1M201

Roll No. _____ Total No. of Pages: 4

1M201

M.B.A. I - Sem. (Main / Back) Exam., - 2025

M – 101 Fundamentals of Management

Time: 3 Hours **Maximum Marks: 70**

Instructions to Candidates:

(Q) *The question paper is divided in three parts.*

(ii) ***Part A*** *contains* ***10*** *questions which are compulsory.* ***Part B*** *contains* ***eight*** *questions out of which* ***five*** *are to be attempted.* ***Part C*** *contains* ***one*** *question which is compulsory.*

1. NIL 2. NIL

PART – A

[10×2=20]

Word limit 25 only

All questions are compulsory

Q.1 Highlight the essence of the behavioural perspective of Management.

Q.2 List the contribution of CK Prahalad in the field of Management.

Q.3 "Planning is looking forward & control is looking back" comment. Highlight the different steps in the planning process.

Q.4 Explain the importance of effective direction and control in the process of management.

Q.5 What can management do to reduce the dysfunctionality of controlling?

Q.6 What are the causes of line & staff conflict?

Q.7 Highlight the merits and demerits of centralization and decentralization.

Q.8 Mention any two techniques of selection.

Q.9 Differentiate between controlling and directing.

Q.10 Highlight the management strategies of Ratan Tata.

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PART – B

[5×6=30]

Attempt any five questions

Q.1 'Why is management considered a multifaceted concept? Compare and contrast the systems and contingency approach towards understanding organizations using suitable illustrations.

Q.2 (a) Do you think planning can work in a changing environment? Differentiate between plans programs and policy.

(b) A decision maker may not have complete knowledge about decision alternatives and outcome of the chosen alternative. These conditions of knowledge are often referred to as "The states of Nature". Discuss this statement and highlight the underlying concepts with suitable examples.

Q.3 (a) Who wrote the Arthashastra? What is the essence of the teaching engraved in the Arthashastra?

(b) Highlight the major contributions of Peter Drucker.

Q.4 Write a description on the Organizing function. What factors determine the degree of decentralization?

Q.5 Highlight the selection process widely used in the IT Industry. What are the main challenges that confront HR managers in the staffing of an organization and how can these be overcome?

Q.6 (a) "Planning and controlling go hand in hand". Discuss using suitable illustrations.

(b) Define controlling. Discuss any there controlling techniques.

(c) Highlight the principles of coordination.

Q.7 Highlight the behavioural theories of leadership. Elaborate the contribution of some of the significant behaviour leadership Theories.

Q.8 "Reinvention and release of successive better versions out of refinement have made Apple a success story of disruptive innovation". Elaborate the statement while discussing the phenomenal growth of the company in light of the management style of Steve jobs.

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PART – C

[20]

(Compulsory)

Q.1 **Case study**

Nithin Patel, an IIM graduate was appointed the CEO of Primogen Consultancy Ltd. Primogen developed software packages for finance companies and banks. The ambience of Primogen rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The company promoted a friendly unstructured atmosphere to gel with nature of business. The average age of Primogen employee was 25-27 years. Before Nithin took over as the CEO, Giridhar Bharadwaj, an IITian, was heading Primogen for newly 4 years. Giridhar was known for his human touch. Most of the young programmers saw a role model in Giridhar because of his down-to-earth and amicable approach. Out of the total staff of 167 employees, anyone could work to wake up to him and freely discuss his problems with him. He enjoyed the week end "Film Hours" with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Primogen has seen a steady growth under him, which intangible terms an increase in business turnover of up to ₹ 45 crores. His decision to leave for USA came as a shock to all the employees and when the new appointee Nithin joined Primogen, there was the apprehension in the air. Nithin, of course, had an excellent track record, with a sound computer engineering degree and the added management qualification from IIM.https://www.rtuonline.com
Within a few days of taking charge Nithin introduced a few changes. He saw no value in "Film hours" and decided to discontinue this practice. He also insisted that employees first check with his PA and meet him. Moreover, when one of the programmers remained absent for more than 2

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days without any intimation. Nithin used strong words to communicate his displeasure to Naresh Gupta, the Project leader, to whose team the programmer belonged. Naresh obviously found Nithin strongly opinionated because he realized that Nithin was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Nithin minced no words in communicating to the project manager, Subodh Sharma that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team. Of course, by now the office "grape wine" was a buzz that Nithin was has an "Attitude" problem. In the meanwhile, Subodh Sharma resigned along with two other programmers from his team. During the first 6 months the company showed the slight drop in its profitability. The company's employee turnover went up by whopping 10%. The managing Director Mr. Srihari Rao was a worried man. He invited Nithin for a meeting to discuss the issue.

Questions -

(a) State the theoretical model used to analyze this case.

(b) Identify various problems in the leadership style of Nithin Patel.

(c) Analyze the leadership style of Giridhar Bharadwaj.

(d) If you were Mr. Srihari Rao, what course of action you would have initialed.

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