Total No. of Pages: 2

6752

Register Number:

Name of the Candidate:

M.B.A. DEGREE EXAMINATION, May 2015

(E-BUSINESS)

(FIRST YEAR)

110/111. MANAGEMENT CONCEPTS/PRINCIPLES OF MANAGEMENT

(Old Regulations/ New Regulations)

Time: Three hours   Maximum: 75 marks

SECTION -A   (5 × 3 = 15)
Answer any FIVE questions

1. Mention the contributions of Rensis Likert.

2. Why organisations prefer operational plans?

3. Why line functions and staff functions fail to co-exist in organizations?

4. Give an account on Maslow's need hierarchy theory in the Indian context.

5. Describe the process of feedback in communication.

6. What is the nature of staffing in an organization?

7. Describe the common sense approach to decision making.

8. What are the purpose of understanding span of control?

SECTION -B   (3 × 15 = 45)
Answer any THREE questions

9. Explain the importance and principles of policy making.

10. What are the various types of authority? Explain the features of each one briefly.

11. Examine the relevance and purpose of various types and forms of communication.

12. Explain the various types and approaches to interdependence to achieve coordination.

13. Critically evaluate the McKinsey's 7S approach and its implication to the Indian context.

SECTION -C   (1 × 15 = 15)
Answer the following

14. A small group of managers at Falcon Computer met regularly on Wednesday mornings to develop a statement capturing what they considered to be the "Falcon culture" Their discussions were wide-ranging, covering what they thought their firm's culture was, what it should be, and how to create it. They were probably influenced by other firms in their environment, since they were located in the Silicon Valley area of California.

    Falcon Computer was a new firm, having been created just eight months earlier. Since the corporation was still in the start-up phase, managers decided that it

would be timely to create and instill the type of culture they thought would be most appropriate for their organization. After several weeks of brainstorming, writing, debating, and rewriting, the management group eventually produced a document called "Falcon Values" which described the culture of the company as they saw it. The organisational culture statement covered such topics as treatment of customers, relations among work colleagues, preferred style of social communication, the decision-making process, and the nature of the working environment.

Peter Richards read over the Falcon values statements shortly after he was hired as a software trainer. After observing managerial and employee behaviours at Falcon for a few weeks, he was struck by the wide discrepancy between the values expressed in the document and what he observed as actual practice within the organization. For example, the Falcon values document contained statements such as this: "Quality: Attention to detail is our trademark; our goal is to do it right the first time. We intend to deliver defect-free products and services to our customers on the date promised". However, Richards had already seen shipping reports showing that a number of defective computers were being shipped to customers and his personal experience supported his worst fears. When he borrowed four brand-new Falcon computers from the shipping room for use in a training class, he found that only two of them started up correctly without additional technical work on his part.

Another example of the difference between the Falcon values document and actual practice concerned this statement on communication: "Managing by personal communication is part of the Falcon way. We value and encourage open, direct, person-to-person communication as part of our daily routine." Executives bragged about how they arranged their chairs in a circle to show equality and to facilitate open communications whenever they met to discuss the Falcon values document. Richards had heard the "open communication" buzzword a lot since coming to Falcon, but he hadn't seen much evidence of such communication. As a matter of fact, all other meetings used a more traditional layout, with top executives at the front of the room. Richard believed that the real organisational culture that was developing a Falcon was characterised by secrecy and communications that followed the formal chain of command. Even the Falcon values document, Richard was told, had been created in secret. Richards soon became disillusioned. He confided in a co-worker one afternoon that "the Falcon values document was so at variance with what people saw every day that very few of them took it seriously". Employees quickly learned what was truly emphasized in the organisation-hierarchy, secrecy and expediency and focused on those realities instead, ignoring many of the concepts incorporated in the values document. Despite his frustration, Richards stayed with Falcon until it field for bankruptcy two years later. "Next time," he thought to himself as he cleaned out his desk, "I'll pay more attention to what is actually going on, and less to what top management says is true. Furthermore, "he thought to himself, "I guess you just can't create values".

Questions
1. What is more important, the statements in a corporate culture document or actual managerial behaviour?
2. Why did the Falcon executives act as they did?
3. What managerial implications that this case disclose?