MB-101

Sl.No. : **Total No. of Pages : 3**

I Semester M.B.A. Degree Examination, May/June - 2023
(Non-CBCS, SLM Scheme)
MANAGEMENT
Management Process

Time : 3 Hours **Max. Marks : 80**

Instruction : Answer all the sections.

SECTION - A

Q1) Answer any five sub-questions. Each sub-question carries three marks. **[5×3=15]**

a) What is total quality management?

b) What is strategic planning?

c) Is management a profession?

d) What is organizing?

e) What is recruitment?

f) What are the importance of organisation structure?

g) Define controlling.

SECTION - B

Answer any four questions. Each question carries five marks. **[4×5=20]**

Q2) What are the bases for departmentation? Explain.

Q3) Explain the principles of organisation?

Q4) Explain the significance of leadership in organisation.

Q5) Discuss the features of effective control system in an organisation.

Q6) Bringout the benefits of MBO? Explain.

Q7) What are symptoms of inadequate control system?

SECTION - C

Answer any three questions. Each question carries ten marks. **[3×10=30]**

Q8) What are the types of decision-making? Explain the techniques of decision making.

Q9) Discuss the contributions of C.K. Prahalad to the field of management?

Q10) Explain the Mints Berg's roles of present managers?

Q11) What are the types of plans? Discuss in detail.

Q12) What are the recent trends in management? Discuss the modern management techniques.

SECTION - D

Q13) Case (Compulsory) : **[1×15=15]**

When Jack Welch, the chairman and CEO at General Electric (GE) retired in 2001, he could look back at a very successful career. He became CEO in 1981 at the age of 45. At that time, GE had a very complex organization structure with considerable bureaucratic rules.

One of his first changes was to initiate a strategy formulation process with the guideline that each of the businesses should be number 1 or 2 in their respective areas, If this was not the case, managers had the options of fixing the problem, selling their particular business, or closing it. In an effort to streamline the organization, Welch removed the sector level and eliminated thousands of salaried and hourly employee positions. Because of these drastic measures, he earned the nickname "Neutron Jack." The reorganization increased the span of management (also called span of control) for many managers so that they would have 10 or even 15 subordinates.

The restructuring was followed by changing the organization culture and the managerial styles of GE's managers. One such program was the Workout. Groups of managers were assembled to share their views openly in three-day sessions. At the beginning of the meetings, the superior presented the challenges for his or her organizational unit. Then the superior had to leave, requesting the groups to find solutions to the problems. Facilitators helped these discussions. On the last day, the superior was presented with problem solutions. He or she then had three choices: to accept the proposal, not to accept it, or to collect more information. This process put great pressure on the superior to make decisions.

Another program to improve effectiveness and efficiency was Best Practices. The aim was to learn from other companies how they obtained customer satisfaction, how they related to their suppliers, and in what ways they developed new products. This helped the GE people to focus on the processes in their operations that would improve the company's performance.

Jack Welch was personally involved in developing managers at GE's training center in Crotonville. Leaders, Welch suggested, are not only those who achieve results but also those who share the values of the company. Managers who shared the company values but did not achieve results got another opportunity to improve performance, while managers who achieved results but did not share the values received coaching aimed at changing their value orientation. There was little hope for managers who did not achieve results nor shared the company's values,

The stretch initiative at GE emphasized "dream targets" with little consideration of how to achieve them. This approach is similar to the setting of creative objectives used in some management-by-objectives programs by other companies. These dream targets did not replace the traditional objective-setting approach but supplemented it.

To improve quality, the Six Sigma approach, which was used by Motorola, was introduced at GE. The Six Sigma program suggests a quality level of not more than 3.4 defects for a million operations. Managers were required to participate in the program, and their bonuses were related to the achievement of the quality level. With the strong conviction of relating performance to rewards, an appraisal system was also introduced that ranked employees in five categories ranging from the top 10 percent to the bottom 10 percent. The top 25 percent received stock options as their reward. While some managers were in favor of the organizational transformation because they felt greater freedom and were rewarded for good performance and value sharing, others saw flaws in the system.

Questions :

a) Do you think it is ethical to engage in restructuring and delayering that result in massive reduction of positions?

b) How would you feel if you were the boss in the Workout session being asked to leave the meeting while your subordinates discuss problems and suggest solutions to which you have to say "yes,""no," or "require further study"?

c) How would you feel about setting unrealistic (stretch) objectives?

d) Should managers be ranked within their organizational unit? What would you suggest if one such unit is far superior to another unit with most of its managers being generally good managers and yet you still have to identify the bottom 10 percent?

