

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester I – PGDM (IB) 2016-18

Managing Organization
ET_IB_MO_2809

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Attempt any **FOUR** part from this Question
- a) Delphi technique is a modification of brain storming technique that it involves obtaining the opinions of experts physically separated from each other and unknown to each other. Elucidate.
 - b) MBO by definition is a goal oriented process not a work oriented process. Comment.
 - c) Planning and controlling may be viewed as the blades of a pair of scissors; the scissors cannot work, unless there are two blades”. It is only the difference in angles. But both function to complement the attainment of organizational goal. Discuss with rational in support of your views.
 - d) The managerial function of controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are being accomplished.
 - e) Decision making process at times looks to be quite simple, but more often than not it is not so, because managers at times tend to be intuitive than be analytical while making decisions. Why? Discuss. **16**
- Q 2** “Management is a dynamic function of a collective enterprise, which is constantly engaged in casting and recasting the enterprise in the world of an ever-changing business environment. Not only this, it also sometimes initiates and moves that reform and alter the business environment. If an enterprise is well equipped to face the changes in business environment brought about by economic, social, political, technological or human factors, it can soon adapt itself to a changed environment or make innovation to attune itself to it.” The statement enumerated above reflects a broad philosophy for any management for its foundation to attain results with success. Comment using examples and logic in support of your contentions. **12**

- Q 3** The scope of management is very wide. Basically, it refers to three distinct ideas. According to Herbison and Myers, management may be understood as: An Economic Resource; A System of Authority and A Class of Elite. Discuss. 12
- Q 4** “Managers must spend a great deal of time in developing and evaluating alternative ways of doing things”. This philosophy enunciated by the Management Guru, Peter Drucker emphasized, while selecting a solution, evaluate the risks of each course of action against expected gains. He laid emphasis on following three factors.
- i) put emphasis on economy of effort
 - ii) give weightage to timing and
 - iii) limitations of physical and financial resources.
- Elaborate 12
- Q 5** Attempt any **THREE** parts from this question.
- a) The practical effectiveness of MBO appears to be a matter of debate and many of the criticisms or limitations are related to the formulation of appraisal schemes. Discuss. How?
 - b) The question whether management is a science, art or profession is put to debate quite frequently. There are arguments on both sides. Comment with supportive logic.
 - c) All intelligent decision makers dealing with uncertainty like to know the size and nature of the risk they are taking in choosing a course of action. The ordinary practice is to have staff specialists come up with “best estimates.” Virtually every decision is based on the interaction of a number of important variables, many of which have an element of uncertainty but perhaps, a fairly high degree of probability. Elucidate with example.
 - d) Motivation is essential to the operation of organisations, no matter how much technology and equipment an organisation has. These things cannot be put to use until they are effectively used by people who are motivated. Explain with the help of two theories of Motivation. 12
- Q 6** “Over the time some traits have proved to be modest predictors of leadership effectiveness. A manager may possess intelligence, ambition, self-confidence and deep commitment to achieve goals or few more would not assure us that his subordinate would be productive and satisfied employees. The ability of these traits to predict leadership success is just not that strong. Certainly one inference available may be based on these theories is that leaders who rate high on people orientation should end up with satisfied employees”. Enunciate your views with supportive logic to justify contentions. 12

Q 7

Read the case and answer the question given at the end.

Mr. Raghvander Rajan, about 45 years, is the Chief Executive of a manufacturing Wadco Tools Ltd. that belongs to a large associate group of a MNC having its network spread over in five States in India. He is a pass out from IIT, Kanpur in Mechanical engineering, as well diploma in management from a reputed Institute. He has strong beliefs, ideas on how best to get the outcome ensuring to meet targets with deadlines. In general terms, he believes that people respond best only when pressure is on them.

Mr. Rajan has flood of energy. He comes to work at 7.00 O'clock and stays late each evening. His constant pressure is made on them. He himself works very hard and expects others to follow the same style. He is crazy for details even on petty issues and often sends his managers running back from meetings to collect more details and facts. Face-to-face meetings with him are something like inquisitions leading to embarrassment. He has a very aggressive and arrogant questioning style and feels irritated when he notices mistakes. He is proud that he can move heaven and earth to "fix" problems. At times he feels none can match his speed and decision making speed. Since he is good both in technical and financial matters, he tends to intervene as soon as he suspects a deficiency. He almost "pounces" to sort it out himself.

Whenever there is a problem to be solved, Mr. Rajan likes to call all those involved together in one room, irrespective of rank or reporting relationships and forces the facts out on to the table. In order to bring out the truth, he adopts a very challenging dominant style (such as, "I don't believe in you...", "You are lying..."). Such remarks are made out in public, often to senior managers in absence of their subordinates. What is more, Mr. Rajan will even keep the group at it all night, if necessary, keeping aside other commitments. Eventually, he succeeds in solving the problems and also gets advance warning about other likely problems. But the employees carry a feeling that Mr. Joseph is a Hitler totally devoid of any element of human touch while dealing with the people around. They feel that they are working not for pleasure but for fear.

Mr. Murlidharan Krishnan, the HR VP, is one who reports to the Mr. Rajan and particularly resents his treatment. He finds it degrading for a man in his position and also feels that, as HR manager, he must do something to change Mr. Rajan's style. Krishnan is seriously concerned about the effects of Mr. Rajan's behavior, style of working as in recent past 4 middle managers have left the job ,and replacement for two managers is not available for more than four months ..

He notices that his colleagues are showing signs of stress, frustrations; they are putting in enormously long hours. They have become more competitive towards each other and less co-operative. Their preoccupation with Mr. Rajan has reached absurd proportions. They spend lots of unproductive time talking about Mr. Rajan in his absence and trying to anticipate “his next move.”

Another alarming effect of Mr. Rajan’s behavior is that senior managers spend long hours, getting the details right, so that His probing will not catch them out. Managers who are previously willing to delegate, are now less inclined to do so. They feel the only right way is to do things themselves. The managers thus spend all their time on day-to-day issues and are not inclined to do any forward planning. Furthermore, Krishnan notices that the managers are less willing to accept mistakes than before. They try more to contain the problems, conceal them from Mr. Rajan to escape his wrath.

Ironically, Mr. Rajan has complained to Krishnan that, too many managers are “firefighting” instead of doing what they are paid to do so, that is “to think”. He told Krishnan that he could not understand “why people don’t realize that conflict management is nothing but stimulating alternative courses of action? What I really want is for them to go back, think again and tell me about it.”

Questions:

- a) What are the symptoms of major problem in the above case?
- b) Assuming that you are MR. Krishnan, how would you analyse and explain Mr. Rajans decision making style?
- c) If you are the CEO of the company and the problem is in your notice what basic actions you will take to avoid the crises? Will you sack Mr. Rajan or have a direct meeting with other managers alongwith Mr. Krishnan

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