
PAST PAPERS SOLUTION (2014 - 2017)

PRINCIPLES OF MANAGEMENT (IT - 302)

~ (2014) ~

~ SHORT QUESTIONS ~

Q no 1: Name four “ Decisional ” roles, as described by henry mintsberg ?

Decisional Roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

Q no 2: Compare “ Centralized decision making ” with “ Decentralized decision making ” ?

More Centralization	More Decentralization
<ul style="list-style-type: none">• Environment is stable.• Lower-level managers are not as capable or experienced at making decisions as upper-level managers.• Lower-level managers do not want a say in decisions.• Decisions are relatively minor.• Organization is facing a crisis or the risk of company failure.• Company is large.• Effective implementation of company strategies depends on managers retaining say over what happens.	<ul style="list-style-type: none">• Environment is complex, uncertain.• Lower-level managers are capable and experienced at making decisions.• Lower-level managers want a voice in decisions.• Decisions are significant.• Corporate culture is open to allowing managers a say in what happens.• Company is geographically dispersed.• Effective implementation of company strategies depends on managers having involvement and flexibility to make decisions.

Q no 3: With reference to Porter's competitive strategies, highlight when a company should adopt " Focus " strategy ?

Although these two competitive strategies are aimed at the broad market, the final type of competitive strategy—the *focus strategy*—involves a cost advantage (cost focus) or a differentiation advantage (differentiation focus) in a narrow segment or niche. Segments can be based on product variety, customer type, distribution channel, or geographical location. For example, Denmark's Bang & Olufsen, whose revenues are over \$527 million, focuses on high-end audio equipment sales. Whether a focus strategy is feasible depends on the size of the segment and whether the organization can make money serving that segment.

Q no 4: Compare the issues related to the " internal " vs " external " recruiting ?

Internal recruiting is when a business or organisation intends to fill a vacancy from within its existing workforce. External recruitment on the other hand is when an organisation looks to fill vacancies from applicants outside of the company.

Q no 5: Differentiate " Job centered " leadership behavior and " Employee centered " leadership behavior ?

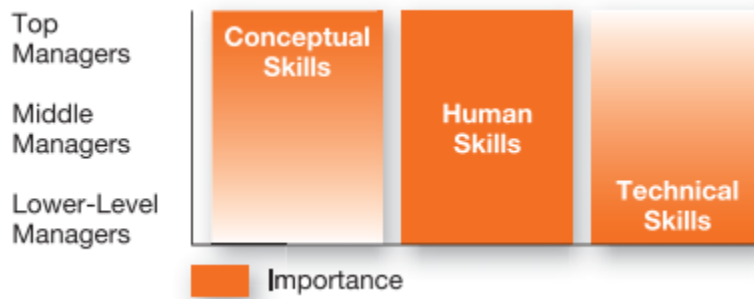
Employee-centered leadership is a style of leadership that focuses on the needs of employees and supporting them in their work. In contrast, job-centered leadership focuses on task completion and achieving results. There are situations when employee-centered leadership is better than job-centered leadership. 06-Sept-2022

~ LONG QUESTIONS ~

Q no 1: Highlight various “ Management skills ” required for a good manager ? Explain with examples.

What types of skills do managers need? Robert L. Katz proposed that managers need three critical skills in managing: technical, human, and conceptual.²⁵ (Exhibit 1-6 shows the relationships of these skills to managerial levels.) **Technical skills** are the job-specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically are managing employees who use tools and techniques to produce the organization's products or service the organization's customers. Often, employees with excellent technical skills get promoted to first-line manager. For example, Mark Ryan of Verizon Communications manages almost 100 technicians who service half a million of the company's customers. Before becoming a manager, however, Ryan was a telephone lineman. He says, “The technical side of the business is important, but managing people and rewarding and recognizing the people who do an outstanding job is how we (Verizon) are going to succeed.”²⁶ Ryan is a manager who has technical skills, but also recognizes the importance of **human skills**, which involve the ability to work well with other people both individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. Finally, **conceptual skills** are the skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.

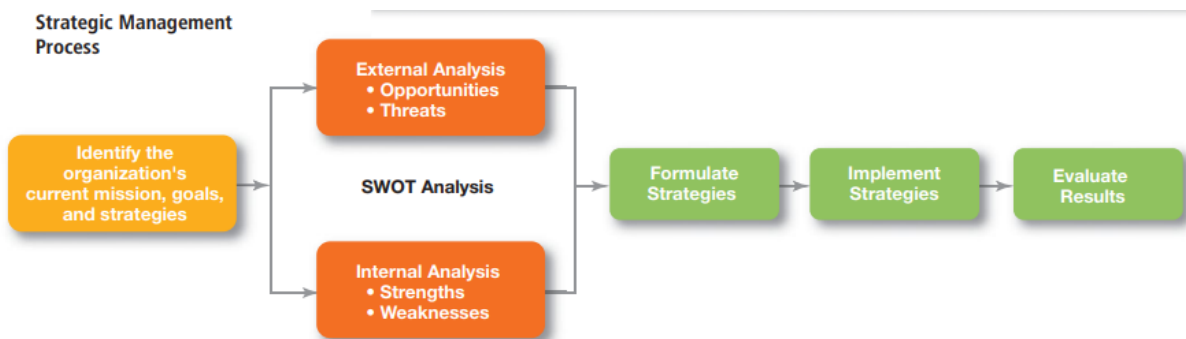
- Managing human capital
- Inspiring commitment
- Managing change
- Structuring work and getting things done
- Facilitating the psychological and social contexts of work
- Using purposeful networking
- Managing decision-making processes
- Managing strategy and innovation
- Managing logistics and technology



Q no 2: What is Strategic management ? Highlight the steps of the Strategic management process with a brief description of each?

strategic management process
 A six-step process that encompasses strategic planning, implementation, and evaluation

The **strategic management process** (see Exhibit 9-1) is a six-step process that encompasses strategy planning, implementation, and evaluation. Although the first four steps describe the planning that must take place, implementation and evaluation are just as important! Even the best strategies can fail if management doesn't implement or evaluate them properly.



Step 1: Identifying the Organization's Current Mission, Goals, and Strategies

Every organization needs a **mission**—a statement of its purpose. Defining the mission forces managers to identify what it's in business to do. For instance, the mission of Avon is "To be the company that best understands and satisfies the product, service, and self-fulfillment needs of women on a global level." The mission of Facebook is "a social utility that connects you with the people around you." The mission of the National Heart Foundation of Australia is to "reduce suffering and death from heart, stroke, and blood vessel disease in Australia." These statements provide clues to what these organizations see as their purpose. What should a mission statement include? Exhibit 9-2 describes some typical components.

Step 2: Doing an External Analysis

What impact might the following trends have for businesses?

- ▶ With the passage of the national health care legislation, every big restaurant chain will now be required to post calorie information on their menus and drive-through signs.
- ▶ Cell phones are now used by customers more for data transmittal and retrieval than for phone calls.
- ▶ The share of new high-school graduates enrolled in college hit a record high in 2009 and continues to climb.¹¹

We described the external environment in Chapter 2 as an important constraint on a manager's actions. Analyzing that environment is a critical step in the strategic management process. Managers do an external analysis so they know, for instance, what the competition is doing, what pending legislation might affect the organization, or what the labor supply is like in locations where it operates. In an external analysis, managers should examine the economic, demographic, political/legal, sociocultural, technological, and global components to see the trends and changes.

Once they've analyzed the environment, managers need to pinpoint opportunities that the organization can exploit and threats that it must counteract or buffer against. **Opportunities** are positive trends in the external environment; **threats** are negative trends.

Step 3: Doing an Internal Analysis

Now we move to the internal analysis, which provides important information about an organization's specific resources and capabilities. An organization's **resources** are its assets—financial, physical, human, and intangible—that it uses to develop, manufacture, and deliver products to its customers. They're "what" the organization has. On the other hand, its **capabilities** are its skills and abilities in doing the work activities needed in its business—"how" it does its work. The major value-creating capabilities of the organization are known as its **core competencies**.¹² Both resources and core competencies determine the organization's competitive weapons.

After completing an internal analysis, managers should be able to identify organizational strengths and weaknesses. Any activities the organization does well or any unique resources that it has are called **strengths**. **Weaknesses** are activities the organization doesn't do well or resources it needs but doesn't possess.

The combined external and internal analyses are called the **SWOT analysis**, which is an analysis of the organization's strengths, weaknesses, opportunities, and threats. After completing the SWOT analysis, managers are ready to formulate appropriate strategies—that is, strategies that (1) exploit an organization's strengths and external opportunities, (2) buffer or protect the organization from external threats, or (3) correct critical weaknesses.

Step 4: Formulating Strategies

As managers formulate strategies, they should consider the realities of the external environment and their available resources and capabilities in order to design strategies that will help an organization achieve its goals. The three main types of strategies managers will formulate include corporate, competitive, and functional. We'll describe each shortly.

Step 5: Implementing Strategies

Once strategies are formulated, they must be implemented. No matter how effectively an organization has planned its strategies, performance will suffer if the strategies aren't implemented properly.

Step 6: Evaluating Results

The final step in the strategic management process is evaluating results. How effective have the strategies been at helping the organization reach its goals? What adjustments are necessary? After assessing the results of previous strategies and determining that changes were needed, Ursula Burns, Xerox's CEO, made strategic adjustments to regain market share and improve her company's bottom line. The company cut jobs, sold assets, and reorganized management. (See Leader Who Made a Difference box on p. 230.)

Q no 3: What is “ Performance Appraisal “ ? Name some appraisal methods ? Which one do you think is best and why ? Explain your answer with logical reason.

Managers need to know whether their employees are performing their jobs efficiently and effectively. That’s what a **performance management system** does—establishes performance standards that are used to evaluate employee performance.

PERFORMANCE APPRAISAL METHODS. More than 70 percent of managers admit they have trouble giving a critical performance review to an underachieving employee.⁵⁹ It’s particularly challenging when managers and employees alike sense that they’re not beneficial.⁶⁰ Although appraising someone’s performance is never easy, especially with employees who aren’t doing their jobs well, managers can be better at it by using any of the seven different performance appraisal methods. A description of each of these methods, including advantages and disadvantages, is shown in Exhibit 12-10.

Written Essay

Evaluator writes a description of employee’s strengths and weaknesses, past performance, and potential; provides suggestions for improvement.

- + Simple to use
- May be better measure of evaluator’s writing ability than of employee’s actual performance

Critical Incident

Evaluator focuses on critical behaviors that separate effective and ineffective performance.

- + Rich examples, behaviorally based
- Time-consuming, lacks quantification

Graphic Rating Scale

Popular method that lists a set of performance factors and an incremental scale; evaluator goes down the list and rates employee on each factor.

- + Provides quantitative data; not time-consuming
- Doesn’t provide in-depth information on job behavior

BARS (Behaviorally Anchored Rating Scale)

Popular approach that combines elements from critical incident and graphic rating scale; evaluator uses a rating scale, but items are examples of actual job behaviors.

- + Focuses on specific and measurable job behaviors
- Time-consuming; difficult to develop

Multiperson Comparison

Employees are rated in comparison to others in work group.

- + Compares employees with one another
- Difficult with large number of employees; legal concerns

MBO

Employees are evaluated on how well they accomplish specific goals.

- + Focuses on goals; results oriented
- Time-consuming

360-Degree Appraisal

Utilizes feedback from supervisors, employees, and coworkers.

- + Thorough
- Time-consuming

360-degree appraisal is hailed as the best approach because it's all-encompassing (the secret's in the name!) and can give such a well-rounded view of an employee. The feedback is usually taken by a questionnaire designed for this purpose. 20-Nov-2019

~ (2015) ~

~ SHORT QUESTIONS ~

Q no 1: What is management by objective ?

Instead of using traditional goal setting, many organizations use **management by objectives (MBO)**, a process of setting mutually agreed-upon goals and using those goals to evaluate employee performance. If Francisco were to use this approach, he would sit down with each member of his team and set goals and periodically review whether progress was being made toward achieving those goals. MBO programs have four elements: goal specificity, participative decision making, an explicit time period, and performance feedback.¹⁴

Q no 2: Define technical skills of management ?

Technical skills are the job-specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically are managing employees who use tools and techniques to produce the organization's products or service the organization's customers. Often, employees with excellent technical skills get promoted to first-line manager.

Q no 3: What is the difference between organizational goal and strategy ?

What are organizational goals? Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts. There are many advantages to establishing organizational goals.

An organizational strategy is a strategic plan generally developed by the leadership team detailing how your business will allocate resources (like inventory, time, and funding) to support all its business activities. General business activities might include:
Creating or purchasing inventory to meet market demand.

Q no 4: What is the contingency approach of management ?

contingency approach

A management approach that recognizes organizations as different, which means they face different situations (contingencies) and require different ways of managing

A good way to describe contingency is “if, then.” *If* this is the way my situation is, *then* this is the best way for me to manage in this situation. intuitively logical because organizations and even units within the same organization differ—in size, goals, work activities, and the like. It would be surprising to find universally applicable management rules that would work in *all* situations.

Q no 5: Explain the process of human resource management process ?

HRM is important for three reasons. First, it can be a significant source of competitive advantage as various studies have concluded.³ And that’s true for organizations around the world, not just U.S. firms. The Human Capital Index, a comprehensive study of more than 2,000 global firms, concluded that people-oriented HR gives an organization an edge by creating superior shareholder value.⁴

Second, HRM is an important part of organizational strategies. Achieving competitive success through people means managers must change how they think about their employees and how they view the work relationship. They must work with people and treat them as partners, not just as costs to be minimized or avoided. That’s what people-oriented organizations such as Southwest Airlines and W. L. Gore do.

Q no 6: Outline five needs in Maslow’s hierarchy of need theory ?

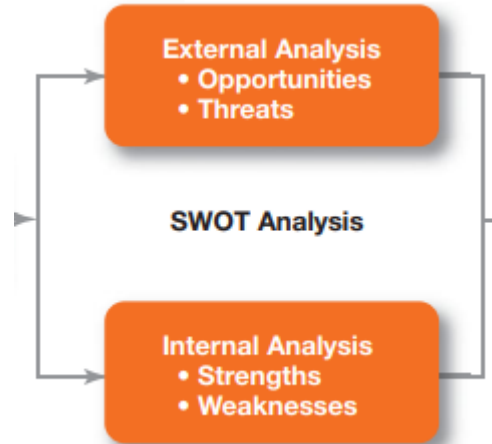
Maslow’s need theory was widely recognized during the 1960s and 1970s, especially among practicing managers, probably because it was intuitively logical and easy to understand. But Maslow provided no empirical support for his theory, and several studies that sought to validate it could not.⁹

The best-known theory of motivation is probably Abraham Maslow’s **hierarchy of needs theory**.⁸ Maslow was a psychologist who proposed that within every person is a hierarchy of five needs:

1. **Physiological needs:** A person's needs for food, drink, shelter, sex, and other physical requirements.
2. **Safety needs:** A person's needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met.
3. **Social needs:** A person's needs for affection, belongingness, acceptance, and friendship.
4. **Esteem needs:** A person's needs for internal esteem factors such as self-respect, autonomy, and achievement and external esteem factors such as status, recognition, and attention.
5. **Self-actualization needs:** A person's needs for growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.

Q no 7: Explain SWOT analysis ?

The combined external and internal analyses are called the **SWOT analysis**, which is an analysis of the organization's *strengths*, *weaknesses*, *opportunities*, and *threats*.



Q no 8: Explain unstructured problems ?

Not all the problems managers face can be solved using programmed decisions. Many organizational situations involve **unstructured problems**, which are problems that are new or unusual and for which information is ambiguous or incomplete.

Q no 9: Explain operational plans ?

Plans that encompass a particular operational area of the organization are called **operational plans**.

Q no 10: Difference between leading and controlling ?

leading

Management function that involves working with and through people to accomplish organizational goals

controlling

Management function that involves monitoring, comparing, and correcting work performance

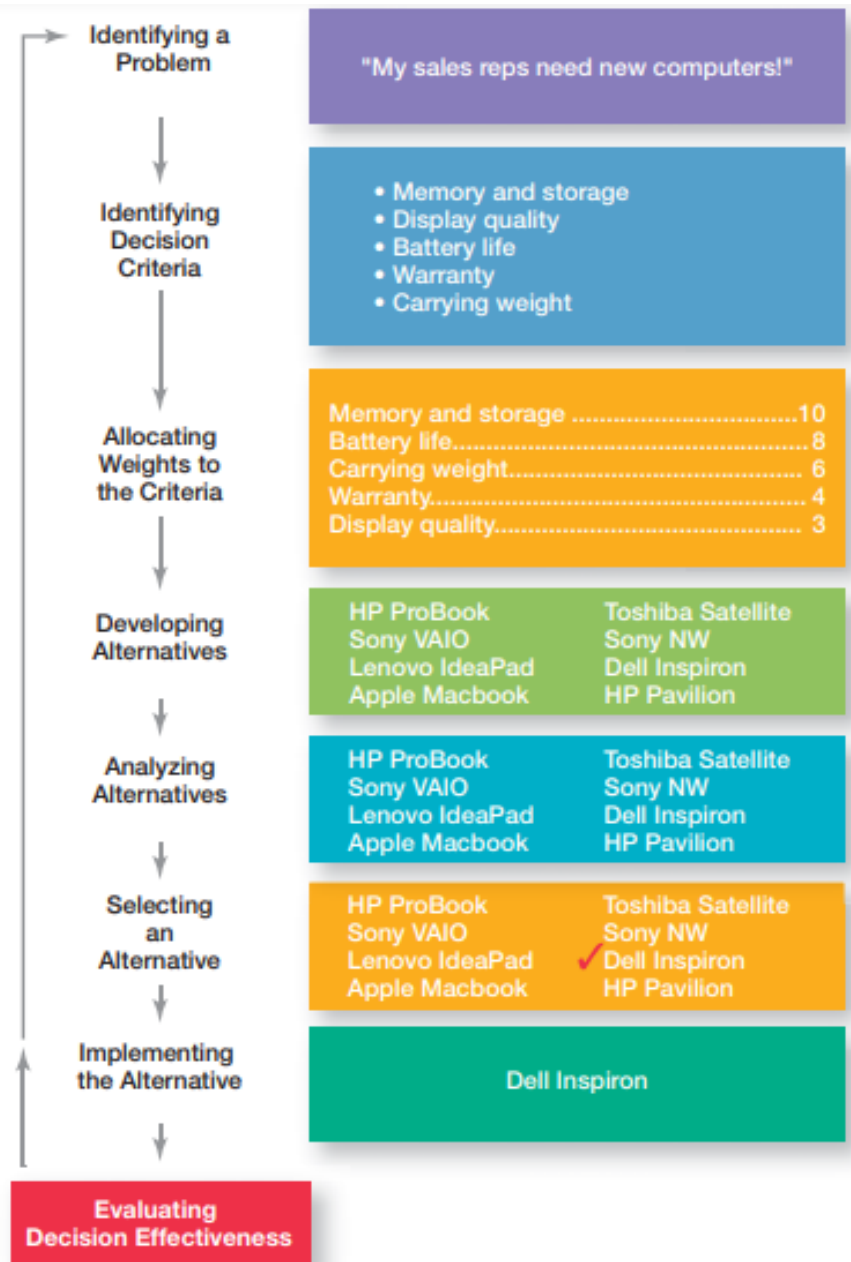
~ LONG QUESTIONS ~

Q no 1: What is decision making? Explain organizational decision making types and processes in detail.

Managers at all levels and in all areas of organizations make **decisions**. That is, they make choices. For instance, top-level managers make decisions about their organization's goals, where to locate manufacturing facilities, or what new markets to move into. Middle and lower-level managers make decisions about production schedules, product quality problems, pay raises, and employee discipline. Making decisions isn't something that just managers do; all organizational members make decisions that affect their jobs and the organization they work for. But our focus in this chapter is on how *managers* make decisions.

Although decision making is typically described as choosing among alternatives, that view is too simplistic. Why? Because decision making is (and should be) a process, not just a simple act of choosing among alternatives.³

Exhibit 7-1 shows the eight steps in the decision-making process. This process is as relevant to personal decisions as it is to



Step 1: Identifying a Problem

Your team is dysfunctional, your customers are leaving, or your plans are no longer relevant.⁴ Every decision starts with a **problem**, a discrepancy between an existing and a desired condition.⁵ Amanda is a sales manager whose reps need new laptops because their old ones are outdated and inadequate for doing their job. To make it simple, assume it's not economical to add memory to the old computers and it's the company's policy to purchase, not lease.

Step 2: Identifying Decision Criteria

Once a manager has identified a problem, he or she must identify the **decision criteria** that are important or relevant to resolving the problem. Every decision maker has criteria guiding his or her decisions even if they're not explicitly stated. In our example, Amanda decides after careful consideration that memory and storage capabilities, display quality, battery life, warranty, and carrying weight are the relevant criteria in her decision.

Step 3: Allocating Weights to the Criteria

If the relevant criteria aren't equally important, the decision maker must weight the items in order to give them the correct priority in the decision. How? A simple way is to give the most important criterion a weight of 10 and then assign weights to the rest using that standard. Of course, you could use any number as the highest weight. The weighted criteria for our example are shown in Exhibit 7-2.

	Memory and storage	10			
	Battery life	8			
	Carrying weight	6			
	Warranty	4			
	Display quality	3			

	Memory and Storage	Battery Life	Carrying Weight	Warranty	Display Quality
HP ProBook	10	3	10	8	5
Sony VAIO	8	7	7	8	7
Lenovo IdeaPad	8	5	7	10	10
Apple Macbook	8	7	7	8	7
Toshiba Satellite	7	8	7	8	7
Sony NW	8	3	6	10	8
Dell Inspiron	10	7	8	6	7
HP Pavilion	4	10	4	8	10

Step 4: Developing Alternatives

The fourth step in the decision-making process requires the decision maker to list viable alternatives that could resolve the problem. In this step, a decision maker needs to be creative. And the alternatives are only listed, not evaluated just yet. Our sales manager, Amanda, identifies eight laptops as possible choices. (See Exhibit 7-3.)

Step 5: Analyzing Alternatives

Once alternatives have been identified, a decision maker must evaluate each one. How? By using the criteria established in Step 2. Exhibit 7-3 shows the assessed values that Amanda gave each alternative after doing some research on them. Keep in mind that these data represent an assessment of the eight alternatives using the decision criteria, but *not* the weighting. When you multiply each alternative by the assigned weight, you get the weighted alternatives as shown in Exhibit 7-4. The total score for each alternative, then, is the sum of its weighted criteria.

Sometimes a decision maker might be able to skip this step. If one alternative scores highest on every criterion, you wouldn't need to consider the weights because that alternative would already be the top choice. Or if the weights were all equal, you could evaluate an alternative merely by summing up the assessed values for each one. (Look again at Exhibit 7-3.) For example, the score for the HP ProBook would be 36 and the score for the Sony NW would be 35.

	Memory and Storage	Battery Life	Carrying Weight	Warranty	Display Quality	Total
HP ProBook	100	24	60	32	15	231
Sony VAIO	80	56	42	32	21	231
Lenovo IdeaPad	80	40	42	40	30	232
Apple Macbook	80	56	42	32	21	231
Toshiba Satellite	70	64	42	32	21	229
Sony NW	80	24	36	40	24	204
Dell Inspiron	100	56	48	24	21	249
HP Pavilion	40	80	24	32	30	206

Step 6: Selecting an Alternative

The sixth step in the decision-making process is choosing the best alternative or the one that generated the highest total in Step 5. In our example (Exhibit 7-4), Amanda would choose the Dell Inspiron because it scored higher than all other alternatives (249 total).

Step 7: Implementing the Alternative

In step 7 in the decision-making process, you put the decision into action by conveying it to those affected and getting their commitment to it. We know that if the people who must implement a decision participate in the process, they're more likely to support it than if you just tell them what to do. Another thing managers may need to do during implementation is reassess the environment for any changes, especially if it's a long-term decision. Are the criteria, alternatives, and choice still the best ones, or has the environment changed in such a way that we need to reevaluate?

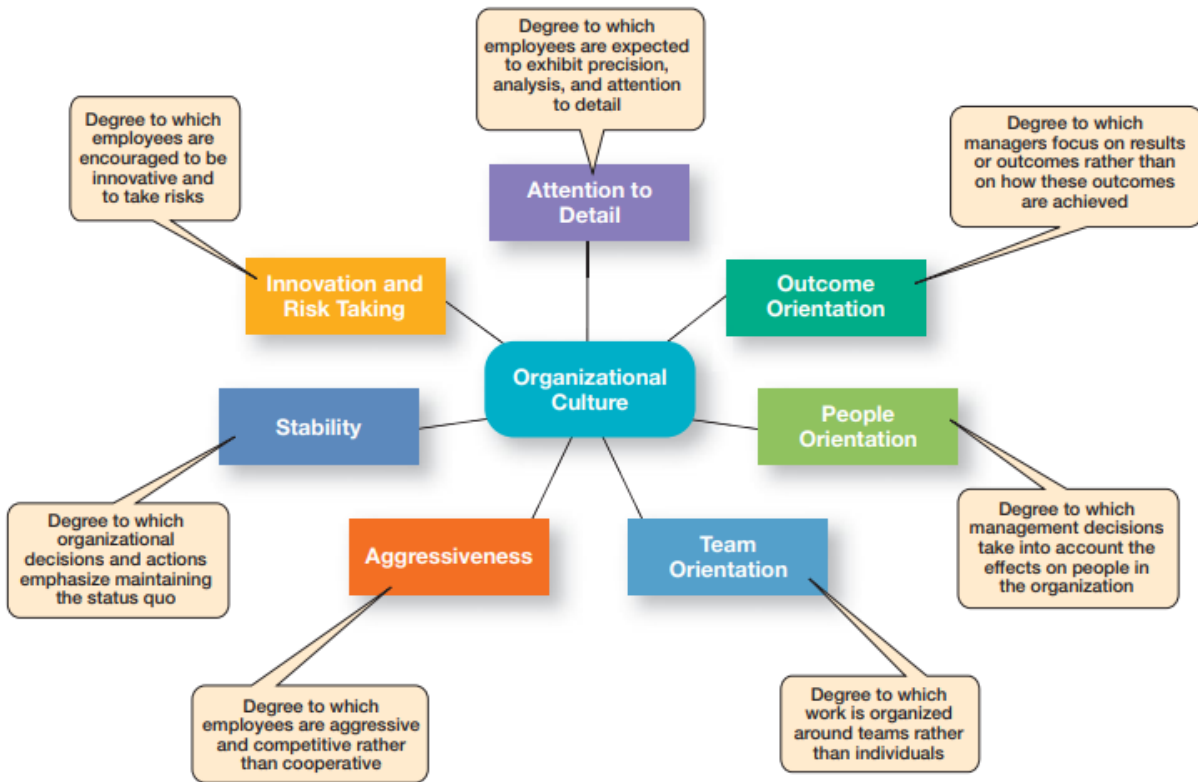
Step 8: Evaluating Decision Effectiveness

The last step in the decision-making process involves evaluating the outcome or result of the decision to see whether the problem was resolved. If the evaluation shows that the problem still exists, then the manager needs to assess what went wrong. Was the problem incorrectly defined? Were errors made when evaluating alternatives? Was the right alternative selected but poorly implemented? The answers might lead you to redo an earlier step or might even require starting the whole process over.

Q no 2: What is organizational culture? Discuss three types of cultures in organization.

Organizational culture has been described as the shared values, principles, traditions, and ways of doing things that influence the way organizational members act. In most organizations, these shared values and practices have evolved over time and determine, to a large extent, how "things are done around here."²¹

Our definition of culture implies three things. First, culture is a *perception*. It's not something that can be physically touched or seen, but employees perceive it on the basis of what they experience within the organization. Second, organizational culture is *descriptive*. It's concerned with how members perceive the culture and describe it, not with whether they like it. Finally, even though individuals may have different backgrounds or work at different organizational levels, they tend to describe the organization's culture in similar terms. That's the *shared* aspect of culture.



Strong Cultures

All organizations have cultures, but not all cultures equally influence employees' behaviors and actions. **Strong cultures**—those in which the key values are deeply held and widely shared—have a greater influence on employees than do weaker cultures.

Strong Cultures	Weak Cultures
Values widely shared	Values limited to a few people—usually top management
Culture conveys consistent messages about what's important	Culture sends contradictory messages about what's important
Most employees can tell stories about company history or heroes	Employees have little knowledge of company history or heroes
Employees strongly identify with culture	Employees have little identification with culture
Strong connection between shared values and behaviors	Little connection between shared values and behaviors

They identified 4 types of culture – clan culture, adhocracy culture, market culture, and hierarchy culture.

Type 1: Clan culture

Clan cultures offer a very friendly working environment where things like relationships, morale, participation, and consensus take center stage. In terms of leadership, managers are looked to as mentors, rather than figureheads who dish out instructions and reprimands.

Pros of this culture type:

- A happy team who genuinely enjoys working together.
- Improved communication between employees.

Cons of this culture type:

- *Too much* collaboration or unnecessary chatter, which can send productivity into a nosedive.
- Inability to make tough decisions because other people's feelings are of such high priority.

Example of this culture type:

Online shoe and clothing retailer, Zappos, is often praised for having a positive culture – so much so that the company's CEO literally [wrote a book](#) on their culture of happiness. With “build a positive team and family spirit” as one of their ten core values, they best fit the clan culture model.

Type 2: Adhocracy culture

Quinn and Cameron explain that this type of culture fosters a very entrepreneurial type of work environment, where employees are encouraged to take risks and aggressively pursue off-the-wall ideas. As a result, a lot of innovation, learning, and growth takes place – for employees and the organization as a whole.

Pros of this culture type:

- An enormous amount of innovation and growth.
- Increased [psychological safety](#), which means employees feel secure trying new things.

Cons of this culture type:

- A seeming lack of stability because so much is invested in new initiatives.
- Sense of intimidation for newbies who don't have the expertise to work quickly and aggressively.

Example of this culture type:

Google didn't become one of the most well-known tech companies in the world by resting on its laurels. The company is all about innovating to improve search and launch new offerings, which means their culture is best described as an adhocracy culture. Another good example of adhocracy culture is Facebook, although their "move fast and break things" mentality [has had to shift recently](#) due to increased consumer vigilance.

Type 3: Market culture

A market culture is also called a “compete culture,” because the emphasis is placed on results. To put it simply, people want to win and accomplish what they set out to do.

Pros of this culture type:

- Employees are driven and highly motivated to achieve their goals.
- Improved performance for the company, because everybody is committed to success.

Cons of this culture type:

- Encouraging constant competition can lead to a toxic work environment.
- Employees can experience stress and even burnout as a result of the constant pressure.

Example of this culture type:

Amazon often [made headlines](#) for a company culture that can only be described as, well... relentless. Employees have spoken openly about the fact that they're expected to deliver results and climb the ladder, no matter the personal cost. While Amazon would likely refute these claims, the company's obvious emphasis on success means they still fit the market culture mold. One of Amazon's leadership principles is to “deliver results.” “Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion,” the company says of [their values](#). “Despite setbacks, they rise to the occasion and never settle.”

Type 4: Hierarchy culture

A hierarchy culture (also known as a “control culture”) applies to work environments that are more structured and process-oriented. Most activities and decisions are dictated by existing procedures, rather than a lot of innovation and freethinking.

Pros of this culture type:

- There’s a lot of clarity in communication and expectations because nearly everything is prescribed.
- Employees experience a greater sense of security and predictability.

Cons of this culture type:

- Prioritizing procedures over people can make the environment feel inflexible and even unsupportive.
- Too much rigidity can stifle innovation and growth because people are afraid to think outside of the box.

Example of this culture type:

A good chunk of government organizations will subscribe to a hierarchy culture. Because they face a lot of regulations and are often under their fair share of scrutiny, they prioritize policies and procedures above nearly anything else. They have to do things by the book, so to speak. Additionally, paths to advancement are clearly outlined for employees. There’s no guesswork.

Q no 3: Explain Foyol’s 14 principles of management ?

Fayol described the practice of management as something distinct from accounting, finance, production, distribution, and other typical business functions.

1. **Division of Work.** Specialization increases output by making employees more efficient.
 2. **Authority.** Managers must be able to give orders, and authority gives them this right.
 3. **Discipline.** Employees must obey and respect the rules that govern the organization.
 4. **Unity of command.** Every employee should receive orders from only one superior.
 5. **Unity of direction.** The organization should have a single plan of action to guide managers and workers.
 6. **Subordination of individual interests to the general interest.** The interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.
 7. **Remuneration.** Workers must be paid a fair wage for their services.
 8. **Centralization.** This term refers to the degree to which subordinates are involved in decision making.
 9. **Scalar chain.** The line of authority from top management to the lowest ranks is the scalar chain.
 10. **Order.** People and materials should be in the right place at the right time.
 11. **Equity.** Managers should be kind and fair to their subordinates.
 12. **Stability of tenure of personnel.** Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
 13. **Initiative.** Employees who are allowed to originate and carry out plans will exert high levels of effort.
 14. **Esprit de corps.** Promoting team spirit will build harmony and unity within the organization.
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~ (2016) ~

~ SHORT QUESTIONS ~

Q no 4: Define motivation ?

Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.⁴ This definition has three key elements: energy, direction, and persistence.⁵

Example:

Awarding an additional day of paid time off to employees with excellent performance. Awarding employees or team members with a free or catered lunch.

Q no 5: Differentiate between efficiency and effectiveness ?

efficiency

Doing things right, or getting the most output from the least amount of inputs

effectiveness

Doing the right things, or completing activities so that organizational goals are attained

Example:

Walking may be an effective way to get to the office, but driving is more efficient. Both methods will get you there, but driving takes less time and energy.

Note: Q no 1, 2, 3 and 6 to 10 are same as of 2015.

~ LONG QUESTIONS ~

Note: same as of 2015.

~ (2017) ~

~ SHORT QUESTIONS ~

Q no 2: Explain advantages, limitations of democratic type of leadership with examples ?

democratic style

A leader who involves employees in decision making, delegates authority, and uses feedback as an opportunity for coaching employees

Democratic leadership pros and cons

Pros:

- Develops plans to help employees evaluate their own performance
- Allows employees to establish goals
- Encourages employees to grow on the job and get promoted
- Recognizes and encourages achievements
- Takes in useful input from experienced and highly skilled employees



Cons:

- Some employees may prefer not to be involved
- Assigning blame for failure and scapegoating may be an issue
- Quiet team members may not share important suggestions or feedback unless prompted
- Not a very effective management style when working with uneducated or unskilled workers

Q no 3: Why and how job enrichment helps organizations to maintain competitiveness ?

job enrichment. Job enrichment increases **job depth**, which is the degree of control employees have over their work. In other words, employees are empowered to assume some of the tasks typically done by their managers. Thus, an enriched job allows workers to do an entire activity with increased freedom, independence, and responsibility.

Note: Q no 1 and 4 to 10 are same as of 2015.

~ LONG QUESTIONS ~

Q no 1: Differentiate between planning and controlling processes. Mention four advantages and limitations of planning ?

planning involves defining the organization's goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate work activities. It's concerned with both ends (what) and means (how).

The final management function is **controlling**. After goals and plans are set (planning), tasks and structural arrangements put in place (organizing), and people hired, trained, and motivated (leading), there has to be some evaluation of whether things are going as planned.

Features of Planning

1. It is the primary function of management.
2. It is a systematic way of thinking for accomplishment of predetermined objectives.
3. It is essential in ensuring appropriate utilisation of resources.
4. It is also an activity which includes avoiding risks, confusions, wasted efforts, unpredictability, etc.
5. Planning offers direction and motive to the executors of a plan, which for a company are the associated employees, managers, etc. For any task, planning also helps in distinguishing future threats.

Features of Controlling

- Controlling is an ending function. It implies that the controlling function originates once the performances are made in accordance with the plan.
- Controlling is a pervasive function which implies that it is performed by all managers at all levels.
- Controlling is a backward looking function as it is similar to postmortem of activities performed in the past to find out the deviations from the standard.
- Controlling is related to planning. Once a plan becomes operational, controlling is important to examine the progress, measure it, discover deviations, and initiate corrective measures to ensure that events are performed according to plan.

Differences	Controlling	Planning
Meaning	Controlling refers to measuring performance	Planning means deciding the way to perform actual work.
Nature	Controlling is a backward-looking function	Planning is a forward-looking function
Step	Controlling is the last function of management	Planning is the first function of management
Function	Controlling including measurement of employees performance and feedback.	Planning is a function that decides when, how, where and who will perform the function.
Importance	Controlling plays an important role as without feedback managers cannot judge the performance of employees.	Planning function is important because other functions of management are only performed in a better way if proper planning is done. Hence, we can say managerial function depends on planning.
Goals	The primary objective of controlling is to ensure that the target is achieved or not.	The primary motive of planning is to set goals.

Advantages Of Planning

- Promotes Proper Utilization Of Available Resources
- Minimizes The Risk Of Future Uncertainty
- Helps To Obtain Goals
- It Improves Organizational Effectiveness
- Increases Motivation

Disadvantages Of Planning

- It Is Complex, Costly And Time Consuming
- It Is Inflexible And Rigid
- It Is Affected By Various Factors
- It Is Not Useful In Emergency Situation
- It Discourages Creativity

Q no 2: Critically discuss the components of organizational culture in context of various leadership styles ?

6 Elements of Organizational Culture :

1. Leadership

Cultivating a healthier culture starts with leaders doing an honest assessment of the current culture at their organization. They must identify where the culture fails to meet employee and marketplace expectations and uncover strengths they can continue to build upon.

2. Purpose and values

Purpose, mission and values should authentically reflect how the organization operates and what it aims to achieve. Employees will quickly call out an employer who says one thing but acts another way. However, when employees believe in the organization's purpose, they're more likely to be engaged, motivated and retained .

3. Employee empowerment

Employees want to contribute and make an impact. They want their employers to trust and appreciate them and give them the space they need to work when, where and how it works best for them.

4. Holistic and inclusive well-being

Employees are burnt out, and employers play a significant role in helping them return to a stronger state of well-being. Employers must invest in employees' holistic well-being—particularly the well-being of diverse employee groups who too often face discrimination and experience a disproportionate amount of workplace stress.

5. Professional development & growth opportunities

Employees are often leaving jobs if they don't see professional growth and advancement opportunities in an organization. Employers that provide clarity on advancement paths and support professional development and growth are more likely to retain their employees

6. Communication

Communication is foundational to a strong organizational culture. Communication is how organizations engage employees, keep a pulse on the employee experience, and activate new programs and offerings that ultimately influence the culture

behavioral theories

Leadership theories that identify behaviors that differentiated effective leaders from ineffective leaders

autocratic style

A leader who dictates work methods, makes unilateral decisions, and limits employee participation

democratic style

A leader who involves employees in decision making, delegates authority, and uses feedback as an opportunity for coaching employees

laissez-faire style

A leader who lets the group make decisions and complete the work in whatever way it sees fit

Q no 3: What is quality in management terms ? Compare various theories of quality management.

Quality management is the act of overseeing all activities and tasks needed to maintain a desired level of excellence. Quality management includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement.

Classical Approach

classical approach

First studies of management, which emphasized rationality and making organizations and workers as efficient as possible

Two major theories comprise the classical approach: scientific management and general administrative theory. Two most important contributors to scientific management theory were Frederick W. Taylor and the husband-wife team of Frank and Lillian Gilbreth. The two most important contributors to general administrative theory were Henri Fayol and Max Weber. Let's take a look at each of these important figures in management history.

1- Scientific management:

scientific management

An approach that involves using the scientific method to find the "one best way" for a job to be done

Taylor's Scientific Management Principles

1. Develop a science for each element of an individual's work to replace the old rule-of-thumb method.
2. Scientifically select and then train, teach, and develop the worker.
3. Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed.
4. Divide work and responsibility almost equally between management and workers. Management does all work for which it is better suited than the workers.

2- General administrative theory:

general administrative theory

An approach to management that focuses on describing what managers do and what constitutes good management practice

Fayol described the practice of management as something distinct from accounting, finance, production, distribution, and other typical business functions. His belief that management was an activity common to all business endeavors, government, and even the home led him to develop 14 **principles of management**

1. **Division of Work.** Specialization increases output by making employees more efficient.
2. **Authority.** Managers must be able to give orders, and authority gives them this right.
3. **Discipline.** Employees must obey and respect the rules that govern the organization.
4. **Unity of command.** Every employee should receive orders from only one superior.
5. **Unity of direction.** The organization should have a single plan of action to guide managers and workers.
6. **Subordination of individual interests to the general interest.** The interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.
7. **Remuneration.** Workers must be paid a fair wage for their services.
8. **Centralization.** This term refers to the degree to which subordinates are involved in decision making.
9. **Scalar chain.** The line of authority from top management to the lowest ranks is the scalar chain.
10. **Order.** People and materials should be in the right place at the right time.
11. **Equity.** Managers should be kind and fair to their subordinates.
12. **Stability of tenure of personnel.** Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
13. **Initiative.** Employees who are allowed to originate and carry out plans will exert high levels of effort.
14. **Esprit de corps.** Promoting team spirit will build harmony and unity within the organization.

Behavioral Approach

organizational behavior (OB)

The study of the actions of people at work

1- Hawthorne studies:

Hawthorne Studies

A series of studies during the 1920s and 1930s that provided new insights into individual and group behavior

Quantitative Approach

quantitative approach

The use of quantitative techniques to improve decision making

1- Total quality management (TQM):

total quality management (TQM)

A philosophy of management that is driven by continuous improvement and responsiveness to customer needs and expectations

Contemporary Approaches

Contemporary management is a modern approach to overseeing a business and involves activities like planning, decision-making and monitoring.

2018

Q1. Explain management by objective with a focus on IT industry?

2017 q1

Q2. What type of technical skills are required for the managers, explain?

2017 q4

Q3. Explain advantages , limitations of democratic type of leadership with example?

2017 q2

Q4. What are the major sources of potential job candidates , briefly explain?

Some most common sources include:

- Internet
- Employee referrals
- Company website
- Professionals recruiting organizations
- Job fair

Q5. Describes henri fayol's four functions of management?

Henri fayol's four functions of management are : **planning, organizing, commanding, coordinating and controlling.**

Q6. Define SWOT analysis in detail?

2017 q6

Q7. Differentiate between organizational goals and strategy with example?

2017 q9

Q8. How efficiency and effectiveness vary from each other , explain with example ?

2017 q8

Q9. differentiate between :

a. specific plans and directional plans

Specific plans are clearly defined and leave no room for interpretation. A specific plan states its objectives in a way that eliminates ambiguity and problems with misunderstanding.

Directional plans are flexible plans that set out general guidelines. They provide focus but don't lock managers into specific goals or courses of action.

b. Job description and job specification

A **job description** is a written statement describing a job— typically job content, environment, and conditions of employment.

A **job specification** states the minimum qualifications that a person must possess to successfully perform a given job. It identifies the knowledge, skills, and attitudes needed to do the job effectively.

Both the **job description** and **job specification** are important documents when managers begin recruiting and selecting

Q10. Explain the concepts of bounded rationality in the decision making process?

A more realistic approach to describing how managers make decisions is the concept of **bounded rationality**, which says that managers make decisions rationally, but are limited (bounded) by their ability to process information. Because they can't possibly analyze all information on all alternatives, managers **satisfice**, rather than maximize. That is, they accept solutions that are "good enough." They're being rational within the limits (bounds) of their ability to process information

Decision making is also likely influenced by the organization's culture, internal politics, power considerations, and by a phenomenon called escalation of commitment, which is an increased commitment to a previous decision despite evidence that it may have been wrong,

Long question

Q1

2017 Q1

Q2

Book pg 214

Q3

What is motivation **pg 430**

Goal-Setting Theory **pg 435**

Reinforcement Theory **pg 437**

2019

Short question

Q1. Point out the distinctive contribution of Taylor to the theory of management . why is he regarded as the father of scientific management?

Taylor published "The Principles of Scientific Management ." In this, **he proposed that by optimizing and simplifying jobs, productivity would increase.** He also advanced the idea that workers and managers needed to cooperate with one another.

Frederick Winslow Taylor is known as the Father of Scientific Management, which also came to be known as "Taylorism." **Taylor believed that it was the role and responsibility of manufacturing plant managers to determine the best way for the worker to do a job, and to provide the proper tools and training.**

Q2. Briefly explain the factor determining the degree of degree of decentralization of authority?

Summary of factor of degree of decentralization of authority :

- Costliness of the Decision
- Uniformity of Policy
- Economic Size
- Management Philosophy
- Desire for Independence
- Availability of Managers
- Control Techniques
- Decentralized Performance
- Business Dynamics
- Environmental Influences

Q3. What are the different levels of management in an organization? explain with an example

The three levels of management in most organizations are

- **Top-level management.**

Top-level managers are those who represent the highest level of executive management. Top-level managers often have the word “chief” in their job titles, such as **chief executive officer, chief financial officer**, and so on

- **Middle-level management**, responsible for executing plans and policies.

Middle managers are typically department heads, such as **finance, IT, HR, marketing, and sales managers**, who report to upper management.

- **low-level management**, responsible for direct task execution and deliverables.

Some examples of positions in lower-level management include **sales managers, department managers, and office managers**.

Q4. What is the importance of ‘management by objectives’ to industry? explain

○ 1-What is Management by Objective?

Management by Objectives (MBO) is a strategic approach to enhance the performance of an organization. It is a process where the goals of the organization are defined and conveyed by the management to the members of the organization. Organizational structures with the intention to achieve each objective.

Components of MBO process :

The following four major components of the MBO process are believed to contribute to its effectiveness:

- (1) setting specific goals;
- (2) setting realistic and acceptable goals;
- (3) joint participation in goal setting, planning, and controlling;
- (4) feedback.

Q5. Distinguish between the term 'strategy' and policy. Can an organization be successful without effective strategies?

Strategy	policy
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A Strategy is a special plan made to achieve a market position and to reach the organizational goals and objectives	Policy refers to a set of rules made by the organization for rational decision making.
Strategy is a plan of action	the policy is a principle of action
Strategies can be modified as per the situation, so they are dynamic in nature	Policies are uniform in nature, however relaxations can be made for unexpected situations.

Effective strategies play an important role in an organization success

NO, an organization can't be successful without effective strategies .

Q6. What are the three steps in control process?



Q7: define SWOT analysis in detail?

2017 q6

Q8: What do you understand by effective organizing ? explain

Organizing effectiveness can be define as the efficiency with which A]an association is able to meet its objectives. If the organization has both organizational effectiveness and efficiency , it will achieve its goal of making profit by producing and selling a product without waste.

Q9: how efficiency and effectiveness vary from each other , explain with example.

2017 q8

Q10: Q9.differentiate between :

- a. specific plans and directional plans
- b. Job description and job specification

2018 q9

Long question

Q1:

1- What is departmentation? what are different bases of departmentation. Explain.

Departmentalization (or simply **departmentation**) refers to the grouping of operating tasks into jobs, the combining of jobs into effective work groups and the combining of groups into divisions often termed as 'Departments'.

The six different basis of departmentation in an organization. The basis are:

1. Departmentation by Function
2. Departmentation by Products

group of closely related products in a product line as a relatively autonomous integrated unit within the overall framework of the company. Under this method, an executive will be in charge of and responsible for all the activities relating to a particular product from production to distribution.

Departmentation by Customer

Departmentation can also be made on the basis of customers served that is customer departmentation. In this case, the firm shows its paramount interest in the welfare of the customer and attention given to them. Under this method, the customers are divided into separate categories, such as distributors, retailers and consumers, and the task of satisfying the needs of different categories of customers assigned to specific departments.

Departmentation by Time

It is a common practice to departmentalize activities on time basis. Enterprise engaged in continuous process can follow this pattern. We are familiar with the second shift, third shift, or night shifts, etc. Under this method, the activities performed in each shift are similar and almost identical. But they are departmentalized on time basis. This kind of departmentation is generally found in public utilities and manufacturing establishments.

Departmentation by Number:

In case of departmentation by number, activities are grouped on the basis of their performance by certain number of persons. For instance, in the army, soldiers are grouped into squanders, battalions, companies, brigades and regiments based on the number prescribed for each unit. However, this type of departmentation is not found in business concerns.

Q2: 2018 q1

Q3: Difference between transactional and transformation leaders. Do you think the most managers use in real life contingency approach to increase their leadership effectiveness ? explain

Transactional Leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
<u>Works within the organizational culture.</u>	<u>Works to change the organizational culture by implementing new ideas.</u>
Employees achieve objectives through rewards and punishments set by the leader.	Employees achieve objectives through higher ideals and moral values.
Motivates followers by appealing to their self-interest.	Motivates followers by encouraging them to put group interests first.
Management-by-exception maintain the status quo; stress correct actions to improve performance.	Individualized consideration Each behavior is directed to each individual to express consideration and support.
Intellectual stimulation or motivation is zero.	Intellectual stimulation Promote creative and innovative ideas to solve problems.

Yes, most effective managers do use the contingency approach in real life

- The managers in real life use a contingency approach to increase their leadership effectiveness.
 - Managers should **identify the task**, the necessities of the management job, and people who are involved in the completion of the **management situation**.
 - The leaders must then work to **integrate all these facts** into a solution that is most appropriate for a **certain circumstances**.
 - The contingency theory includes **contingent factors** about **leadership capability** in the specific situation. **Task-oriented leadership** activities helps the managers in real life.
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2020

Q1: Define management explain the function of manager

Management is defined as the procedure of organising, directing, planning and controlling the efforts of organisational members and of managing organisational sources to accomplish particular goals

Function of Manager :

- Planning
- Organizing
- Staffing
- leading and controlling

Q2:What is span of control?

Span of control is a concept that refers to the number staff members that report to a manager. If a manager in a business supervises eight employees, then the span of control would be eight for each of the direct reports.

Q3:How can manager can improve ethical behaviour in an organization?

Five steps to improve ethical performance

Develop a code, and make ethical performance a strategic priority.

- Set the tone from the top.
- Engage, communicate and train your staff.
- Provide support routes for staff.
- Measure effectiveness of your ethics programme.

Q4:distinguish between line and staff authority

Sl no	Line Authority	Staff Authority
1	Right to decide and command	Right to provide advice, assistance and information
2	Contributes directly to the accomplishment of Organisational objectives	Assist line in the effective accomplishment of Organisation objectives
3	Relatively unlimited and general	Relatively restricted to a particular function
4	Flow downward from a superior to subordinate	May flow in any direction depending upon the need of advice

Q5:How much ‘good corporate image’ is essential for an organization’s success?

Corporate image is one of the most **important** assets of an organisation. It acts as a comfort factor for customers and assures them

A good corporate image will make your client trust you and feel identified with you, making it easier for them to become your client and choose you from the competition.

Q6:What is job analysis?

A jobs analysis is a thorough and systematic assessment of a position within a company. The three main scenarios in which a professional might perform a job analysis include: Employees

assessing their own performance and professional development. Managers creating job descriptions or combining positions

Q7: Difference between organizational goals and strategy?

2016 q3

Q8: Describe departmentation by process

Process departmentalization is a method of creating an organizational structure in which the departments are created on the basis of the production process of the product.

As it is obvious that the production process to make the final product consists of different stages. As such departments can be created on the basis of the stages of the jobs production process if a series of complex steps need to be followed to make the final product.

Q9: explain unstructured problem

A problem that people don't know how to recognize which problem they have is known as an **unstructured problem**. Before they begin working on the problem, and they don't know the way to solve it even after they identify which sort of problem they have.

An **unstructured problem** can be resolved with a six-step process and the steps are as follows:

1. Identifying the problem
2. Selecting criteria
3. Developing alternatives
4. Analysis
5. Decision
6. Creating an action plan.

Q10: What type of skills required for managerial and non managerial employee?

Managerial need to be able to come up with a plan and then schedule, organise and follow it. This also involves understanding your company's processes and rules as well as among individuals. You must be able to predict what will happen and at what time.

Non-management refers to the employees of a company who don't oversee the aspects of its operation or of their fellow employees. Sometimes called line-level employees or staff, non-management personnel have no managerial responsibilities

Long Question

Q3. Explain Mintzberg's management role approach

Pg 10

Q4; what is environmental scanning ? explain the environmental uncertainty matrix

Environmental scanning is the ongoing tracking of trends and occurrences in an organization's internal and external environment that bear on its success, currently and in the future.

Environmental uncertainty is one of the main contingencies facing companies. Environmental uncertainty is defined as the uncertainty of the state of the environment, the inability to predict the impact of environmental change, and the inability to predict the consequences of response choices

Example of environmental uncertainty

Some companies circle the wagons when the environment is uncertain. For example, instead of aggressively growing its operations, a company might reduce new hires. Instead of opening up new branches, a company might save the money to limit the risk of a financial shortfall.

		Environmental Uncertainty Matrix	
		Stable	Dynamic
Simple	Cell 1	Stable and predictable environment Few components in environment Components are somewhat similar and remain basically the same Minimal need for sophisticated knowledge of components	Cell 2 Dynamic and unpredictable environment Few components in environment Components are somewhat similar but are continually changing Minimal need for sophisticated knowledge of components
	Complex	Cell 3 Stable and predictable environment Many components in environment Components are not similar to one another and remain basically the same High need for sophisticated knowledge of components	Cell 4 Dynamic and unpredictable environment Many components in environment Components are not similar to one another and are continually changing High need for sophisticated knowledge of components

Q5: what is organizational change ? explain three step model of change process

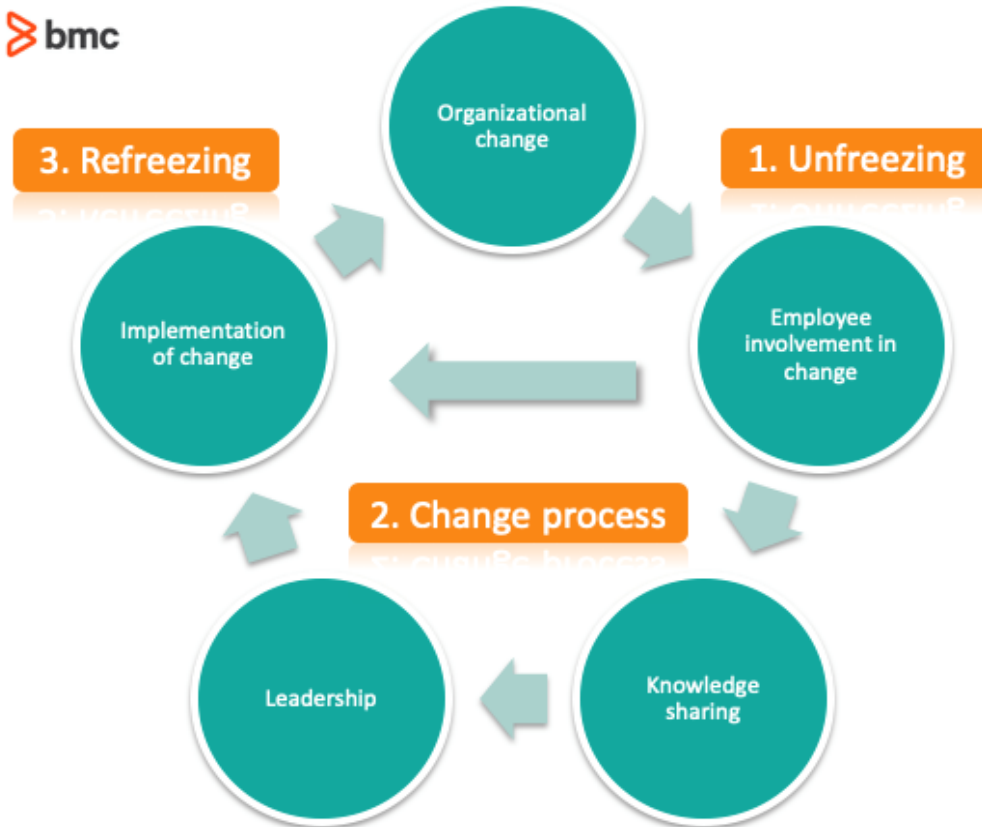
Organizational change refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes

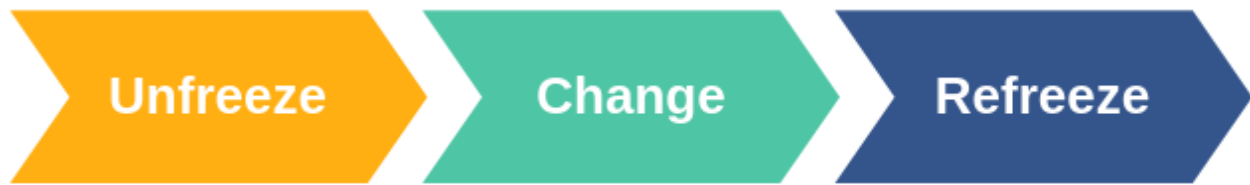
Lewin developed the 3 Stage Model of Change in order to evaluate two areas:

- The change process in organizational environments
- How the status-quo could be challenged to realize effective changes

Lewin proposed that the behavior of any individual in response to a proposed change is a function of group behavior. Any interaction or force affecting the group structure also affects the individual's behavior and capacity to change. Therefore, the group environment, or 'field', must be considered in the change process.

The 3 Stage Model of Change describes status-quo as the present situation, but a change process—a proposed change—should then evolve into a future desired state. To understand group behavior, and hence the behavior of individual group members during the change process, we must evaluate the totality and complexity of the field. This is also known as field theory, which is widely used to develop change models including Lewin's 3 Stage Model.





1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

2021

Q1: what are the four type of organizational resources?

The list of **organization's resources** are:

- 1) Human resources
- 2) Time resources
- 3) Financial resources
- 4) Capital resources

Q2: describe the kind of managers found at different levels of the organizations

The four most common types of managers are top-level managers, middle managers, first-line managers, and team leaders

Top-Level Managers

Top-level managers are those who represent the highest level of executive management. Top-level managers often have the word "chief" in their job titles, such as chief executive officer, chief financial officer, and so on.

Middle Managers

Middle managers usually report to the top-level managers, yet they still have a lot of autonomy to make decisions within their area or department of the company. These managers often have job titles that include the word “director.” They may also be department heads.

First-Line Managers

This role represents an entry-level position for management professionals. First-line managers work directly with non-management employees and project team members. Their overarching role is to supervise employee productivity and hold employees accountable for achieving company goals.

Team Leaders

Team leaders are managers who specialize in a particular task, product, or project. Their role is to oversee all the logistics of their assignment, which may include completing a project on time, onboarding new employees, and assigning specific tasks to various team members.

Q3: explain, using systems theory , why a business organization is considered an open system.

**Q4: what is difference between programmed and non peogrammed decision?
Give an example of each**

Types of Decisions

Programmed Decisions

- Type of problem:
Frequent, repetitive, routine, much certainty regarding cause and effect relationship.
- Procedure:
Dependence on policies, rules, and definite procedures.
- Examples:
Business, University, Healthcare.

Nonprogrammed Decisions

- Type of problem:
Novel, unstructured, much uncertainty regarding cause and effect relationship.
- Procedures:
Necessity for creativity, intuition, tolerance for ambiguity, creative problem solving.
- Examples:
Business, University, Healthcare.

Q5: with reference to organization structure , what is the difference between mechanistic and organic organization

Organic vs Mechanistic Structures

Mechanistic	Organic
Individual specialization: Employees work separately and specialize in one task	Joint Specialization: Employees work together and coordinate tasks
Simple integrating mechanisms: Hierarchy of authority well-defined	Complex integrating mechanisms: task forces and teams are primary integrating mechanisms
Centralization: Decision-making kept as high as possible. Most communication is vertical.	Decentralization: Authority to control tasks is delegated. Most communication lateral
Standardization: Extensive use made of rules & Standard Operating Procedures	Mutual Adjustment: Face-to-face contact for coordination. Work process tends to be unpredictable
Much written communication	Much verbal communication
Informal status in org based on size of empire	Informal status based on perceived brilliance
Organization is a network of positions, corresponding to tasks. Typically each person corresponds to one task	Organization is network of persons or teams. People work in different capacities simultaneously and over time

Q6: what is 360-degree performance appraisal ?point out one benefit of this approach

A 360-degree appraisal is a method of performance review. In this method, different parties, from employers to team members, analyse an employee's performance anonymously and provide one-on-one feedback later.

One of the most important benefits of 360 degree feedback process is enhanced performance of employees. It helps in improving employee relationships, self-accountability, and provides clarity on how to improve overall performance. This, in turn, improves the employee engagement and retention of the organization

Long question

Q1:briefly describe the ten managerial role of henry mintzberg

Mintzberg's managerial roles and a contemporary model of managing

Book pg no:10

Q2: describe the six steps in the strategic management process

Book pg no 226

Q3:identify barriers of effective interpersonal communication and briefly explain how to overcome that

Book