

12. (a) What is planning? Describe the various types of plans that come across in organisations today.

Or

- (b) What are the approaches to decision making? Explain the various approaches and state where each approach is applicable.
13. (a) Distinguish between delegation and decentralisation. What are the precautions to be taken while delegating a job?

Or

- (b) Discuss the various organisational structures used in today's management. Explain where each structure is used.
14. (a) Explain the process of recruitment in an organisations. When is recruitment done? What are the problems faced by modern recruiters? How are these problems overcome?

Or

- (b) What are the common leadership styles found in modern management? When is each style to be used? What are the problems associated with wrong leadership style?
15. (a) Describe the various control mechanisms used in organisations. What are the pros and cons of each type of control mechanism?

Or

- (b) Explain the components of a good management control system. Why is a complete system essential?
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Reg. No. :

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Question Paper Code : K1001

M.B.A. DEGREE EXAMINATION, AUGUST/SEPTEMBER 2016.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define management
2. What do you mean by span of control?
3. List the types of planning.
4. What do you mean by break even analysis?
5. Define pay off matrice.
6. Give two examples of staff functions.
7. Define staffing
8. Define communication
9. List two objectives of control systems.
10. Define budgetary control.

PART B — (5 × 16 = 80 marks)

11. (a) Discuss the evolution of management concepts.

Or

- (b) Discuss the principles of scientific management.

12. (a) What are the steps in a planning process? Discuss.

Or

- (b) Discuss in detail the approaches to decision making process.

13. (a) Write short notes on :

- (i) Departmentation
- (ii) Centralisation and Decentralisation.

Or

(b) Discuss the recent trends in organization structures.

14. (a) Discuss the steps involved in a selection process.

Or

(b) What are different types of leadership styles? Discuss bringing out its advantages and disadvantages.

15. (a) Discuss the need for controlling with relevant examples.

Or

(b) What are different controlling techniques available? Discuss with its advantages and disadvantages.

Reg. No. :

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Question Paper Code : S1001

M.B.A. DEGREE EXAMINATION, FEBRUARY/MARCH 2016

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Distinguish Open Vs Closed system.
2. What is the essence of MBO?
3. How are planning and controlling functions linked?
4. Compare Strategic and Operational planning.
5. State the difference between delegation and decentralization.
6. What is scalar principle?
7. What are self-actualizing needs?
8. What is semantic gap?
9. What is responsibility accounting?
10. Mention the different types of standards.

PART B — (5 × 16 = 80 marks)

11. (a) Discuss the distinctive contribution of Taylor to the theory of Management.

Or

- (b) Explain the Hawthorne effect.

12. (a) Explain how break-even-analysis helps in decision making.

Or

(b) Discuss the scope of strategic, tactical and operational planning.

13. (a) List the possible causes of conflict in line-staff relationships and ways to overcome them.

Or

(b) List and explain the factors governing span of management.

14. (a) Explain the major variables that affect motivation at workplace.

Or

(b) Describe three major approaches to relationship.

15. (a) Discuss the concept of PERT and CPM and their uses as control device.

Or

(b) Explain the concept of human resource accounting.

Reg. No. :

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Question Paper Code : 80001

M.B.A. DEGREE EXAMINATION, AUGUST 2015.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Explain briefly Henry Fayol's principles of management.
2. Mention the elements of Scientific Management.
3. Distinguish between decision making under certainty, uncertainty and risk.
4. What is Break Even Point?
5. Define Strategic Business Unit with an example.
6. Define 'Span of Control'.
7. What is On the Job Training?
8. What are the common barriers to effective communication?
9. What is meant by feed forward control in management?
10. What is Zero-base Budgeting?

PART B — (5 × 16 = 80 marks)

11. (a) Define Management. Explain the functions of management.

Or

- (b) What are the approaches available to analyze management situations? Explain the systems approach to operational management.

12. (a) Discuss the process of planning. What are the limitations of Planning?
What actions can be taken to make planning more effective?

Or

- (b) Explain in detail the steps in decision making process with examples.
Also explain in detail any two decision making tools.

13. (a) Give a comparative account of the merits and limitations of
centralization and decentralization.

Or

- (b) (i) Explain functional department. (8)
(ii) Explain about Line and Staff authority. (8)

14. (a) What is motivation? Compare and contrast the Maslow and Herzberg
theories of motivation.

Or

- (b) Define 'leadership'. Explain different styles of leadership and suggest a
right style for Indian managers.

15. (a) What is controlling? Discuss the importance of control in organisation.
Explain the steps involved in the controlling process.

Or

- (b) Explain the different types of performance control tools used for
monitoring and measuring organizational performance.

12. (a) Explain the various types of planning methods used in management.

Or

(b) Describe the functions involved in decision making process.

13. (a) Describe the various types of organization structures used in modern organizations.

Or

(b) Discuss the factors affecting span of control.

14. (a) Explain the process of recruitment and selection used in organizations.

Or

(b) Explain the process of communication. Discuss the barriers to communication.

15. (a) Describe the components and functions of a management control system.

Or

(b) Explain the types of controls used in organizations. Discuss the problems faced in putting these controls into action.

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Question Paper Code : 96001

M.B.A. DEGREE EXAMINATION, FEBRUARY/MARCH 2014.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What are the different levels of Management?
2. Mention the different schools of management thought.
3. What is break even analysis?
4. List the advantages of planning.
5. What are the limitations of centralization?
6. What are the features of a functional structure?
7. What is induction?
8. What is autocratic leadership?
9. What is budgetary control?
10. What is feed forward control?

PART B — (5 × 16 = 80 marks)

11. (a) List and define Fayol's general principles of management.

Or

- (b) Discuss Mintzberg's classification of Managerial Roles.

12. (a) Explain in detail the planning process.

Or

- (b) Explain in detail the approaches to decision-making.

13. (a) List the possible causes of conflict in centralization and decentralization and suggest appropriate action to minimize the effect of these causes.

Or

- (b) List and explain the factors that form the basis of organization structures.

14. (a) Explain the sources of recruitment.

Or

- (b) Explain approaches to leadership through managerial grid.

15. (a) Explain the controlling process.

Or

- (b) Explain the different controlling techniques that can be used in organizations.
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Reg. No. :

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Question Paper Code : 86001

M.B.A. DEGREE EXAMINATION, AUGUST 2013.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Mention the different schools of management thought.
2. What is staffing?
3. What do you mean by satisficing in rational decision making?
4. How is the break-even point determined?
5. Distinguish between 'Line' and 'Staff'.
6. Differentiate the terms 'centralisation' and 'de-centralisation'.
7. State the objectives of Induction.
8. What is the meaning of semantic gap?
9. How are audits different from appraisal?
10. What is budgetary control?

PART B — (5 × 16 = 80 marks)

11. (a) Why is managing in global environment so important today?

Or

- (b) Critically examine the contributions of management thinkers of your choice.

12. (a) How are decision models and decision trees used by managers?

Or

- (b) Explain the different types of planning.

13. (a) Explain the bases of departmentation in organizations.

Or

(b) Explain the difference in Organic and Mechanistic Structures.

14. (a) Discuss the sources of recruitment.

Or

(b) Examine the various leadership styles.

15. (a) Discuss the relationship between planning and controlling functions.

Or

(b) Explain the various forms of management control systems.

13. (a) Discuss the bases for departmentation.

Or

(b) Define important elements of a matrix structure.

14. (a) Explain the significance of the human resource processes.

Or

(b) Explain the various styles of leadership with their suitability.

15. (a) Discuss the modern techniques of control.

Or

(b) Discuss the steps in controlling and requirements for adequate control.

Reg. No. :

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Question Paper Code : 75501

M.B.A. DEGREE EXAMINATION, AUGUST 2012.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007-2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is TOWS Matrix?
2. What is the difference between efficiency and effectiveness?
3. Define planning premises.
4. Define Decision Making.
5. List the difference between certainty, risk, and uncertainty.
6. What is scalar principle?
7. Define Decentralization.
8. What are the advantages of democratic leadership?
9. What is the difference between immediate corrective action and basic corrective action?
10. What is Management Control System?

PART B — (5 × 16 = 80 marks)

11. (a) In an essay, discuss the work of Henri Fayol as it relates to the general administrative approach to management.

Or

- (b) Discuss the importance of studying management. Also, list at least five rewards and five challenges of being a manager.
12. (a) In a short essay, define planning and discuss the characteristics of formal versus informal planning as used in various organizations.

Or

- (b) List and discuss the steps in the decision-making process.
13. (a) What is departmentation? Explain any four types of departmentation with illustrations.

Or

- (b) Describe in detail matrix and project structures. What are the advantages and disadvantages of these structures?
14. (a) List and discuss the various sources in which leader power has been identified. Include specific examples of each source of power to support your answer.

Or

- (b) In an essay, discuss the unique problems faced in trying to motivate professional employees, contingent workers, and low-skilled, minimum-wage employees. Include a discussion of various methods that can be implemented to motivate these types of employees.
15. (a) Define and discuss feed forward, concurrent, and feedback controls with examples.

Or

- (b) In an essay, list and discuss the four main types of performance control tools used for monitoring and measuring organizational performance.

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Question Paper Code : 85501

M.B.A. DEGREE EXAMINATION, FEBRUARY 2012.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is a scalar chain?
2. What is a verifiable objective?
3. What is a Break-Even-Point?
4. What are the features of a Matrix structure?
5. What are the advantages of an organic structure over mechanistic structure?
6. What is Grapevine?
7. List hygiene factors.
8. What are the components of a system?
9. What are the limitations of a committee?
10. What are the causes of semantic barriers?

PART B — (5 × 16 = 80 marks)

11. (a) What are the advantages and disadvantages of using committees for administration?

Or

- (b) Discuss how and why communication barriers occur.

12. (a) Enumerate the different styles of leadership.

Or

(b) Explain the approaches to decision-making process.

13. (a) Explain the process of recruitment and selection.

Or

(b) Discuss the differences between Centralisation and Decentralisation.

14. (a) Explain the human relations approach to management.

Or

(b) Discuss the process of communication.

15. (a) Discuss the benefits of training to the Managers, Supervisors and Workers.

Or

(b) Write a note on the uses of management control systems.

Reg. No. :

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Question Paper Code : 95501

M.B.A. DEGREE EXAMINATION, AUGUST 2011.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is the meaning of contingent workforce?
2. What is span of control?
3. Contrast strategic and operational plans.
4. What is the relationship between planning and control?
5. What are the features of a mechanistic structure?
6. Distinguish between leadership and management.
7. Contrast Line and Staff Authority.
8. Identify Leadership qualities.
9. List communication barriers.
10. What is a Gantt chart?

PART B — (5 × 16 = 80 marks)

11. (a) Describe the effects of globalization on the economy and on organizations.

Or

- (b) How has a focus on core competencies changed the ways in which organizations are structured and managed?

12. (a) Discuss the steps in the rational decision-making model.

Or

- (b) What can managers do to improve their decision making and explain the tools used for decision making?

13. (a) What is departmentation? In what ways can management departmentalize? Explain the pros and cons of each type of departmentation.

Or

- (b) Elaborate the various key elements of organization structure.

14. (a) Explain the significance of the staffing process. List the steps in staffing process.

Or

- (b) Discuss Maslow's hierarchy of needs and compare this theory with 2 factor theory.

15. (a) Discuss the diagnostic control systems and budgetary systems.

Or

- (b) Discuss the Boundary Control Systems and Interactive Control Systems.

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Question Paper Code : 85501

M.B.A. DEGREE EXAMINATION, FEBRUARY 2011.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is the role of a Disseminator in an organization?
2. List the three essential skills according to Katz that managers need to perform the duties.
3. Define Programmed decisions.
4. Define Planning premises.
5. What are the different bases of power?
6. List some factors affecting span of control.
7. Define Autocratic Leadership.
8. Define Motivation.
9. Define feed forward control.
10. List any four different types of Budgets.

PART B — (5 × 16 = 80 marks)

11. (a) In an essay, discuss the work of Henri Fayol as it relates to the general administrative approach to management.

Or

- (b) In a short essay, describe how managers are affected by the global economic environment. Name some of the major global environmental factors that affect management, and explain why each is important.

12. (a) Define the following types of plans :

- (i) Strategic plans
- (ii) Operational plans
- (iii) Long-term plans
- (iv) Short-term plans
- (v) Specific plans
- (vi) Directional plans
- (vii) Single-use plans
- (viii) Standing plans.

(8 × 2 = 16)

Or

(b) List and discuss the steps in the decision-making process.

13. (a) In detail discuss any five common forms of departmentalization.

Or

- (b) (i) Differentiate between formal and informal organization. (8)
- (ii) Bring out the factors determining the effective span of control. (8)

14. (a) List and discuss any five specific recommendations that should be followed when motivating employees.

Or

(b) In a short essay, list and discuss any five of the best-known selection devices that managers can use to reduce accept and reject errors when hiring new employees. Include an analysis of the strengths and weaknesses of each of these selection devices to support your answer.

15. (a) In an essay, list and discuss the different types of performance control tools used for monitoring and measuring organizational performance.

Or

(b) Discuss the role that the quality of information plays in organizational control.

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Question Paper Code : GG 1501

M.B.A. DEGREE EXAMINATION, AUGUST 2010.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What are the characteristics of bureaucracy?
2. What are the principles of scientific management?
3. What is MBO?
4. Distinguish between Programmed and Nonprogrammed decisions.
5. Define Line and Staff authority.
6. What are the advantages and disadvantages of a matrix organization?
7. Mention the sources of recruitment.
8. Distinguish between Autocratic and Participative Leaders.
9. Give a summary of Aldefer's ERG Theory.
10. What are the fundamentals of an effective control system?

PART B — (5 × 16 = 80 marks)

11. (a) What are the General Management principles advocated by Henry Fayol?

Or

- (b) Explain the Systems Approach to Management.

12. (a) Give a detailed description of the general activities of an organization planner must perform.

Or

- (b) Examine the usage of various decision making tools.
13. (a) Explain three factors that management structure is based on and illustrate the factors you listed in organization charts.

Or

- (b) What steps can managers take to increase the probability that subordinates will accept their authority? Be sure to explain how each of these steps increases the probability.
14. (a) Explain job analysis, job description and job specification.

Or

- (b) List and describe three communication macro barriers and three communication micro barriers.
15. (a) What are Theory X and Theory Y? What does each of these theories tell us about motivating organization members?

Or

- (b) Discuss the basic types of control used in organizations. What comes in the way of successful controlling?

G 4501

M.B.A. DEGREE EXAMINATION, MAY/JUNE 2007.

First Semester

BA 1601 — STATISTICS FOR MANAGEMENT

(Regulation 2005)

Time : Three hours

Maximum : 100 marks

Statistical tables to be permitted.

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Determine all the possible elements of a sample space when you are interested in finding out the probability in the tossing of three coins.
2. If the occurrence of event B affects the probability of occurrence of event A,
 - (a) How do you find the probability of occurrence of A, given that B has occurred?
 - (b) Suppose when the events A and B are independent how do you find $P(AB)$.
3. Define sampling distribution.
4. How do you calculate the standard error of the mean? And the standard error of the proportion?
5. What do you understand by the term alternative hypothesis?
6. Define one tailed test and two tailed test.
7. Define level of significance and power of a test.
8. Name three non parametric tests that are used for examining hypothesis about location in the case of two independent samples.
9. List the different components of time series data.
10. Define product moment correlation.

PART B — (5 × 16 = 80 marks)

11. (a) (i) The amount of soft drink in a 12 OZ can manufactured by a company, is known to be well approximated by a normal distribution with a mean of 12 OZ and a standard deviation of 0.025 OZ.
- (1) What percentage of cans should have less than 11.60 OZ?
 - (2) What percentage of cans will not vary by more than 0.30 OZ from the mean?
 - (3) Find the probability of getting four cans that all have less than 12 OZ if a random sample of four cans is selected. (12)
- (ii) Draw the standard normal distribution and explain its characteristic? (4)

Or

- (b) (i) Three machines all turn out non ferrous castings. Machine A produces 1% defective and machine B - 2% and machine C — 5%. Each machine produces 1/3 of the output. An inspector examines a single casting, which he determines as non defective? Estimate the probabilities of its having been produced by each machine. (8)
- (ii) A tree farm estimates that when an experienced serviceman plants trees, 90% survive, but when a novice plants trees, only 50% survive. If a tree previously planted fails to survive, find the probability that the novice planted it, given that novices ordinarily plant 2/3 of the trees. (8)
12. (a) (i) Determine the sample size using the formula for the standard error of proportion given that
- (1) Level of precision = ± 0.05
 - (2) Confidence level = 95 %
 - (3) Estimate of the population proportion 64%. (4)
- (ii) Determine the sample size using the formula for the standard error of the means given that
- (1) Level of precision = ± 5
 - (2) Confidence level = 95 %
 - (3) The standard deviation of the populations = 55. (4)
- (iii) Explain the various sampling techniques. (8)

Or

- (b) (i) Determine the confidence interval for 95% confidence limit for a sample of $n = 465$ is drawn and these observations generate a mean of 180 and a sample standard deviation of 50. (4)

- (ii) Determine the confidence interval for 95% confidence limit for a sample of size 355 that has been taken, the proportion p is calculated as 0.55. (4)
 - (iii) State and explain the central limit theorem with its application. (8)
13. (a) A new machine attachment would be introduced if it receives a mean of atleast 7 on a ten point scale. A sample of 20 purchase engineers is shown the attachment and asked to evaluate it. The results indicate a mean rating of 7.9 with a standard deviation of 1.6. A significance level of $\alpha = 0.05$ is selected. Should the attachment be introduced. (16)

Or

- (b) A case involving proportions of two independent samples is illustrated in the table, which gives the number of users and non users of jeans in the country A and country B. Is the proportion of users the same in the country A and country B samples at a significance level of $\alpha = 0.05$? (16)

Users for the country A and country B

Sample	Useage of Jeans		Row totals
	Users	Non-users	
Country A	160	40	200
Country B	120	80	200
Column Totals	280	120	

14. (a) A purchase manager wanted to test if the variance of prices of un branded shirts was higher than the variance of prices of branded shirts. He needed strong evidence before he could conclude that the variance of prices of un branded shirts was higher than the variance of prices of branded shirts. He obtained price quotations from various shops and found that the sample variance of prices of un branded shirts from 13 shops was 27.5. Similarly, the sample variance of prices of a certain brand of shirts from 9 stores was 11.20. What can the purchase manager conclude at a significance level of 0.05? (16)

Or

- (b) In an effort to decrease transportation costs, Central Taxi provided instruction in driving for economy for each of its twenty-four cab drivers. Test the results using a 0.05 level of significance and the sign test. (16)

Driver	Miles/gallon		Driver	Miles/gallon	
	Before	After		Before	After
1	15.2	15.2	13	15.4	15.8
2	14.3	14.7	14	15.8	15.8
3	13.8	15.0	15	13.2	13.1
4	17.1	17.0	16	13.1	14.4
5	16.4	16.9	17	15.0	16.5
6	15.1	15.7	18	16.4	16.5

Driver	Miles/gallon		Driver	Miles/gallon	
	Before	After		Before	After
7	15.1	16.2	19	13.9	14.0
8	16.2	16.4	20	14.8	15.5
9	16.7	16.4	21	14.4	16.2
10	14.2	15.0	22	15.5	16.1
11	17.2	17.4	23	14.5	14.2
12	16.8	16.0	24	16.0	16.2

15. (a) (i) A researcher wants to explain attitudes towards a respondent's city of residence in terms of duration of residence in the city. The attitude is measured on an 11 points scale. (1 = do not like the city, 11 = very much like the city), and the deviation of residence is measured in terms of the number of years the respondent has lived in the city. In a pretest of 12 respondents, the data shown in the table are obtained. Find the correlation between attitude and duration. (10)

Respondent Number	Attitude towards the city	Duration of residence
1	6	10
2	9	12
3	8	12
4	3	4
5	10	12
6	4	6
7	5	8
8	2	2
9	11	18
10	9	9
11	10	17
12	2	2

- (ii) How do you calculate R^2 value and if R^2 value is less, as a researcher what do you do? (6)

Or

- (b) From the time series data below, using (i) last period demand (ii) arithmetic average (iii) two month moving average technique find the forecast for period 7 and choose the best technique using mean absolute deviation (MAD)? (16)

Month	1	2	3	4	5	6
Demand	20	30	40	30	50	58

Reg. No. :

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Z 1501

M.B.A. DEGREE EXAMINATION, FEBRUARY 2009.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is the difference between efficiency and effectiveness?
2. Define Management.
3. State the techniques used for Decision Making.
4. What is the difference between strategic plans and tactical plans?
5. Differentiate Manager and Leader.
6. What is a boundaryless organization?
7. What is the difference between an entrepreneur and an intrepeneur?
8. List any two traits that differentiate leaders from nonleaders.
9. What is the difference between immediate corrective action and basic corrective action?
10. Define the term "Productivity".

PART B — (5 × 16 = 80 marks)

11. (a) "Management is a combination of Arts, Science and Profession" Explain fully.

Or

- (b) In a short essay, list and discuss seven of the ten managerial roles according to Mintzberg. Include specific examples of each role and group each according to interpersonal, informational, and decisional roles.

12. (a) What is planning? Explain in detail the nature and importance of planning function in the present Indian context.

Or

- (b) Define Decision making. Explain in detail the steps in the decision-making process with examples from Indian and international context.

13. (a) Define Delegation of authority. What are the problems in delegation? Explain the principles of effective delegation.

Or

- (b) What is Organization Structure? List and explain the six key elements in designing an organization's structure.

14. (a) Explain in detail the process of selection with special reference to software professionals.

Or

- (b) In a short essay, discuss the unique problems faced in trying to motivate professional employees, contingent workers, and low-skilled, minimum-wage employees. Include a discussion of various methods that can be implemented to motivate these types of employees.

15. (a) What is controlling? What are the principles of effective control? What steps an organization should take before things go out of control?

Or

- (b) What is performance control? Explain in detail the four main types of performance control tools used for monitoring and measuring organizational performance.

Reg. No. :

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Question Paper Code : YY 1501

M.B.A. DEGREE EXAMINATION, FEBRUARY 2010.

First Semester

DBA 1601 — MANAGEMENT CONCEPTS

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Identify the characteristics and behaviors of an ethical manager.
2. What is the management process, and how does it reflect what managers do?
3. Contrast formal with informal planning.
4. How does escalation of commitment affect decision making?
5. Why is the simple structure inadequate in large organizations?
6. Describe what is meant by the term organization design.
7. How does HRM affect managers?
8. Contrasts reject errors and accept errors. Which one is most likely to open an employer to charges of discrimination? Why?
9. What are the advantages and disadvantages of feed forward control?
10. What can management do to reduce the dysfunctionality of controls?

PART B — (5 × 16 = 80 marks)

11. (a) What four common activities comprise the process approach to management? Briefly describe each of them. (16)

Or

- (b) Describe the shifts in the types of jobs in the work force during the past 100 years. What implications have these shifts created for today's managers? (16)

12. (a) (i) Under what circumstances are short-term plans preferred? Under what circumstances are specific plans preferred. (8)
(ii) Compare an organization's mission with its objectives. (8)

Or

- (b) (i) Explain how decision making is related to the planning process. (8)
(ii) How do creativity, certainty, risk and uncertainty affect individuals when they make a decision? (8)

13. (a) (i) How are authority and organization structure related? Authority and power. (8)
(ii) Describe the characteristics of a boundaryless organization structure. (8)

Or

- (b) Explain the types of Departmentation in detail. (16)

14. (a) Explain the various barriers to the communication process. (16)

Or

- (b) How is a least-preferred coworker determined? What is the importance of one's LPC for the Fiedler theory of leadership? (16)

15. (a) What is Management control and explain the types of control in detail. (16)

Or

- (b) Discuss the following :

- (i) Types of Budget. (8)
(ii) PERT and CPM. (8)

12. (a) Discuss the steps in the planning process and the relationship that exists between them.

Or

- (b) Discuss the use of any two decision making tools.

13. (a) Explain using illustration the bases for establishing departments within the formal organization.

Or

- (b) List five possible causes of conflict in line-staff relationships and suggest appropriate action to minimize the effect of these causes.

14. (a) Explain the external sources of recruitment.

Or

- (b) What are the implications of Theories X and Y for motivation practices?

15. (a) Discuss the three basic types of control that can be used in organizations. What are the potential barriers to successful controlling?

Or

- (b) Discuss the three main steps of the controlling process.