

# Ajay Kumar Garg Engineering College, Ghaziabad

## Department of MCA

### MODEL SOLUTION-I Sessional Test

Course: MCA

Session: 2021-22

Subject: Principles of Management & Communication

Max Marks: 50

Semester: I

Section: MCA-1

Sub. Code: KCA-103

Time: 2 hours

#### SECTION - A

Q1. Define the term "Esprit de Corps".

Answer:- 'Esprit de Corps' means 'Unity is strength'. The entire work force should work as a team so that the organisation can take the benefits of synergy. In simple words, it is a common spirit existing in the members of a group and inspiring enthusiasm, devotion and strong regard for the honor of the group.

Q2. Define the term 'management' .

Answer:- Management is defined as the process by which a co-operative group directs actions towards common goals.

"Management is to forecast, to plan, to organise, to command, to coordinate and control activities of others" — Henri Fayol.

Q3:- Define Hawthorne Effect.

Answer:- The effect of recognizing human beings as a "social man" rather than "rational man" where motivation, leadership and communication are considered more important than the general principles of management or financial incentives through different types of experiments / or a series of experiments by Elton Mayo from 1927 to 1932.

Q4:- What are Strategic Plans?

Answer:- Strategic plans are those plans which defines the framework of the organization's vision and the organisation intends to make its vision a reality. It essentially focuses on planning for the coming years to take the organisation from where it stands today to where it intends to be. These plans provide the framework and direction for lower level planning.

Q5:- What is Autocratic Decision Making?

Answer:- Autocratic decision making is when managers follow this style assess few alternatives and consider limited information while taking any decision. They do not find it important to consult with others or seek information in any form and use their logic and idea while taking decisions.

## SECTION - B

Q6. Discuss the features of decision making.

Answer:- The following are the features of decision-making :-

- (a) Decision making is a process where one course of action is selected out of the available courses to solve a specific problem.
- (b) Problem-Solving provides the basis for decision-making as the decisions are required to be made only after the problems have been found.
- (c) Decision-making is a pervasive process which pervades both business and non-business organisations.
- (d) Decision-making always functions under every situation - certainty, risk or uncertainty.
- (e) Decision-making is not the prerogative of top managers only. Decisions are required to be made at all levels in an organisational set-up.
- (f) Decision-making is a prerequisite to every managerial function though it is closely related to planning. How good are the decisions largely determines how effective are the organisational plans.
- (g) Decisions are required to be made to solve organisational problems and to exploit the environmental opportunities. Both problems and opportunities, thus, require decision-making.

Q7. Discuss the basic reasons in support of systematic planning by managers.

Answer:- The basic reasons in support of systematic planning by managers are as under:-

(a). SENSE OF DIRECTION :- Planning provides a unity of purpose.

It brings together all resources towards achieving common goals. Without plans and goals, organisations will respond to everyday events in an ad-hoc manner without considering long-term possibilities.

(b). RESOURCE PAUCITY :- Resource crunch is a major challenge

for organisations today. Managements are confronted with the task of optimizing outputs with limited human, material and financial resources through intelligent planning; otherwise, wasteful inefficiencies would lead to higher prices and severe shortages of resources.

(c). UNCERTAINTY :- It is a major challenge even to the most intelligent planners. Planning systematically helps managers to anticipate such changes and meet these challenges.

(d). OTHER REASONS:-

- i) To provide a systematic guide for future activities.
- ii) To increase organizational outcome through efficient operations.
- iii) To encourage systematic thinking. Planning facilitates effective delegation of authority, removes communication gaps, and thereby raises overall efficiency of the organisation.

Q8:- Discuss the Characteristics of organising.

Answer:- The following are the major characteristics of organising :-

(a). ORGANISING IS A BASIC FUNCTION AND A SUB-PROCESS OF MANAGEMENT :-

Organising constitutes an essential element in the main process of management. Organising is done in relation to all other functions of management. The organising function follows the functions of planning and the other functions of management follow organising. Thus, organising is a sub-process of management.

(b). ORGANISING IS A CONTINUOUS PROCESS :- An organisation is a continuing entity. The need for organising function is felt whenever new activities or functions are introduced, or existing functions and activities are re-shuffled in the organisation.

(c). ORGANISING INVOLVES COORDINATION :- In order to create a balance and structure in the organisation, the activities of members need to be well-coordinated.

(d). GOAL-ORIENTED :- Organising is designed on the basis of objectives and it aims at achieving them smoothly.

(e). GROUP EFFORT :- Organising deals with group efforts that are made for attaining common goals.

(f). ESTABLISHES AUTHORITY-RESPONSIBILITY RELATIONSHIP :-

Organising establishes authority-responsibility relationship among the organizational members.

Q9. Discuss the role and activities of lower level of management in an organization.

Answer :- The roles and activities of lower level of management in an organization plays an important role in the sustainable growth of an organization. Lower level is also known as supervisory/operative level of management. It consists of supervisors, foreman, section officer, Superintendent etc. According to R.C. Davis, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees." In other words, they are concerned with direction and controlling functions of management. Their activities includes the following:-

- (a) They guide and instruct workers for day to day activities.
- (b) They are responsible for the quality as well as quantity of production.
- (c) They communicate workers problems, suggestions and recommendations and recommendatory appeals etc. to the higher level and higher level goals and objectives to the workers.
- (d) They help to solve the grievances of the workers.
- (e) They are responsible for providing training to the workers.
- (f) They are also entrusted with the responsibility of maintaining good relation in the organisation.
- (g) They prepare periodical reports about the performance of workers.
- (h) They ensure discipline in the enterprise.
- (i) They are the image builders of the enterprise because they are in direct contact with the workers.

Q:- What are the conclusions of Hawthorne Studies?

Answer :- The following are the major conclusions of Hawthorne Studies or experiments :-

- (a). There is no direct relationship between worker productivity and physical factors. Their productivity increased because they received attention from the researcher.
- (b). Workers are not a "bational man" motivated only by financial incentives but a "social man" with strong desire for interaction and non-financial incentives.
- (c). Informal groups are as important as formal groups in influencing the human behavior. Informal leaders have considerable influence on the group members. Groups overcome the shortcomings of formal relationships.
- (d). Human and social factors lead to growth and development of human resource.
- (e). Production norms are set by social norms and not by official structures.
- (f). Non-financial incentives are more important than financial incentives in determining the attitude of workers towards their superior and job-related tasks. Economic rewards and productivity, therefore, do not always go together.
- (g). Work is considered as a group activity and not as operations performed by individual workers. Workers work as members of a group. Management deals with workers as a group and not as individuals.

These studies indicate that productivity can be increased by understanding the human behaviour and fulfilling their higher-order needs of ego satisfaction and self-actualization and not only by providing financial incentives.

### SECTION C

Q11:- Discuss the Principles of management as advocated by Henry Fayol.

Answer:- Henry Fayol listed 14 principles of management. These are as follows:-

(1). Division of Labour :- The work must be divided amongst different units and employees according to their skills. This will enable them to become specialised in their area of interest, and thus, perform more efficiently.

(2). AUTHORITY AND RESPONSIBILITY :- The managers must have the necessary authority to issue orders and instructions to their subordinates. They enjoy this authority by virtue of their position in an enterprise.

(3). Discipline :- It means respect for rules and agreements that govern the organisation. It can be brought about by (a) effective leadership, guidance and motivation, (b) good supervision at all levels (c), clear and fair agreements ~~and~~ with employees.

(4). Unity of Command :- There should be only one boss for one subordinate. People at lower levels should receive orders from their immediate boss only.

(5). Unity of Direction :- This principle refers to there being one boss for one set of operations having the same objective.

(6). SUBORDINATION OF INDIVIDUAL INTEREST TO GENERAL INTEREST:-

In case of conflict of interests between individual goals and organisational goals, preference must always be given to organisational goals, i.e. individual goals should not be allowed to supersede the goals of the organisation.

(7). REMUNERATION :- There should be a fair system of remuneration so that there is equal pay for equal work. This will give satisfaction to both, the employers and the employees.

(8). CENTRALISATION :- It refers to the declining role of subordinates in the process of decision-making. Though the major decisions should be taken by the top level management, sufficient authority must be delegated to the lower level management to enable them to perform their jobs well.

(9). SCALAR CHAIN :- It is also called as the hierarchy of authority. This is the line of authority running from top level management to the lowest level.

(10). 秩序 :- Fayol followed the concept of "A place for everything and everything in its place". Every thing, human and non-human resources, must be placed or kept at their right place.

(11). EQUITY :- The management should be fair to subordinates who, in turn, should be loyal to their boss.

(12). STABILITY OF TENURE :- A high rate of labour turnover may hamper the efficiency of the system/organisation. The manager must look for achieving a high retention rate of employees.

(13). INITIATIVE :- Work should not be routinised. Every worker should be allowed to think of new ways of doing things.

(14). ESPRIT DE CORPS :- "Unity is Strength". The entire workforce should work as a team so that the organisation can take the benefits of synergy.

Q12(j) - What do you mean by planning? Discuss the steps in planning process.

Answer:- Planning is selecting information and making assumptions regarding the future to formulate activities necessary to achieve organisational objectives. The following are the steps in planning process.

- i). IDENTIFICATION OF GOALS :- The enterprise must clearly set the objectives for the entire organisation, for different departments at the same level and for different levels in the organisations. Clear identification of goals helps in optimum allocation of scarce resources.
- ii) ANALYSE THE PRESENT SITUATION :- For the plans to be effectively implemented, it is essential for management to be aware of the present status of the organisation, both in respect of its internal and external environment. Since, the organization has to operate in a dynamic, ever changing environment, it must keep itself fully informed of the activities taking place outside the organisation related to policies and regulations of the Government.
- iii) IDENTIFICATION OF BARRIERS TO PLANNING :- The manager must identify the barriers if any, which can prove to be a hindrance to the successful implementation of plans and try to overcome them.
- iv). DEVELOPMENT OF ALTERNATIVE COURSES OF ACTION :- After the manager are clear of what goals are to be attained, they must think of ways and means to achieve them. This is reflected in the alternative plans of action since there can be no best way of doing things. All possible alternatives of achieving the objectives are scripted for by the manager.

v). EVALUATION OF DIFFERENT COURSES OF ACTION :- Once the managers are able to perceive the different ways of achieving the goals, they have to select the most appropriate plan which will be adaptive within the given framework of resources. The managers must, therefore use their analytical ability to choose a plan which gives the highest returns at a minimum cost. This can be done through a trade off between the costs and revenues associated with each plan. Various techniques of OR and financial management needs to be used for analysis.

vi). SELECTION OF A COURSE OF ACTION :- Through a rational decision-making process, the manager will now choose one best course of action, which shall be implemented for the achievement of the organisational goals. This plan being a complex one, may be supported by sub-plans.

vii). FEED BACK :- No plan is complete unless its implementation and results are ensured. The planning process must allow for some degree of leverage in the achievement of organisational goals. Any deviation beyond this acceptable level should be followed by remedial measures either in the form of replanning or in its implementation.