

**COMMONWEALTH EXECUTIVE
MBA/MPA PROGRAMME**

Term-End Examination

December, 2007

C-2 : MANAGEMENT IN ORGANISATIONS

Time : 3 hours

Maximum Marks : 100
(Weightage 70%)

Note :

- (i) There are two Sections A and B.
 - (ii) Attempt any **three** questions from Section A. Each question carries 20 marks.
 - (iii) Section B is **compulsory** and carries 40 marks.
-
-

SECTION A

1. What is Perception and Attribution ? Why is understanding Perception and Attribution important for a manager in an organisational situation ? Explain with examples.
2. What are the benefits of a group ? What are the ways of making group meetings more quality oriented and productive ? Discuss with suitable examples.
3. What is the significance of Organisation Structure ? Briefly discuss the ways and means of dividing and coordinating labour in a functional organisation. Explain with examples.

4. “The way the work is organised is very much a function of technology available with the organisation. Products and services are produced very differently than they were a decade ago, simply because of new technological presence.”

Elaborate this statement and discuss the underlying concepts with suitable examples.

5. Write short notes on any **three** of the following :
- (i) BIG FIVE Framework of Personality
 - (ii) Decision making skills
 - (iii) Value of Communication
 - (iv) Sources of Power
 - (v) Effective management in a political environment

SECTION B

6. Read the case given below and answer the questions given at the end.

Adico Engineering has been in the welding electrode market for the last fifty years. In the seventies they were established in the eastern region and were considered the first name in welding electrode manufacturing. Their clients varied from large institutional buyers to the small welders in industrial townships. Once established, the company coasted along on the strength of the growing demand of their existing clientele.

The scene began to change from mid 80s. Metallurgical technology had moved on to become much more sophisticated. New types of metal were being welded. Moreover the users had become demanding both in terms of quality and efficiency. They did not want odd bumps in their welded products. Nor did they want electrodes that had too much wastage.

Adico had neglected to keep up with the current technology and predictably lost market share to new entrants in the market. Alarmed, the management hired a consultant to help them out of the bind. The first suggestion of the consultant was to hire a senior executive well trained in state-of-the-art welding technology, who could be a resource in the core business as well as the internal facilitator for change. Accordingly, Mr. Rajan was inducted as Director, Strategic Management.

Rajan discovered within a few weeks that Adico had an excellent manufacturing team of people who were highly committed and loyal to the company. They all wished to contribute towards reversing this disastrous trend. The main problem Rajan discovered was that they were years behind current technology. The top management mistakenly believed that the blame for losing market share lay with the marketing department.

Questions :

If you are in Rajan's position, outline

- (a) how do you see the role of leadership in steering the organisation and managing change ?
- (b) what steps would you take to carry out a methodical diagnosis to convince the management of the real problem ?
- (c) what strategies of intervention would you and the external consultant jointly develop to restore Adico's lost glory ?