

[11001/11101]
SPECIAL DRIVE -DEC-2022
M.B.A./M.B.A TOURISM AND HOSPITALITY DEGREE
EXAMINATIONS
FIRST SEMESTER
Paper - I : PERSPECTIVES OF MANAGEMENT
(Common for M.B.A. & M.B.A.(T & H))
(2016-17 and 2017-18 Admitted Batches)

Time : 3 Hours

Maximum Marks: 75

SECTION - A

I. Answer any FIVE questions not exceeding one page each. (5×4=20)

1. Concept of Management.
2. Long Range Planning.
3. Decision Tree Analysis.
4. Conflicts among Line and Staff.
5. Need for Decentralisation.
6. Aggressive Leader.
7. HERZBERG
8. PERT

SECTION - B

II. Answer ALL questions not exceeding 4 pages each. (5×8=40)

1. a) Define 'Management'. What are the different functions of management?
(OR)
b) Do you support the concept of Social Responsibility of management? Give reasons.
2. a) Explain briefly the types and importance of Planning.
(OR)
b) Outline the process involved in decision making in a large scale organisation.

3. a) Distinguish between formal and informal organizations.
(OR)
b) Outline the factors which are influencing span of control?
4. a) Write any one of the theories of leadership of your choice.
(OR)
b) Define 'Motivation'. Critically examine Maslow's theory on Motivation.
5. a) Elucidate the need and importance of control in a large scale organisation.
(OR)
b) What is TQM? What are the issues involved in TQM?

SECTION - C
(Case Study)

III. Compulsory: **(1×15=15)**

Cheryl Kahn, Rob Carstons, and Linda McGee have something in common. They all were promoted within their organizations into management positions. And each found the transition a challenge.

Cheryl Kahn was promoted to Director of catering for the Glazier group of restaurants in New York city. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role to be daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or the high way'. And was forgetting that my friends were also in transition". She admits that this style alienated just about every one with whom she worked.

Rob Carstons, a technical manager at IBM in California, talks about the uncertainty he felt after being promoted to a manager from a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss".

Linda McGee is now President of Medex Insurance Services in Baltimore, Maryland. She started as a customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues "would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back".

Questions:

1. A lot of new managers error in selecting the right leadership style when they move into management. Why do you think this happens?
 2. What does this say about leadership and leadership training?
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