

## Management Principles and Practices

Time 3 Hours]

[Max. Marks 80

**Note :** Attempt any four questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 20 marks.

### Section A

1. "Management does not provide readymade answers for organisational problems." Explain your logic for the statement in the light of contingency approach of management.
2. Explain the various roles of the manager with the help of the Mintzberg Model of managerial roles.
3. Write short notes on the following
  - (a) Planning Premises.
  - (b) Philosophies of Planning.
4. Define Growth Strategy. Explain its main features. Why is it adopted ?
5. Compare and contrast the decisions made under conditions of certainty, risk and uncertainty.
6. State the difference between authority and power. Why do organisation members accept their superior's authority ?

### Section B

7. Read the case and answer the questions given at the end :

For over a year now, Sandeep, the CEO of the consulting firm, Market Movers (MM) had been trying to inculcate a deep involvement with customers as a way of life at MM. The involvement of the staff seemed to only skim the surface. Of course, the teams worked very diligently, but Sandeep always felt that there was something missing in their approach. He had tried many models and methods but after a grand start full of enthusiasm and effectiveness, somehow the momentum would be lost.

The incidents kept coming to his mind as if to remind him to find the elusive 'something'. What had triggered his thinking today was an angry exchange between him and Vinay Chabra the previous evening over what Sandeep felt was the inability to look beyond the nose. "A little loss of decorum is good," Sandeep had said later. "It allows you to go beyond the ordinary. And I don't want the ordinary ! We are working with minds and the mind is such that it can create just as well as it can

destroy as it can go into a state of inactivity. But because the mind controls when you are not in control, I admonish to demand commitment to their innate creativity. It's a reminder of what they truly are - passionate people who must control the mind's meanderings from the focus."

Sandeep was aware of the potential creativity of his team. But what nullified his efforts was the between ideas and execution. When they brainstormed, bright ideas emerged. But after that, there was a virtual paralysis : the ideas did not lead to performance. Rather the passion in the performance did not match the passion in the ideas, so there was a breach opening up between inspiration and motivation. At MM, there was no performance bonus. Sandeep's view was : "Perform we will; that's what we are here for. If I give you rewards for performing, you will only perform. But we will reward creative observation."

Sandeep did not believe in motivation. It led to performance - doing an act that had to be done - but not to creativity. This then was the substance of his appeal for passion. Motivation presumed the existence of knowledge that had to be turned into action, execution and application. So he said : "Knowledge + motivation = activity or event." But the event itself was a tried and tested one. Therefore, motivation was only a means to deliver the desired results. But the business they were in could not operate from known past outcomes any more. Today's business demanded all-new, outstanding outcomes. That originality and uniqueness was possible only if there was passion to go beyond known 'knowledge' and trained abilities, what he called passion for creativity, not mere productivity. "Anyone can produce based on another's template and ideas. But to be the template generator, that's originality."

Keya said : "This radical approach is not conducive for our kind of timeframes !" Sandeep said : "In consulting, the cutting edge is innovation. The tried and tested consulting model of doing process reviews and model-building wither away because the faith in models is dying. Innovation can happen only if the people involved have a passion for it. The key differentiator between businesses that succeed and those that fail is passion. The moment there is a mismatch between personal passion and the product line, it fails to work."

### Questions :

1. Does motivation help in raising performance only, or does it also inspire creativity and innovativeness among employees ?
2. Why is Sandeep's approach of motivation not suitable ?
3. Does an organisation need a team of highly motivated employees to succeed ? Give reasons.