

First Semester M.B.A Degree Examinations

December 2015/January 2016

(Directorate of Distance Education)

(New /Old Scheme, before 2012 Batch)

PAPER – MBA 110: PRINCIPLES OF MANAGEMENT

Time: 3hrs.]

[Max. Marks: 75/80

SECTION – A

Answer the following, each question carries TWO marks:

5 x 2 = 10 Marks

1. a) Define the terms 'Efficiency' and 'Effectiveness'
- b) What do you mean by 'Esprit de corps'?
- c) Explain "Mckinsey's 7-S" approach.
- d) What do you mean by span of control?
- e) What is 'Feed forward control'?

SECTION – B

Answer any FIVE of the following, Each question carries SIX marks:

5 x 6 = 30 Marks

2. Discuss different functions of management. How do the functions differ in the organizational hierarchy?
3. Discuss the qualities of tomorrow managers, with few examples.
4. What do you mean by 'Bureaucracy'? Discuss its features with limitations.
5. Discuss in details the merits and limitations of Group Decision making Name the difference techniques of Group decision making.
6. Define Delegation. Discuss the variables which influence the Delegation process.
7. Define Control. Explain the process of control. Name the three methods of control with their merits and limitations.

SECTION – C

(10 + 10 + 15 = 35)

Answer the following question. Question No.8 and 9 carries TEN marks each.

Question No.10 carries FIFTEEN marks:

8. a) Discuss the contributions of Henri Fayal in detail. Comment on its current relevance.

OR

Contd.....2

- b) Explain the roles performed by managers with suitable examples.
9. a) Define Planning. Explain its features and process with a neat diagram.

OR

- b) Write short notes on any two of the following, i) Peter – Drucker ii) F.W. Taylor
iii) T.J. Watson.
10. Case Study:

Akio Morita Chairman of the Sony Corporation writes the Sony Story in the book made in Japan (Fonta Paperbacks, 1967). It all started with the nuclear invasion on Hiroshima and Nagasaki which brought Japan on her knees. At the same time: it generated a reaction of defiance and rebelliousness. The genesis of Sony and other operations of Japan can be traced back to this feeling getting even.

Morita had his leanings towards electronics during student days. He barely scraped through a science degree, but self-taught himself electronics. During the Second World War, he served as a naval technical officer.

It was in 1946 that the Tokyo Tushin Kogyo Kabushiki Kaisha (the Tokyo Tele communications Engg. Corporation) was founded in a dilapidated, charred warramaged department store building by Masaru Ibuka and Morita along with 18 other people. They produced short-wave radio adapters to enhance the MW sets. Ibuka and Marita did lot of running around. For some equipments they developed, they won an order from the Japan Broadcasting Corporation. Ibuka changed upon an American tape recorder, and liked this product. He convinced others for the need to diversity. Morita later added the magnetic tape to the product mix, since recorders sold without tapes meant giving competitors and opportunity to enter the readymade tape market.

Market development was the most crucial exercise for them, since the product – a recorder – was innovative. The buyer must accept its potential value. Its market was to be created.

The company then entered a virgin field of transistors, and developed its miniature product form. It revolutionized the electronics industry.

The company in 1953 was rechristened as Totsuko abbreviation of its former name, Even this name was a bit tedious. Morita and his friends then evolved 'Sony' – based on 'Sonny' – American slang extensively used in Japan in those days for bright and cute kids.

The Sony Corporation became a multimillion dollar enterprise operating across the globe. Morita then launched the Walkman project, a tremendous market success which belied the estimation about its viability by his colleagues.

Sony does not believe in wastages – it is considered sacrilegious. A Japanese worker is hired first and then suitably placed. Morita advises paternalistic foremanship. Japanese corporation and government treat each other as partners in a venture of nation building. All these operations spend a lot on R & D. In Japan, bigness of size, operations, turnover is not a crime.

Contd.....3

We in Indian must give forth our own Moritas.

Poser:

What managerial lessons do you draw from the Sony phenomenon?

SECTION – D

(Compulsory for New Scheme Students)

Answer the following question, which carries FIVE marks:

1 x 5 = 05 Marks

11. a) Enumerate then problems in control process.

OR

b) Write a note on Planning premises.

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