PG Odd Semester (CBCS) Exam., December—2018

BUSINESS ADMINISTRATION

(1st Semester)

Course No. : MBACC–101

(Management Process and Principles)

Full Marks : 70
Pass Marks : 28

Time : 3 hours

The figures in the margin indicate full marks for the questions

1. *(a)* Explain the various functions of management. How do managerial roles differ in the organizational hierarchy? 5+3=8

(b) Discuss briefly the human relation approach and system approach to management. 3+3=6

2. *(a)* What is planning? Explain the steps involved in planning. 2+4=6

(b) The Marketing Manager of M. S. Corporation, Aman Mehra, stepped out of the conference hall in a pensive mood

after an important meeting called by the CEO. The meeting was attended by the heads of various departments in the company and was convened to discuss the targets for the coming assessment year. Mehra had a formidable sales target to achieve and wondered how he would be able to meet those seemingly impossible goals. This fear was further aggravated by the fact that the productivity levels of employees in the company had been falling. Mehra was under tremendous pressure from the management to improve the performance of his team. As a first step, Mehra informed his team members about a meeting that he planned to hold next day. He then drafted a plan of action that he intended to discuss with his team. The next day Mehra began the meeting by informing his team members about the corporate meeting he had attended. He then said, "We have a difficult task ahead for this year, and your participation and involvement is essential to achieve the goals". He then invited suggestions from his team members regarding the role to be played by each of them. The meeting then progressed on to setting of individual targets for each of the team members.

Specific goals were therefore, set and agreed upon by all. The team aimed to increase the organizational profits by 18% over the next six months. They sketched out a plan of action to achieve the targets set for the team and decided that they would meet once every two months to monitor their progress — Mehra followed the practice of management by objectives (MBO) while setting goals for team members.

Questions :

(i) Discuss the various phases of the MBO process in the light of the case mentioned. 4

(ii) Explain briefly the various advantages of implementing MBO in organizations. 4

3. *(a)* Define span of supervision. Explain the factors influencing effective span of supervision. 2+6=8

(b) Distinguish between formal and informal organization. 6

OR

4. *(a)* Explain the process of delegation of authority. 7

(b) Why is poor delegation of authority often found to be the most important cause of managerial failure? 7

5. *(a)* Define direction. State the important characteristics of directing. 2+5=7

(b) Briefly explain the different leadership styles. 7

OR

6. Starbucks was started in 1971 by three academicians in Seattle. Ten years later, Howard Schultz joined the company. During his trip to Italy, he realised that the Coffee House can be much more that a simple place where you drink coffee. However, his ideas were not accepted by the owners of the company. Being frustrated, Howard Schultz looked for investors and eventually bought the company. Howard's dream was to not only provide a friendly environment for its customers, but also for its employees providing friendly service. This meant taking good care of its employees by providing health care benefits. Moreover, employees could also purchase stocks in the company. In all, company pay and benefits attracted motivated employees with good skills. Starbucks' aim was 'to build a company with soul'. This means that employees had to listen carefully to what customers want and meet their expectations. The customer-oriented philosophy was expressed in the mission statement. The mission statement

resulted in strategies that lead to international expansion. In 2006, Starbucks Website showed 16 international countries. The longer range goal was to have some 25000 stores in various locations. Since 2002, the company worked with T-mobile USA by providing internet access in the Coffee Shops. Moreover Starbucks partnered with Pepsi Co and Dreyer's Grand Ice-Cream and engaged in licencing agreement with Kraft Foods. Clearly the company has been successful despite competition from coffee makers suck as P & G, Nestle, Kraft General Foods.

Questions :

(a) Why was Starbucks so successful? 5

(b) Throw light on the leadership skills of Howard Schultz in making Starbucks successful. 6

(c) How does Starbucks differ from other Coffee Houses? 3

7. *(a)* What do you mean by communication network? 6

(b) Explain the various types of communication with their relative merits and demerits. 8

OR

8. *(a)* What advantages do the Multinational Corporations have? Mention the major features of the Multinational Corporations. 4+6=10

(b) Differentiate between Multinational and Transnational Corporations. 4

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