

OCTOBER 2011

P/ID 77601/PBE1A

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Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the main features of scientific management?
2. What are the characteristics of authority?
3. Illustrate the types of personality.
4. Why do people resist to change? — Explain.
5. Explain the important features of strategy.
6. What are the areas in which group behaviour varies? — Discuss.
7. What motivates professional employees?
8. Briefly explain informal communication.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Briefly explain the types of policies.
10. Discuss the relationship of communication factors in organisation goals.
11. List the challenges and opportunities for managers to use the knowledge of OB.
12. Examine the leadership styles followed by the Indian managers. Can you suggest a right style?
13. Do SWOT analysis for a company of your choice.
14. Describe the important theories of leadership.
15. “Stress coping strategies can be adopted at individual level as well as at organisational level.” Explain these strategies and their role in managing stress effectively.
16. Describe the pros and cons of narrow and wide spans of control.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Hindustan Teleprinters Ltd was initially set up to manufacture electromechanical teleprinters and associated accessories in technical collaboration with an Italian company by name Olivetti, but within a few years indigenisation was completed. The Company was the only company in India, which was manufacturing teleprinters and was supplying to the Department of telecommunications. During the first ten years of operation the company made reasonable profits and built up respectable amount of reserves and surplus. In the early seventies, the company looked for avenues of diversification as the demand for teleprinters has become stagnant. Export markets were not the answers as the electronic teleprinters had already entered into the scene. The company had decided to go in for the manufacture of electric typewriters. It was to be an indigenous machine based on in house research. The management hoped to sell it at a modest price of Rs. 5000. But the project failed. In 1982 the entire market has changed and the other companies came with electronic typewriters and the HTL was not in a position to sell its products. In addition, the DOT's requirements for teleprinters whether electromechanical or electronic has dwindled due to the introduction of FAX machines on telephone

line and no customer is interested in having a telex machine.

Questions :

- (a) Comment on the company's strategic decision in going for electric typewriters.
  - (b) Discuss the areas of strategic decisions where the company has failed?
  - (c) Do you consider the changes in the industry are not controllable for the company because of which its projects failed?
  - (d) Give any alternate diversification strategy for the company so that it can utilize its existing manpower and resources.
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