

TRIBHUVAN UNIVERSITY
Institute of Science and Technology
2072

Bachelor Level/ Second Year/ Third Semester/ Science
Computer Science and Information Technology (MGT 205)
(Introduction to Management)

Full Marks: 80
Pass Marks: 32
Time: 3 hours

Candidates are required to give their answers in their own words as far as practicable.
The figures in the margin indicate full marks.

Group A

(2x10=20)

1 Write specific answer to the following questions:

- (a) Define management and mention its four features.
- (b) Write any four administrative management theory.
- (c) What do you understand about management ethics?
- (d) What is planning? Explain in brief about standing plans.
- (e) Explain about programmed and non-programmed decision.
- (f) Point out the various types of organization structure and explain in brief any one of it.
- (g) Write four components of human resource management.
- (h) Mention about democratic leadership style.
- (i) Define communication and mention four examples of non-verbal communication.
- (j) Write the full form of MBO, MIS, HRM, and TQM.

Group B

(2x12=24)

Attempt any two questions, but question no. 4 is compulsory.

2. Describe the principles of Administrative management theory.
3. Why are business and culture closely related? What is the significance of socio-cultural environment for business?
4. Read the case carefully and answer the question:

One of the most successful discount department stores in America is known as Wal-Mart stores and is named after its founder Sam Walton. Because of the phenomenal success of these stores, Sam Walton became the richest man in America. Also, because of his leadership, the stores have enjoyed continuous growth and expansion, so that by mid 1980s, the chain had over 700 stores and increasing at the rate of an additional 100 stores per year. Its sales increased annually by over 35% per year and the profits have soared close to 40% per year since 1975.

Sam Walton, until he died in 1992, took personal interest in his employees. His managerial philosophy was to get the right people in the right places and then give them the freedom to be innovative to accomplish their tasks. He called his employees as associated and treated them as associates. As per company policy, all associated are eligible for profit sharing plans which motivate the employees further. The managers of the stores are required and encouraged to meet with their employees in a social setting to discuss their concerns as well as issues of organizational interest, and this makes the employees feel that their input is taken seriously by the management.

Sam Walton himself led a simple life. He did not exhibit any aura about himself, giving the employees a feeling that he was one of them. He and his executives regularly traveled in company owned planes

to visit Wal-Mart stores situated at various sites across the country. He met with sales clerks, stock boys and sales managers to find out what items were popular. He knew most of them by their first names and addresses them so. He initiated "employee of the month" in all categories and created honour roles for more successful stores. This created inner competition requiring extra effort to improve sales and service. This policy gained high respect for him as a leader.

The administration of the organization is very cost conscious. It only spends about 2% of sales for general administrative expenses. It shops for suppliers at bargain prices all around the world and has built giant warehouse around the country in such a manner so that most stores are within six hours of driving from a warehouse. This helps in better delivery system and reduced inventories at retail stores. Each store prepared a monthly financial report which can be studied line by line to look for ways to reduce costs further. These cost savings are passed on to the customers and this in turn generates customer loyalty. Wal-Mart slogan of "Quality you need, prices you want" has become a generic organizational statement.

Wal-Mart with more than 2000 stores at present is faced with tough competition from a similar chain of discount stores known as K-Mar. However, Sam Walton did not worry about the competition because he felt that his people oriented philosophy of operations and cost cutting efforts without diluting the quality of the merchandise would always meet the competition head-on.

Questions:

- (a) What are the major reasons for the company's phenomenal success? Explain those reasons in detail.
- (b) How would you describe Sam Walton as an effective leader? What leadership theory is consistent with his leadership style?
- (c) How important is it for a leader to mix with employees? How does this leadership style of "being one of the boys" affect the motivation of the employees?
- (d) What factors, other than the leadership style contributed towards the survival and the growth of the organization? Support your reasons.

Group C

(6x6=36)

Attempt any six questions:

- 5. Describe the Management Science Theory. Explain its contributions and limitations.
- 6. Define social responsibility of business. Identify the areas of corporate social responsibility.
- 7. What is the difference between standing and single-use plans? Give examples of each.
- 8. Define programmed decision. What are the main difference between programmed and non-programmed decisions?
- 9. Explain the meaning and characteristics of organization.
- 10. Define conflict. Explain major sources of conflict.
- 11. Explain Herzberg's theory of motivation.
- 12. What are the major techniques for improving communication?