

11. (a) Explain in detail about Henry Fayol's contribution towards classical approach towards management.
- Or
- (b) (i) Discuss the relative importance of each type of the skills to lower, middle and upper level managers. (8)  
(ii) Describe the motion study as used by the Gilbreths. (8)
12. (a) (i) Discuss some of the tools for developing organizational strategies. (10)  
(ii) Explain the steps involved in Decision making process. (6)
- Or
- (b) (i) Elaborate the different types of organizational plans. (10)  
(ii) What do you understand by Management by Objectives (MBO)? What are its advantages and limitations? (6)
13. (a) (i) Describe a case in which matrix organization structure will be effective. Also discuss the advantages and limitations of matrix organization. (10)  
(ii) Compare formal and informal organizations. (6)
- Or
- (b) (i) "Delegation is the ability to get result through others" — Discuss. Explain the steps and guidelines to be followed while delegating authority. (8)  
(ii) Explain the various methods of training. (8)
14. (a) (i) Explain the types of formal organizational communications. (8)  
(ii) Discuss the obstacles to the leader flexibility and leader styles based on them. (8)
- Or
- (b) Does motivation important for organization development/achievement? Justify your answer with Maslow's hierarchy of needs.
15. (a) (i) Explain the relationship between controlling and overall management. Discuss the steps in controlling process. (10)  
(ii) Describe the potential barriers to successful controlling. (6)
- Or
- (b) Discuss briefly about (i) Break event analysis and (ii) budget as tools for organizational control. (8 + 8)

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