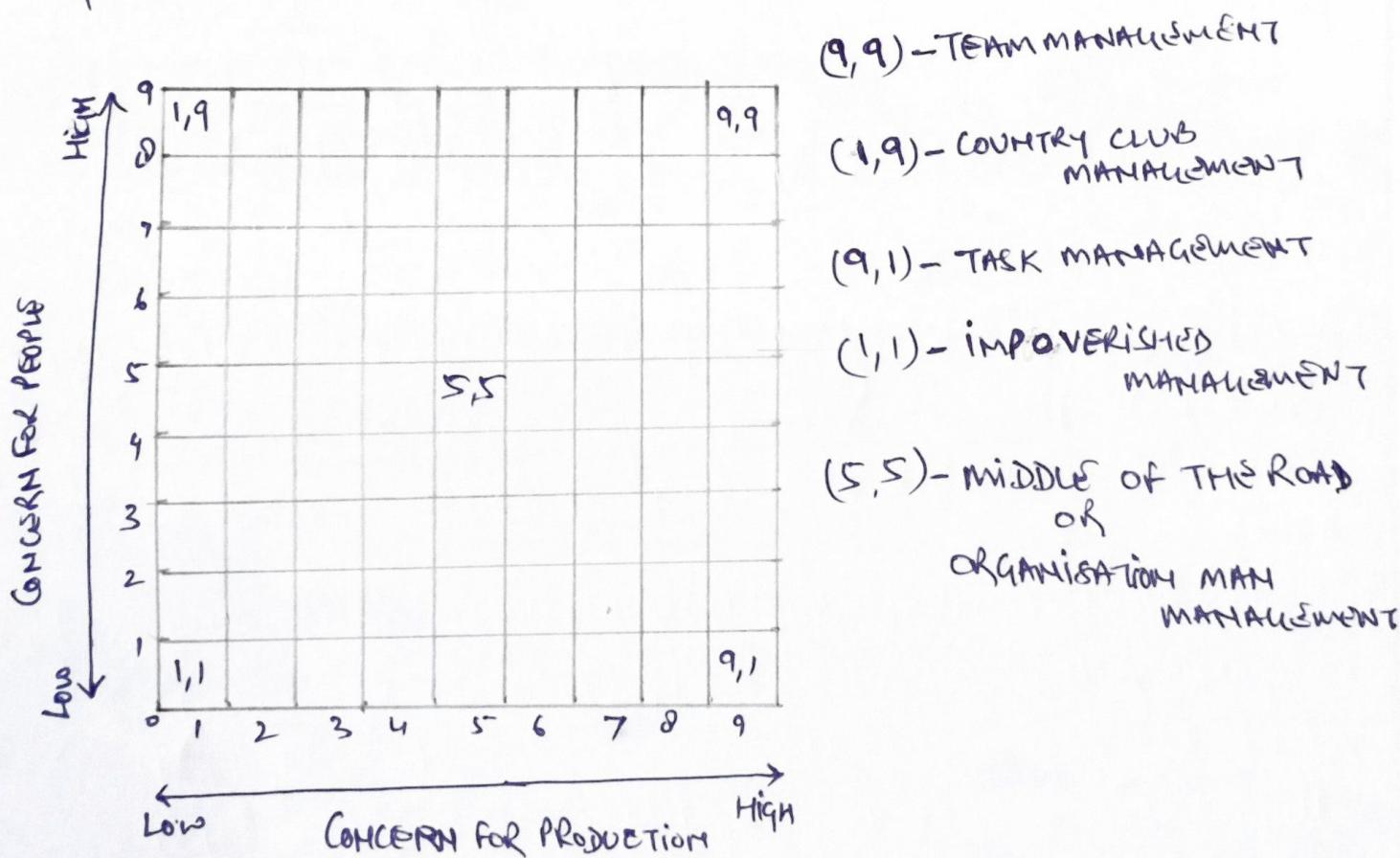
(I). FOCUS AND FOLLOW-THROUGH :- A leader should be able to focus and follow through. This involves setting priorities and doing what he says he will. Knowing what to do and then doing it (or delegating it to someone who will make it happen) is a critical leadership trait.

(J). PHYSICAL FEATURES :- Physical features and level of maturity determines personality of a person and hence an important factor in success of leadership.

Q20(a) :- Discuss the Blake and Mouton's Managerial Grid.

Ans :- Blake and Mouton Managerial Grid represents an approach to leadership style developed in 1960s by Robert Blake and Jane Mouton. According to them, leadership style, employee-oriented or production-oriented, depends on where the leader positions himself on the managerial grid.

Managerial grid is a two dimensional matrix with points ranging from 1 to 9 on either axis. Horizontal axis represents leader's concern for production and vertical axis represents his concern for people. The grid appears as follows:-



Based on the managerial grid, five leadership styles can be adopted with varying degrees of concern for people and task. These are discussed as follows:-

(I). (1,1) Impoverished management → This represents a leadership style where leader has low concern for both people and production. It is more of a Laissez faire management style. Leader's interference in task accomplishment is minimum and group members themselves perform the work activities.

(II). (1,9) Country club management → This represents low concern for production and high concern for people. Leader's attitude is employee-oriented. They show concern, love, affection and friendliness towards the followers, satisfy their needs and motivate them to accomplish group goals.

(III). Task Management (9,1) → Leaders are concerned more with task or production and less with people (9,1). Autocratic style of management is associated with task management where task and authority are well-defined. Leaders maximise output by setting a structured work environment where minimum attention is paid to human needs and their satisfaction.

(IV). Middle of the road or organisation man management (5,5) → In this style of leadership, leader satisfy both, organizational (production) and human needs though moderate concern for production and people

(V). Team Management (9,9) → This is the most effective style of leadership where leaders show maximum concern for people and task. They show high concern for workers job satisfaction and their contribution to the job. This approach deters the absenteeism & labour turnover rate and provides high job satisfaction, high morale and high contribution to productivity.

According to this approach, the ideal style of leadership is (9,9) and training programmes should be conducted for managers to adopt this style of leadership.

Q20(b). Discuss the various techniques of controlling in management.

Ans:- TECHNIQUES OF CONTROLLING IN MANAGEMENT are as follows:-

(a) PERSONAL OBSERVATION → This is the simplest way to control organizational activities is that managers take stand at the work place and observe the progress or the work. Any defect in the performance can be spotted and can be corrected immediately. This method creates psychological pressure on the employees and they perform better when they know they are being observed by their superiors.

(b) BUDGETING → Budgeting Control refers to comparison of actual performance with planned or budgeted performance. It is a basic technique of control and is used at every level of organisation. Budgets are prepared for the organisation as a whole and for each departmental unit.

(c) BREAK-EVEN ANALYSIS → As a technique of control, managers compare actual output with the break-even point of sales and if they are not able to sell beyond this point, they should improve their performance by increasing the sales or reducing the costs.

(d) FINANCIAL STATEMENTS → These statements show the financial position of the firm over a period of time, generally one year. These statements help to measure the financial inflows and outflows and they guide managers to improve future performance.

(e) STATISTICAL DATA AND REPORTS → Statistical data and regular reporting system provides information about company's financial and non-financial performance. Deviations can be pointed out and corrected. These reports help managers to control the behavioural attitudes of salesmen to develop a good clientele.

(f) MANAGEMENT INFORMATION SYSTEM (MIS) → This system of obtaining timely, relevant and accurate information based on computer technology is known as management information systems. The system helps managers in preparing reports for effectively carrying out planning and control functions.

(g) RATIO ANALYSIS → Ratio analysis draws comparison between selected items from the financial statements in percentages or fractions and assesses financial performance of the firm.

(h) ECONOMIC VALUE ADDED (EVA) → This method indicates net wealth or value created by the company. It is a financial tool for measuring corporate and divisional performance. It measures how much value has been created by a business enterprise. Increase in value of investor's capital is value added.

Q7 Define interpersonal barriers.

Ans The barriers between person to person (i.e. the sender and the receiver) are leading to interpersonal barriers. Some are listed below:

- i, Emotional outbursts
- ii, Poor listening skills
- iii, Noises in the channel
- iv, Vocabulary

Q8 What does technical communication stand for?

Ans It is an impersonal exchange of ideas, opinions, advice, facts or figures as part of a profession is called technical communication. In oral form, it can be a demonstration, presentation, seminar or symposium. In written form, it can be a book, journal, research article, technical report or a technical proposal.

Q9 What is business communication?

Ans Business communication is the process of sharing information between people within and outside a company. Effective business communication is how employees and management interact to reach organizational goals.

Q10 Point out the difference between workshop and conference.

Ans Conference - Conference is a formal meeting of people with a common interest.

Workshop - Workshop is a meeting at which a group of

people engage in intensive discussion and activity on a particular subject or project.

The key difference between conference and workshop is that a workshop consists of smaller groups and usually only last a day or two. A conference can last up to a week and will have keynote speakers who are experts on a particular topic, giving attendees industry knowledge and updates.

Section - C

C. Attempt all the questions.

16. Attempt any one.

(a) Explain the different levels of communication in detail with examples.

Ans The different levels of communication are as follows:

(a) Extra-personal level of communication → Communication between human beings and non-human entities is called extra personal communication.

For example - Your parrot responding your greeting. In this type of communication understanding is required between sender and receiver. Receiver responds in sign language.

(b) Intra-personal level of communication → It is the process by which an individual communicates within themselves, acting as both sender and receiver.

Some scholars have expanded communicating with oneself to include a vast range of cognitive behaviors, mental entities eg - traits and knowledge and processes e.g. association and comparison.

c) Interpersonal level of communication - The most important components of communication are sender and receiver. The sender sends a message through a channel medium and the receiver on receiving it, decodes it and arrives at a response. Since man is a social animal, he goes on interacting with other fellow beings in his day to day life.

d) Organizational level of communication - This level of communication is defined as the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Individuals in organizations transmit messages through face to face written and mediated channels.

e) Mass level of communication - Mass communication is the communication of information from a person, small group of people or an organization to a large group of heterogeneous and anonymous people. Common communication channels in mass communication include television, radio, social media and print media.

16 b) Briefly explain the impact and importance of technology in technical communication.

Ans

The purpose of technical communication is to make information clear and understandable in order to make business more productive and consumer goods more convenient. Technical communication helps to advance our economy by ensuring viable research and development, safeguarding design and manufacturing and protecting consumers through accurate and informative documents. Good technical writing will:

- (a) Help employers understand and complete job tasks more successfully.
- (b) Provide backgrounds on which new ideas can be built without repetition.
- (c) Prevents problem with the development of and manufacturing of products.

Impact of Technology -

1) Globalisation: Local business have become international using IT services.

Eg - Even pannalaa use to order his required products/materials through mobile phone .

2) Today companies use digital technologies to overcome physical limitations.

- 3) Companies now see e-commerce as their best chances to operate in global economy.
 - 4) It helped reduced response time.
 - 5) Computers and mobile phones are playing an increasingly valuable role in helping doctors and patients monitor conditions such as diabetes on a daily bases
 - 6) Telecommunication phase: It helped business to transmit information over long distance .
 - 7) Interactive phase: It helped individuals and business units to work together beyond geographical barriers.
- B) Use of technology has become indispensable for managers for work in competitive environment.
- Following are few of mainly used technologies:
- a) Electronic Mail b) Voicemail Communication
 - c) Cell Phone Communication d) Teleconference
 - e) Videoconference f) Instant Messaging
 - g) World Wide Web h) Microsoft Office

Q17a) Attempt any one.

- a) Enumerate the upward communication with its merits and demerits.

Ans Upward communication means communication from subordinates to superiors. Some merits of upward communication are:

1. It enables the top-officials to know what is going on in the organization.
2. The subordinates begin to have faith in their superiors.
3. The subordinates provide a feedback.
4. Sharing information of an organization helps to achieve organizational goals.

There are some demerits also of this flow of communication.

1. The subordinates highlights only the positive points of a survey and neglect the negative points which may lead to some problems in the long run.
2. The reluctance of the subordinates in communication turns into ineffectiveness of the upward flow of communication.
3. Fear of the superiors and fear of demotion often prevents the subordinates from frank and free communication.

comforts may hinder communication. Likewise emotional distractions like the emotions of hate, anger, jealousy, fear etc. may also be a barrier in sending as well as in receiving a message.

- (iv) Deceptive Tactics - Use of deceptive tactics like exaggeration of the profits or concealment of the facts by the manipulating communicator may distort the message and leads to misunderstanding.
- (v) Communication Network - The information overloading also disrupts the process of communication.
Some of ways to overcome barriers -
 - a, Adopt an audience based approach.
 - b, Foster an open communication climate
 - c, Commit to ethical communication.
 - d, Create efficient messages.

Q17 b)

What are the barriers to effective communication? Explain in detail with examples.

Ans

Communication can be successful only when the receiver understands the meaning of the message sent by the sender. There are some communication barriers which may block the communication process and prevent the sender from transmitting his ideas meaningfully. A few communication barriers are recognized by the author like Bonee - et - al:

- i. Perceptual and language difference - Whenever two parties the sender and the receiver have different mental image or perception of an object, it leads to misunderstanding. Difference of language also plays a negative role and leads to misunderstanding. Difference of language also plays a negative role and lead to confusion.
- ii. Restrictive Environment - Whenever the people at the top prevent the lower-level employees from communicating their thoughts, such control and command attitude proves an imminent barriers to communication.
- iii. Distractions - Some physical as well as emotional distractions may distort the message. Physical distractions like illegible copy of the message, lack of proper lighting, health problems, lack of physical

Q1B. Attempt any one.

- a) Before a business proposal. What factors should be considered for writing a proposal?

Ans A proposal is often defined as a plan or scheme that persuades its readers to accept the writer's idea. Proposals are often written by one firm as a response to a request from another firm or the government for the solution to a problem. Sometimes proposals are written in order to secure contracts for firms. The proposer urges the firms to accept the idea or to fund equipment purchases or research.

Not all proposals aim at obtaining commercial contracts. Proposals are also commonly written by state and local governments. Public agencies and industries also write the proposal. Teachers of colleges and professors of universities often write proposals in order to procure financial help to support research.

To write a good proposal, a writer will have to follow certain points which are mentioned below:

- (i) To write the proposal effectively, the writer, first of all must understand his customer's needs as well as his own product or service.

- (ii) The writer should try to persuade the customer that the product's features will fill the customer's needs as well. The writer may interview the customer so that he will be able to ⁱⁿ search his needs.
- (iii) Certain visual aids may be appropriately used by the proposer. Maps, tables, charts and diagrams may be drawn to attract and convince the decision makers. A good proposal thus may have the use ^{of} of visual aids to draw the clients.
- (iv) In a good proposal, a proposer should describe the approach to solving the problem.
- (v) The proposer must explain the expertise of the people responsible for the project.

Thus, a proposal can be very convincing and persuading if the writer makes deliberate efforts in writing it on the above lines.

Q1B,b) What is a claim letter? Draft a claim letter for damage in computer system supplied by a firm based at Delhi in the capacity of purchase officer, Prakash Computers at Lucknow. Invent necessary details.

Ans

Letters written to bring into notice the mistakes committed by those who must own the responsibility for them are called complaint or claim letters. The purpose of the claim letters is not simply to express anger but its sole motive is to find out the possible ways to solve the problem.

A Claim Letter
Prakash Computers
Barrister Street
Lucknow - 220112

b

March 16, 2022
Mr. Arvind Sahai
The Sales Manager
GM Computers Pvt. Ltd.
New Delhi - 110001

Dear Mr. Sahai,

I would like to draw your attention to the delivery of 10 computer systems sent by you as per our order no. 413B. The computer systems, sent by you have been damaged either due to loose parts

packaging or careless handling.

Please find these damaged computer systems along with this letter and take necessary action to replace all damaged computer systems at the earliest.

We would appreciate an early reply.

Yours sincerely

Mohan Das

The Purchase Officer.

Q 19(a)

Explain how the different modes of speech delivery help the speaker to make his presentation impressive.

Ans

Nuances literally means finer points or the finer techniques of doing something. The contents of a presentation are important but even more important are the finer techniques of a presentation. They are important because they makes presentation interesting and absorbing for the audience. Some people cultivate it through practice and tactful articulation. The presentation can be done through various ways:

- (a) By simply reading out the manuscript → if the presenter does not have enough confidence, he can read out the manuscript but he should not read it whole in one go, otherwise the presentation will become dull and drab. In between the reading, he should look up time and again and maintain eye-contact with the audience
- (b) Memorizing the manuscript → If the presenter has made the manuscript successfully, he should memorize it to deliver it effectively. even if the presenter forgets some of his lines, he should maintain his calm and composure and not show any sign of nervousness, otherwise he will be caught in an embarrassing situation. if he is

to avoid such a situation he should avoid memorizing long manuscripts

(c) Speaking with the help of the outline → This is the most commonly used and popular method of making a presentation. The presenter should make short notes on the basis of an outline and then speak with the help of those notes. This will look quite natural. This also enables the speaker to maintain an eye-contact with the audience.

(d) Impromptu Speaking → The word impromptu means without preparation or planning. Only an experienced presenter can be an impromptu speaker. often deviates from the main theme and forgets the time-limit. In order to avoid this, the impromptu speaker rehearses his presentation well in advance.

19 b.

What do you mean by report? Mention in brief the characteristics of a business report.

Ans

A report generally means to give an account of something seen, heard, done etc. As per J. Stanley Jones, while defining a report says, "A report is a special form of narrative which aims chiefly at conveying information based upon facts". Report is a type of narration but it differs from other forms of narration. In descriptive and dramatic narratives, there is some scope for digression and imagination.

A report, on the other hand, should be objective in approach based on solid facts. In other forms of narrative, often the writer aims at attracting the reader's attention by the adoption of certain ways but in report writing the main thrust of the writer is to provide information in a scientific and objective way.

Characteristics of Business reports -

1. The business report should be concise.
2. Main ideas should not be omitted.
3. Ideas should be logically arranged.

4. The reporter is supposed to be detached and impersonal
5. It should be complete in all respects.
6. Use of bombastic language should be avoided
7. Important fact should be given at the very inception.