

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 2548

Roll No.....

Unique Paper Code : 101102

Name of the Course : BFIA 2013

Name of the Paper : Fundamentals of Business Management

Semester : I

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all questions.

1. (a) Critically evaluate the classical approach to management and state the relevance of it in today's dynamic environment ? (9)
- (b) Explain the Situational Theories of Leadership (SLT) with relevant example ? (6)
2. Discuss the theories of Motivation that help in motivating employees at work ? (11)
3. What do you mean by Budgetary control ? What are the different types of budget ? (11)

4. Case Study :

UNISON is the UK's biggest public service trade union. It represents 1.3 million members who deliver essential services to the public. These are services that protect, enrich and change lives. Its members work in all areas of public service.

P.T.O.

They work in hospitals, town halls, universities, colleges, schools, social services and clinics. Most people in the UK rely on these services. There are UNISON branches in all sorts of organisations in the UK. As a trade union, UNISON represents and supports its members in issues at work. It looks after their welfare and campaigns for changes on their behalf. UNISON also has a role in local and national negotiations and in collective bargaining. This is where UNISON negotiates with employers and groups of employers for all of its members collectively. One of its key roles is in campaigning on behalf of members. This could be for changes that will benefit members such as better wages or working conditions or against policies that threaten members' jobs. UNISON therefore campaigns against government spending cuts that will have a negative impact on public services and those employed in this sector. UNISON, on behalf of its members, has concentrated its campaign efforts over the past two years on the future of public services and the challenges that they face from government cuts. Public sector cuts planned by the coalition government in 2012 would mean more than 730,000 public service job cuts. UNISON has a complex structure that reflects the complex nature of the work that it carries out. Its structure is split by function and by region. UNISON's 1,100 staff work in either its new centre on Euston Road in London or in one of the 12 UK regions. Within each region there are employees responsible for different areas of the union's work. These areas include health, learning and development, and local government and education. The members are organised into branches throughout Britain and Northern Ireland. This tall structure helps it to act quickly and respond to changes :

- The National Executive Council, which is elected by members, can focus on policy and providing leadership.
- The UNISON Centre concentrates on providing a range of services to members and the regions such as legal, financial and personnel services.
- Regional employees can deal with issues particular to their geographical area, e.g. when a local employer announces redundancies.

- The national structure of UNISON is centralised with many decisions affecting the whole union made by the senior members and workers in the new UNISON centre. However, UNISON's culture is one of equality. It is a culture that gives people freedom to express their views and to be part of decision making. Therefore, some power is given to the regions so that they can make decisions. Quite often the people in the regions will have a better idea of local needs. This decentralisation helps UNISON to be responsive at all levels.

Whatever the structure, there are certain key features that are common :

- Span of control – the people for whom a manager is directly responsible. A narrow span means tight control; a wide span can provide more opportunity for employees to contribute. This can lead to better motivation. There are narrow spans of control in tall structures and wide spans of control in flatter organisations.
- Chain of command – how authority passes down the organisation. It also shows who has power delegated (or passed down) to them.
- Accountability – who makes decisions and takes responsibility for outcomes.
- Communication channels – the way in which messages are passed up, down and across an organisation. It is also vital that the message is spread outside the organisation. For this, UNISON uses cutting-edge communication techniques. At the UNISON Centre for example, there is a media centre, plus television and radio recording facilities. Within most large organisations there are roles at different levels within the hierarchy such as directors, managers, team leaders, supervisors and operatives. UNISON is no different. The qualities and skills needed for these roles are different. For example, those at the top of the hierarchy will have to think more strategically and may need greater leadership skills than those lower down. UNISON's job roles are specific to the aims of the union.

The local organiser reports to the area level. This post recruits and supports members at a local level. Personal qualities needed include :

- problem-solving skills
- communication skills
- ability to act on own initiative
- resource management
- general understanding of issues facing trades unions and employers.

The area organiser reports to the regional level. This post organises work across branches as well as region-wide campaigns and events. Responsibilities include representing members in negotiations and claims and helping the region to deliver its operational plan. Personal qualities required also include skills in research, analysis and developing materials as well as communication and negotiation skills.

The regional organiser reports to the regional manager. This role builds and organises branch memberships. Key responsibilities involve supporting and mentoring activists, running regional projects and managing the team. Regional organisers require strategic thinking skills. They will also need to be able to manage resources and teams of people. The regional secretary is the senior official in the region. As regional manager, he or she leads the Regional Management Team and sits on UNISON's Senior Management Group (SMG). The SMG is chaired by the General Secretary. The role here is one of strategic and national development and communication of policies. This person needs leadership qualities to go with the high level of responsibility. He or she needs high level problem-solving, critical thinking and communication skills. The post holder will typically have worked as a senior manager to develop these skills.

All roles include the need for some physical skills (such as lifting or ability to travel) but, in accordance with equality policies, these can all be modified for anyone with a disability. Having a disability is no bar to employment with UNISON.

- (i) Analyze how UNISON developed responsiveness through the organizational structure. (12)

5. Determine at least three important take-aways in this story from a plant manager in India who recently learned the skill of conducting Motivational Outlook Conversations ? (11)

STORY

On his first day back after his training, the plant manager noticed a Technical Service Executive in the lab having a discussion with an external contractor. While she was wearing safety glasses, the contractor was not. The manager has a no tolerance policy as far as safety is concerned and his normal response would be to call the technician to his office and in his words, "read her the riot act."

According to the manager's self-assessment: *"I am known to blow a fuse (or two) when safety rules are flouted, however, I managed to keep my cool and decided to test my training."*

He asked the technician to his office and could see that she was worried about his reaction. But instead of leading with his dismay and disappointment, he started by explaining that he had just received some training on motivation. He shared key concepts with her. He then asked her if she thought that the rule to wear safety glasses, even when there was no experiment on, was "stupid" as there is no danger to the eyes. Did she feel imposed upon to wear safety glasses as she had no choice ? Since the technician was invited to have a discussion rather than "dressing down," she was open and candid. She explained that she had a two-year old child and she was extremely concerned about lab safety as she wanted to reach home safe every evening. To the manager's great surprise, she also shared that in certain areas, she would prefer even more, not less, stringent safety measures. For example, she suggested that safety shoes should be required for lab experiments that are conducted at elevated temperatures. But when it came to wearing safety glasses when no experiments were being conducted, she

P.T.O.

just could not understand the rationale and did, indeed, resent the imposed rule. As a result, she didn't feel compelled to enforce it, especially with an external contractor. The manager said he understood her feelings and went on to provide the rationale that the intention was that wearing glasses would become a force of habit, just like wearing a safety belt in the car.

6. Write Short Notes on any two :-

- (i) Export-Import Policy
- (ii) Monetary Policy
- (iii) Industrial Licensing
- (iv) Parallel Economy
- (v) G20

(15)

(100)

[This question paper contains 2 printed pages.]

Sr. No. of Question Paper : 1219

Roll No.....

Unique Paper Code : 101102

Name of the Paper : Fundamentals of Business Management

Name of the Course : BFIA

Semester : 1

Name of the Department : FASSH

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
 2. Attempt **all** questions.
 1. (a) Explain the Process of Management. Explain how it can be used to accomplish results in any organization ? (9)
 - (b) Management is effective utilization of human and material resources to achieve the enterprise's objective". Comment ? (6)
 2. (a) Some people argue that the matrix structure should be adopted only as a last resort because the dual chains of command can create more problems than they solve. Do you agree or disagree ? Comment Why ?
 - (b) Define HRD. Bring out the differences between HRD and the Personnel Function. (2×4=8)
3. Case Study

Choice of a Leader

Mr. Ranjan Kumar is the managing Director of soaps Manufacturing Company. To increase sales, the Board of Directors wanted to start a full-fledged marketing department, Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons: Viswanath Dutt and Rajnarain.

Mr. Viswanath Dutt has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years) dynamic and aggressive. He is result oriented and is more interested in ends rather than means. One of the workers, testifying his leadership

P.T.O.

qualities, remarked thus: "though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it". Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is 'always on his toes'.

During 15 years tenure in the company, Mr. Rajnarain has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service organization. Company records also bear evidence for the increase in the production soon after Rajnarain became the head of his department.

Questions :

- (a) Analyse the Leadership qualities and styles of Mr. Dutt and Mr. Rajnarain.
 - (b) Which leadership theory is best applicable in the above case. Justify.
 - (c) Between the two people, whom you recommend for the position of marketing manager ? (3,4,3=10)
4. (a) Budgeting is an instrument of planning as well as a tool of managerial control. Comment.
 - (b) What do you mean by "break even analysis" ? Elaborate its uses in managerial decision making. (4,4=8)
5. (a) What do you mean by frustration regression principle ? Explain in the light of ERG theory of motivation ? (4)
 - (b) Think of a job that you have had at some point in your life. Think of another person who was doing a similar job in the same organisation. Conduct an equity theory comparison of yourself to the other person. To what extent were your feeling and actions in the situation similar to what equity theory would have predicted they would be ? (5)
6. Write short notes on (any Four) : (4×5=20)

(a) Current Economic trends in India	(b) Export Import policy
(c) Foreign Trade	(d) World Bank and IMF
(e) Resource Mobilisation	
7. (a) Registration of Partnership firm is a must" – Discuss with arguments.
 - (b) Differentiate between MOA and AOA. (2×2.5=5)

(100)****

[This question paper contains 4 printed pages.]

6245

Your Roll No.

BFIA / I Sem. – 2010

**BACHELOR OF FINANCIAL & INVESTMENT
ANALYSIS – Paper 102 (NS)**

(Fundamentals of Business Management)

Time : 3 hours

Maximum Marks : 75

(Write your Roll No. on the top immediately
on receipt of this question paper.)

Attempt all questions as instructed.

1. **Case Study** : Managing the Hewlett-Packard Way :
Will it continue ?

William R. Hewlett & David Packard are two organisational leaders who demonstrated a unique managerial style. They began their operation in a one-car garage in 1939 with \$538 and eventually built a very successful company that now produces more than 10,000 products, such as computers, peripheral equipment & measuring instruments. Perhaps even known than its products is the distinct managerial style preached and practised at Hewlett-Packard (HP). It is known as the HP Way. It is all about the policies & action that flow from the belief that men and women

P.T.O.

want to do a good, creative job, and if they are provided the proper environment they will do so.

The values of the founders, who withdraw from active management in 1978, still permeate the organisation. The HP Way emphasizes honesty, a strong belief in the value of people, and customer satisfaction. The managerial style also emphasizes an open-door policy, which promotes team effort. Informality in personal relationship is illustrated by the use of first names. Management by objectives is supplemented by what is known as managing by wandering around. By strolling through the organisation, top managers keep in touch with what is really going on in company.

This informal organisational climate does not mean that the organisation structure has not changed. Indeed, the organisational changes in the 1980s in response to environmental forces were quite painful. However, these changes resulted in extraordinary company growth in that decade.

In the 21st century, however, the fortune began to change. In the new competitive environment, HP felt it necessary to merge with another computer giant, Compaq. The merger architect, Carly Fiorina, was strongly opposed by Walter Hewlett, the son of William Hewlett. After a close vote, the merger was approved, but not without a challenge by Mr. Hewlett. Still, the

merger which was opposed by the majority of HP's employees, went through. Now the challenge begins for Ms. Fiorina not only to reestablish the morale of the HP people hit also to merge the HP culture with that of Compaq. Critics predict the HP Way cannot be continued.

- (i) Would the HP managerial style work in any organisation? Why or why not? (7.5)
 - (ii) Do you think it is possible to maintain the HP Way after the merger with Compaq, the court battle, & the damaged morale at HP? Why or why not? (7.5)
2. "Planning is looking ahead and control is looking back." Critically evaluate the planning and implementation of Common Wealth Games 2010 in New Delhi in the light of above statement. (12)
 3. Construct a diagram depicting the formal organisation of an enterprise or activity with which you are familiar. How does this organisation chart help or hinder the establishment of an environment for best performance. (12)
 4. What do you understand by balance of payments? Describe our balance of payments position over the years. (12)

6245

4

OR

Critically examine the working of monetary system in our country ? Explain few credit control measures of the RBI ?

5. Compare and contrast the different forms of Business Organisation from the point of setting a wholesale business in textiles in Gujrat. What will be your choice ? (12)

6. Write short notes on any TWO of the following :-

(i) BRIC

(ii) Comparison of Indo-China

(iii) EU

(12)