

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2021

Programme: BBA/BI/TT/BCIS/BHCM/BHM

Full Marks: 100

Course: Principles of Management

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section "A"

Very Short Answer Questions

Attempt all the questions. [10×2]

1. List down the characteristic of Management.
2. Define Esprit De Corps.
3. What do you mean by strategic planning?
4. What is Management by Objective (MBO)?
5. What do you mean by organizing?
6. What are the objectives of staffing?
7. What are formal and informal work group?
8. What do you mean by Autocratic Leadership?
9. What do you mean by TQM?
10. What are the major barriers to organizational communication?

Section "B"

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Describe the main forces in the task and general environment that can affect an organization.
12. What is managerial decision making? Explain the decision-making process.
13. What do you mean by organizational design? Describe the basic forms of organizational designs? Explain matrix design with examples?
14. What strategies and techniques would you implement to manage conflicts in any organization?
15. Briefly explain the control process. Which step is likely to be the most difficult to perform?
16. "Change is absolutely necessary element for organization, but it faces resistance to change" Clarify the statement explaining reasons for resistance to change and techniques to overcome it.
17. What are the major barriers to effective communication? Explain with practical examples.

Section "C"
Case Analysis

18. *Read the case situation given below and answer the questions that follow:*
[20]

Hari is a supervisor in a fire insurance company. He is in charge of a group of clerical workers who review changed policies, endorsements, and riders, calculate commissions and maintain records.

He is very careful and everything coming out of his group is perfect.

He does not delegate authority and responsibility but rechecks in detail all the work turned out by his group. He keeps turning back to them careless and inaccurate work until it is perfect. As a result, he is busy from early morning until late at night doing detail work and neglecting his role as supervisor.

His workers have figured him out and are taking it easy. They do work hurriedly and carelessly and correct it as often as he returns it.

You are afraid that Hari is overworking and heading for a nervous breakdown. You have told him in general terms to delegate authority and responsibility and to discipline his group.

He says that you just can't find people any more who have pride in their work or concern for the company and that if he fires any of his people or they quit the replacements would probably be worse.

- a) Clarify reasons why people do not delegate authority and responsibility.
- b) Explain Hari's responsibilities and authority as a supervisor.
- c) Should Hari delegate his authority for improving the current employee attitude?
- d) List some of the leadership characteristics that Hari lacks.