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101

Management Science
(Old) (From June 2014) (1101)

P. Pages : 3

Time : Three Hours

Max. Marks : 60

Instructions to Candidates :

1. Do not write anything on question paper except Seat No.
2. Graph or diagram should be drawn with the black ink pen being used for writing paper or black HB pencil.
3. Students should note, no supplement will be provided.
4. Attempt **any three** questions from section-I & **any two** from Section-II.
5. All questions carry equal marks.

SECTION – I

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|----|---|----|
| 1. | What is decision making? Discuss its process. | 12 |
| 2. | What is controlling as management functions? Explain its methods. | 12 |
| 3. | Explain bench marking in detail. | 12 |
| 4. | Discuss various forms of organizational structures. | 12 |
| 5. | What is coordination? Discuss techniques of effective coordination. | 12 |

SECTION – II

6. Case – I

A senior management professor in one of our large universities was invited to lead a special seminar for the top 200 managers and their assistants of one of the nation's largest atomic energy research and development laboratories. This laboratory was spending nearly Rs. 200 crore per year of Central Government's funds.

As the professor was getting into his subject and introducing the nature and importance of management theory as well techniques for improving the quality of managing, a pleasant, sandy-haired gentleman (who was unknown to the speaker but who turned out to be head of the laboratory) arose from his seat and said: "Professor, we are very much interested in what you have to say and there may even be some intellectual content in it

but; for your benefit and the benefit of those gathered here, I would like to say that, while management may apply to business enterprises, which work with the sole objective of earning profits, it does not apply here. We are scientists and researchers, and we do not need or want management. Our objective is not to make profit out of research work."

The professor was understandably taken aback, and also felt irritated.

Questions :

6

1) Suppose that you were the professor leading the seminar, what would you have said to the scientist when he says that scientists and researchers did not need or want management?

2) Explain, why an intelligent top scientist would make such a statement?

6

7. Case – II

Rita Sinha, the HR Manager of a medium-sized manufacturing company, was having a heated debate with the Managing Director of the Company, Rohan Kapoor. It was Rohan's contention that there was little need to properly prepare managers through systematic training. Rohan was a proponent of securing the best technology to do the job efficiently. On the other hand, Rita continued to stress the need for group management to use the technology (equipment, machinery, etc.) correctly. Despite Rohan's adamant beliefs he was always willing to listen to the opinions of others. In a meeting, Rita informed Rohan that the company needed managers to:

- 1) Design & maintain the operations of the organization
- 2) Ensure that the Organization accomplished its performance goals
- 3) Ensure that the organization adapts to changes in the world & society around it
- 4) Guarantee that the organization serves society, employees, & owners

Rita believed that because of these needs, managers had to be prepared to carry out their responsibilities so that goals were accomplished. According to Rohan, managers were needed, but training & proper preparation were basically wasteful because managers really did not make the products or provide the services directly to customers. The theme that Rohan kept using, in his discussions, with Rita was that managers could be easily replaced & that they probably should be after a few years because they became Complacent. In a nutshell, Rohan believed that the roles performed by managers were overrated. He wanted to spend most of the organization's time, energy & resources on acquiring the proper equipment, production techniques & raw materials to give the customers what they needed. Managers were replaceable parts that should be replaced occasionally.

- Questions: 6
- 1) Why is Rita so sure that managers must be prepared to carry out their responsibilities? 6
- 2) Do you believe that the role of managers in organizations such as the one described in case is overrated? Why? 6

8. Case – III 12

The management service department of BELCO is facing problem of identity. The department does not really get the due credit for its contribution to the overall support function to the organization.

Of the many reasons responsible for the identity crisis, one important reason is the lack of planning at the department. Employees do not know even the simplest possible sequence of operations involved in the routine and special 'information systems' required for different functional areas.

Ironically, it has been a set belief that the management services department does not really required its own 'Work Plans', because all it has to do is to support the functional work plans.

Absence of work plans have obviously cost absence of optimal productivity required for this department. Productivity been not defined has promoted the misconception of 'no performance measurement' leading to future consequences.

Another element contributing to the 'Identity Crisis' is no 'Physical Identity' of the department as such this has led to an excuse availability to the employees of this department complaining that work plans cannot be designed due to absence of centralized monitoring system.

The department soon became a neglected baby and possibility of it losing its overall utility could not be avoided.
Analyse the case
