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**Question Paper Code : 63140**

M.B.A. DEGREE EXAMINATION, APRIL/MAY 2017.

First Semester

BA 7101 — PRINCIPLES OF MANAGEMENT

(Regulations 2013)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define Management.
2. What is unity of command?
3. What is planning?
4. What is meant by decision making?
5. What is meant by centralization?
6. What is departmentation?
7. What is meant by organizational culture?
8. What is horizontal communication?
9. List the objectives of controlling?
10. What is meant by cost control?

PART B — (5 × 13 = 65 marks)

11. (a) Explain the important functions of Management.

Or

- (b) Enumerate the contributions of Henry Fayol for management thought.

12. (a) Explain the different types of Strategies.

Or

- (b) Explain the decision making process in detail.

13. (a) What is span of control? What are the factors determining it?

Or

- (b) Explain the importance of delegation and problems in delegation.

14. (a) Describe the different barriers to communication. Also explain the methods to overcome the same.

Or

- (b) Define culture. What are the various elements and types of culture?

15. (a) Explain the various types of control.

Or

- (b) Classify the budgetary and non-budgetary control techniques.

PART C — (1 × 15 = 15 marks)

Case Study

(Compulsory)

16. Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left, as well as three key research staff, and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however she supervises two managers, who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1 : Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated, driven, and expects the same from her staff.

Manager 2 : Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency, She is known as problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staffs are becoming over-worked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staffs become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

Questions :

- (a) How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
  - (b) What steps could be taken to build staff confidence?
  - (c) What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?
  - (d) Which leadership style do you think a leader would need to be effective in this situation?
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