



PBT-161100020101

Seat No. _____

M. B. A. (Sem. I) (CBCS) Examination

November / December - 2018

Principles of Management

Time : 3 Hours]

[Total Marks : 70

Instruction : All questions carry equal marks.

- 1 (a) What do you mean term management ? Explain features of Management.
(b) Discuss Management as Profession.

- 2 What is planning? Discuss its importance and briefly explain various steps necessary in planning process.

OR

- 2 (a) Discuss benefits of Management by Objectives.
(b) Explain process of Decision Making.

- 3 Define term Motivation. Critically Discuss MC Gregor's Theory of Motivation.

OR

- 3 Define term leadership. Discuss types of leadership styles with illustration.

- 4 Define term control and state the steps in the process of control.

OR

- 4 Explain Different types of Organization with its benefits and limitations.

- 5 Read the following case and answer the questions :
Charles M. Leighton was a professor of management at Harvard business school. After having experience of management theories and thought for several years, he decided to set up his own business to test his management theories. He was of this opinion that let the managers operate independently and by courage and confidence i.e by "gut feeling," rather than by relying on analytical models and constant supervision from the top. He was never in favour of "spoon feeding."

Mr. leighton got his initial capital for the company from various capitalists who were interested in investing money and who agreed with his style of business management. Mr. leighton then approached small companies that were well established by entrepreneurs who either wanted to retire or were facing severe cash-flow problems. Mr. leighton then picked up managers who installed computers for managing business, prepared three-year business plans and expanded sales. Further he acquired eleven companies. Many holding companies exert too much control when they acquire a number of concerns. They feel that they should be managing but they do not know about the individual business.

Ultimately, the top management of the holding company ends up interfering with the acquired businesses. Mr. leighton avoided all these problems. Various heads of the subsidiary companies set their own product lines, without internal differences and even started new product lines without the approval from CML, if substantial outlays are not required. Each manager was to be measured on his own performance against goals set in the strategic plan. Management by objective (MBO) or management by result (MBR) was adopted. Top management firmly agreed and believed in decentralisation. CML's low profile management paid rich dividends., The annual profit increases and there was all-round progress.

So, Mr. Leighton came out successful in his experiment of decentralisation.

Questions :

- (1) What was a Mr. Charles M. Leighton theory of management ?
- (2) How would you characterize hands off strategy of CML group ?
- (3) Discuss briefly the decentralisation theories of management of CML? Should CML exercise any more control over its subsidiaries ?
- (4) CML's management was described as "risk averse" or 'conservative'. Should CML take more risks by approving aggressive strategies ?
- (5) Give your comments over the decentralisation management as suggested by CML.