

Q.1 Outline the main features of systems Management with the key Concept of this approach. (15)

OR

Q.1 Distinguish between professional Management and family management with a special reference to Professional management in India. (15)

Q.2 Distinguish between centralization and decentralization of authority (15)

OR

Q.2 What is matrix organization? Enumerate the guidelines for making matrix organisation effective. (15)

Q.3 Do you agree that a leader can be successful but not effective? Give your views.

OR

- Q.3 a Distinguish between Theory X and Theory Y (5)
- b Discuss Herzberg's Theory of Motivation. (5)
- c Relationship between Authority & Responsibility. (5)

Q.4 **Case Study**

In 1986, Ford passed its bigger Competitor, General Motors, with earning of \$ 3.3 billion. Ford's market share is about 20 % . But Success, in many instances, may be only temporary, and Ford's chairman, Donald E. Petersen, is concerned about Complacency. Indeed, the Company has to work hard to maintain its reputation for stylish, aerodynamic cars and high quality.

Under the former leadership of Henry Ford II, the Company was very centralized. But the Petersen's plan is to make Ford an integrated global enterprise. Thus, a great deal of authority for the development of specific models or Components is now centralized in the company's various technical centers around the world rather than in Detroit. Under this plan, the car or its Components are developed in the technical centre with the best expertise in a particular field, anywhere in the world. This could save company a lot of money by avoiding duplication in development and reducing tooling costs for



platform the new model that will replace the European Sierra and the Americal Tempo and Topaz. Ford will sell the new cars in Europe and in the United states. Similarly, in Japan, Mazda. (Ford owns 25 % of the Company), which has much experience in building small Cars, will be the little centre for developing the platform for the replacement car for the Escort. The North American center of excellence will focus on mid-size cars. Similar centres are planned for major Components, such as transmissions and engines. While these centres of excellence develop platforms and key Components, exterior and interior styling will be the responsibility of companies in the various regions.

The concept of centers of excellence may seem promising, yet a previous attempt in the early 1980s to build a "world car" Europe failed. It is said that the American car, the Escort, shared only one Part with its European Counterpart, namely the seal in the water pump.

**Q.1** What do you think of Ford's overall decentralization with centralized authority for development of specific cars and components at the Technical centres?

**Q.2** Why does Ford think that the Concept of having centers of excellence located in various parts of the world will be the correct organization structure for the 21 st Century?

OR

**Q.4 Case Study**

Anna Electronics Company (AEC) has an excellent national and international reputation and its employees are Proud to work for the firm. But the Company demands total loyalty from its employees and even tries to influence their behavior and appearance after work.

Malliga, a bright young woman working for AEC for over 10 years, was highly respected by the colleagues and did a fine job as a divisional sales manager. It was generally agreed that she had excellent potential for advancement. For 2 months, Ms. Malliga had been in love with Ramanan, Who Worked in the electronics division of a Competing Company. One day, Kumaran, Malliga's boss approached her about this matter, stating that there might be a possible Conflict of interest in her association with an employee of the



that demands (and rewards) Complete loyalty from all its employees.

Shortly after this emotional Confrontation with her boss, Ms. Malliga was Transferred to a non - managerial position without any loss in pay.

She also noted that even her friends at AEC tried to avoid her. But Malliga felt very strongly that the company had no business suggesting whom she could and could not see after working hrs; as a result, she quit her job.

**Q.1** Can a company demand loyalty to the extent indicated in this case?

would your answer be different if Malliga had access to important company trade secrets?

**Q.2** What Would you do in Malliga's Position?

**Q.3** What Would you do in the supervisor's position?

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