MB-101

Sl. No.

I Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Management Process

(Non-CBCS Scheme)

Time : 3 Hours **Maximum Marks : 80**

SECTION - A

Answer any Five sub-questions. Each sub-question carries 3 marks. (5×3=15)

1. a) Define Management.

b) What is Planning?

c) State the objectives of MBO.

d) Distinguish between centralisation and decentralisation.

e) What is upward communication?

f) What is delegation of authority?

g) What are different types of organisations?

SECTION - B

Answer any Four questions. Each question carries 5 marks. (4×5=20)

2. Is management an Art or Science? Discuss.

3. Explain the need for delegation of authority.

4. Highlight the significance of motivation.

5. Why do plans fail? Give reasons.

6. Briefly explain the principles of directing.

7. What are the barriers of communication?

SECTION - C

Answer any Three questions. Each question carries 10 marks. (3×10=30)

8. Explain the 14 principles of Henry Fayol's.

9. Discuss the steps involved in planning process.

10. Explain the social responsibility of business towards different stake holders.

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11. Elaborate the various styles of leadership.

12. Critically evaluate the recent trends in management.

SECTION - D

(Compulsory)

13. Case Study. **(1×15=15)**

Mr. Banerjee is the Chief Executive of a medium sized pharmaceutical firm in Calcutta. He holds a Ph.D. in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is a well - known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt rectificational measures. Mr. Banerjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banerjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?" The Personnel Manager gave the following reply: "I have already informed you a number of times, that money, working conditions and benefits are not enough? Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers'. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization. Which in fact, according to the worker, should go to only those who work hard". Mr. Banerjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions:

a) What is the key problem in the case? What probably may be the "other things" which the Personnel Manager is pointing out to Mr. Banerjee?

b) Discuss the problem of motivation in this case, relating to Herzberg's theory.

c) What would be your recommendations as Personnel Manager to tackle the problem in the organization?
