

[This question paper contains 6 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 3004

**D**

Unique Paper Code : 2922061101

Name of the Paper : Fundamentals of Management

Name of the Course : **Bachelor of Management  
Studies (NEP)**

Semester : I

Duration : 3 Hours

Maximum Marks : 90

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
  2. Attempt any **five** questions.
  3. **All** questions carry equal marks.
- 
1. (a) Contrast management approaches to improving organisational performance based on attention to technical and structural requirements with those based on concern for psychological and social factors. Evaluate the application of the systems

P.T.O.

approach to the analysis of work organisations. Suggest an example of a work situation in which the systems approach might be appropriate. (9)

- (b) If planning is done carefully and accordingly other functions of management are going in right direction then there is no need of the controlling function of management.' Do you agree with the statement? Justify your answer. Discuss the different types of controls that can be used in an organization with examples. (9)

2. (a) Shrestha foods is a company having multiple product lines. Departmentation by product has enhanced innovation in product lines and focus on developing better quality products. Each of these products have dedicated marketing, manufacturing, and customer service employees serving the specific product; yet, the company is also finding that centralizing some operations and retaining the functional structure also makes sense and is more

cost effective for roles such as human resources management and information technology. In light of the above what form of departmentation would you suggest Shrestha Foods to follow and how will it benefit the organization. What can be the possible limitations of the suggested form of departmentation. (9)

(b) The Director of an educational institution plays a variety of roles in managing the institution. Discuss the various managerial roles he plays as suggested by Mintzberg. (9)

3. Harsh Gupta had recently been promoted to the position of Sr. Manager - Operations for Ekam Manufacturing. Supriya Singh, his senior, calls him to her office. She has been informed that the CEO has received an anonymous letter from an employee which states that a recently installed very expensive equipment is not performing as per expected results. Harsh is aware that the equipment

is actually not working as expected and as stated in the letter. He had even reported this problem to Supriya before. But Supriya has been supporting the equipment since beginning and has always provided only positive feedback to the CEO on its performance. She tells Harsh that a reply is to be sent to the CEO. She asks Harsh to draft the reply which says that the equipment is performing as expected and all documents justifying and supporting the claims are being sent. Harsh is upset, he feels that the CEO is being misinformed and a questionable decision is being protected. He discusses his concern with Supriya who tells him that if he does not provide the reply with necessary documents, she will have doubts about his ability to perform the functions of a Sr. Manager for the company.

(a) What decision should Harsh take here? Why?

Discuss by using the decision making process.

(b) Will Harsh make a Programmed or Non Programmed decision? Explain by stating the points of distinction between a programmed and a non-programmed decision? (9)

4. Discuss any **three** out of the following **four** questions :

(a) Express your views on the Gurukul concepts of traditional management education? What is their relevance today? (6)

(b) Discuss the model of development and its success in the Indian business scenario of any one of the following two. (6)

(i) Mumbai Dabbawallas

(ii) Amul

(c) Discuss the taxation system in Kautilya's Arthashastra? (6)

- (d) Write short note on Atmanirbhar Bharat. (6)
5. Distinguish between delegation and decentralization. Discuss the factors affecting the extent and degree (span of management) of decentralization in an organization. What type of managerial skills are necessary for effective delegation of authority?  
(18)
6. Write short notes on any **three** : (6×3=18)
- (a) Contemporary Organizational Designs
  - (b) Principles of Direction
  - (c) Management by Objectives (MBO)
  - (d) Management by Exception (MBE)