

No. of Printed Pages : 3

MVE-005

00356

**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

June, 2011

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt any Five questions. All questions carry equal marks.

1. (a) According to Katz how many types of managerial skills are recognised by managers and discuss any two of them. 8
- (b) How a manager manages innovation for achieving the objectives of an organisation ? 7
2. (a) Define mission objectives and goals and Explain their relevance for the successful working of an organisation. 7
- (b) "Most of the decisions in large organisations are usually taken by a group of managers rather than a single individual manager." Elaborate on this statement and explain the advantages and disadvantages of group decision making. 8

3. (a) Explain the concept of organisational culture and write the perceived characteristics of culture. 7
- (b) Explain any four common dimensions of organisational culture. 8
4. (a) Discuss the three ways in which organisations can manage their dependence on external environment. 7
- (b) Explain any four steps involved in the process of executive development. 8
5. (a) Explain the concept of Johari Awareness Model of Interpersonal Process. 7
- (b) Compare and contrast Theory X and Theory Y on Leadership styles and explain their relevance in the Indian contexts. 8
6. (a) Arthun Bedeian identifies nine methods of control and classifies them into three categories based on their frequency of use. "Identify these three categories, and explain briefly the various methods of control. 8
- (b) Discuss the concepts of Centralization and Decentralisation and write the advantages of Centralisation. 7
7. (a) State the role of formal and informal groups in organisational functioning. 8
- (b) Explain briefly the various steps involved in the planning process of an enterprise. 7

8. Write short notes on **any two** of the following :
- (a) Distinction between Training and Development. 7½x2=15
 - (b) Methods of Stress Management.
 - (c) Database for Manpower forecasting.
 - (d) Responsibility of a professional manager towards customers and suppliers.
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POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

December, 2011

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Answer any Five questions. All questions carry equal marks.

1. (a) Briefly discuss any three tasks of a professional manager. 7.5x2=15
(b) Discuss responsibilities of a professional manager towards customers and shareholders.
2. Write short notes on *any three* of the following : 5x3=15
 - (a) Planning
 - (b) Controlling
 - (c) Organising
 - (d) Motivating and Leading
 - (e) Decision making
3. (a) Explain the managerial skill of a manager at human level. 7.5x2=15

- (b) Write a note on the various levels of managers in an organisation. Explain with the help of suitable examples.
4. Distinguish *any three* of the following : $5 \times 3 = 15$
- (a) Objectives and Goals.
 - (b) Top-down strategy and Bottom-up strategy
 - (c) Reactive and Proactive changes
 - (d) Formal and Informal organisations.
5. (a) Explain any three techniques used to generate alternatives in decision making. $7.5 \times 2 = 15$
- (b) List out the factors which determine an organisational culture. Discuss any five of them.
6. (a) Explain in brief any three causes of stress.
- (b) List out the six steps involved in the process of executive development. Explain each of them in brief. $7.5 \times 2 = 15$
7. (a) Explain honouring psychological contract as a part of developing inter personal relationship.
- (b) Explain any five types of manpower planning. $7.5 \times 2 = 15$

8. Write short notes on *any three* of the following : 5x3=15
- (a) Scientific Manager's style
 - (b) Centralisation
 - (c) the control process
 - (d) Culture or Climate
 - (e) Barriers to Communication planning as an activity.
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POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

June, 2012

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt any five questions. All questions carry equal marks.

1. (a) Discuss the responsibilities of a professional manager towards industry and competition.
(b) Explain the need for training in an organisation. $7\frac{1}{2} \times 2 = 15$
2. Discuss any three of the following skills of a manager : $5 \times 3 = 15$
 - (a) Planning skills
 - (b) Organising skills
 - (c) Leading skills
 - (d) Controlling skills
 - (e) Decision making skills.
3. Write notes on any two of the following : $7\frac{1}{2} \times 2 = 15$
 - (a) Mission of a firm
 - (b) Process of strategy formulation
 - (c) Policies

4. (a) Discuss the process of creative thinking as a means to generate alternatives in decision making. $7\frac{1}{2} \times 2 = 15$
- (b) Discuss the advantages and disadvantages of group decision making.
5. (a) Discuss the characteristics of managerial ethos. $7\frac{1}{2} \times 2 = 15$
- (b) Discuss any five types of groups present in an organisation.
6. (a) Discuss any five dimensions of organisational culture. $7\frac{1}{2} \times 2 = 15$
- (b) Write a note on the role expectations and conflict in an organisation.
7. (a) Explain the nature of change. Distinguish between Individual change and organisational change. $7\frac{1}{2} \times 2 = 15$
- (b) Explain the five types of power exercised by leaders in an organisation.
-
8. Write short notes on *any three* : $3 \times 5 = 15$
- (a) Informal groups
- (b) Group control
- (c) Training and Education
- (d) The Domino Effect
- (e) Mechanistic Decisions
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MVE-005

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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

**Term-End Examination
December, 2012**

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt any five questions. All questions carry equal marks.

1. (a) "To plan and manage for innovation is an ongoing task". Critically evaluate the statements. 8
(b) Explain the responsibilities of a professional manager towards customers. 7
2. (a) Describe the main functions of a top level manager. 7
(b) Explain the components of strategy in the context of a company involved in manufacturing and marketing electronic products. 8
3. Discuss the three phases of decision making in organisations as enunciated by Henry Mintzberg and state the types of decisions which you shall be required to make as a manager. 15

4. (a) Define organisational culture and identify its common dimensions. 8
- (b) Explain the three stages of process of change as described by Kurt Lewin. 7
5. (a) List and explain the process of executive development. 8
- (b) Explain Trait Theory of leadership. 7
6. (a) Define constructive confrontation and explain the principles to be observed for improving the effectiveness of confrontation. 8
- (b) Describe the positive features of delegation and decentralisation. 7
7. (a) Explain the process of organisational change. 7
- (b) Why do the firms need to frame the policies in the organisation ? Explain. 8
-
8. Write explanatory notes on *any two* of the following : 7¹/₂x2=15
- (a) Group Dynamics
- (b) Symptoms of Stress
- (c) Types of Leaders' Powers
- (d) Barriers to Effective decision-making

POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

June, 2013

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt **any five** questions. All questions carry equal marks.

1. (a) Explain the two sets of factors that affect the firm's survival and growth. 7
(b) Describe the responsibilities of a professional manager towards industry and competition. 8
2. (a) What do you mean by "perception" and "attitude"? Explain. 7
(b) Explain briefly the four steps involved in planning for an enterprise. 8
3. (a) Distinguish between strategy and policy. 7
(b) Explain the types of analysis through which training needs can be identified. 8
4. (a) Describe the methods used for determining personnel requirements of an organisation. 8

- (b) Explain the three major steps involved in control process. 7
5. (a) Define human resource planning or manpower planning and state its importance. 8
- (b) Explain the economic model of decision making. 7
6. (a) State the three aspects of self - concept and explain the mechanisms used by a person to protect one's self - concept and maintain interpersonal environment. 8
- (b) Discuss the Path - goal Leadership Theory. 7
7. (a) Explain the personality related factors responsible for resistance to organisational change. 8
- (b) What are the implications of formal and informal groups for management? 7

8. Write explanatory notes on *any two* of the following : 7½x2=15

- (a) Managerial Ethos and Values
- (b) Group Decision Making
- (c) Importance of Johari Window in Interpersonal Relations
- (d) Principles of Executive Development
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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

December, 2013

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt any five questions. All questions carry equal marks.

1. (a) Describe the tasks of a manager in terms of providing purposeful direction to the firm and managing survival and growth . 8
- (b) Define mission, objectives and goals of an organisation. What is the relevance for an organisation to be successful ? 7
2. (a) Distinguish between strategic planning and operational planning. 7
- (b) What is the role of a manager of an organisation towards union and society ? 8
3. (a) What is the process for strategy formulations ? Describe in brief. 8
- (b) Discuss in brief any two models of decision making process. 7

4. (a) What steps are required to overcome the barriers in decision making ? Explain. 8
(b) What are the various causes of stress ? Discuss. 7
5. (a) Describe the need and importance of training and manpower development in an organisation. 8
(b) Discuss different types of power and explain their relevance/irrelevance in the performance of a leader. 7
6. Change is important for affecting improvements in the organisation. Discuss the strategies for coping with change. 15
7. What are the prerequisites and characteristics of an effective control system? Discuss different methods of control as described by Arthur Bedeiar. 15
8. Write short notes on *any two* of the following :- 7½x2=15
- (a) Factors which influence the work group effectiveness.
(b) Concept of budget and its importance.
(c) Characteristics of manpower planning.
(d) Methods and steps in managing stress.
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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

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MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Answer any **five** questions. All questions carry equal marks.

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1. (a) Discuss how a manager manages innovation in a firm to achieve corporate objectives, giving suitable examples.
- (b) Discuss briefly the responsibilities of a professional manager towards society. $2 \times 7 \frac{1}{2}$
2. (a) Discuss the planning and organising skills of an effective manager.
- (b) Differentiate between strategic and operational planning, giving examples. $2 \times 7 \frac{1}{2}$

3. (a) Define Strategy. Discuss the components of strategy.
- (b) Discuss the important considerations to be taken into account while framing policies. $2 \times 7 \frac{1}{2}$
4. Write short notes on any **three** of the following : 3×5
- (a) Retraining
- (b) Mission of a firm
- (c) Economic Man Model
- (d) Self Concept
- (e) Training Objectives
5. Differentiate between any **three** of the following : 3×5
- (a) Re-active and Pro-active Changes
- (b) Centralisation and Delegation
- (c) Theory X and Theory Y
- (d) Objectives and Goals
- (e) Evolutionary and Revolutionary Changes
6. (a) What is Control ? Discuss the prerequisites and characteristics of an effective control system.
- (b) Discuss the Trait Theory of Leadership giving suitable examples. $2 \times 7 \frac{1}{2}$

7. (a) Discuss decision-making under the condition of certainty and uncertainty.

(b) Explain the following :

(i) Brainstorming

(ii) Synectics

(iii) Nominal grouping

$2 \times 7 \frac{1}{2}$

8. (a) What do you understand by an organisational culture ? Explain any five dimensions of an organisational culture.

(b) What do you mean by managerial ethos ? Discuss its characteristics.

$2 \times 7 \frac{1}{2}$

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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

June, 2015

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Answer any five questions. All questions carry equal marks.

1. (a) How does a manager maintain balance between creativity and conformity ? Discuss. 7.5x2
(b) Discuss the responsibility of a professional manager towards employees.
2. (a) Write a brief note on leading skills of an effective manager. 7.5x2
(b) Discuss the process of formulating a plan for an enterprise.
3. (a) Explain the process of strategy formulation.
(b) Differentiate between programmes and procedures giving suitable examples. 7.5x2

4. (a) Discuss the advantages and disadvantages of group decision making. 7.5x2
(b) Explain the following :
(i) Manpower planning
(ii) Contingency theory of leadership
(iii) Group Dynamics
5. (a) Explain the concept of training. Discuss how is it related to education and development. 7.5x2
(b) List out the main objectives of training. What is the criteria, which is followed while setting training objectives ?
6. (a) Discuss any two studies, which help us in understanding various leadership styles. 7.5x2
(b) Explain the Path-goal Leadership Theory.
7. (a) Explain the process of organisational change. 7.5x2
(b) Discuss any five personality related factors which can lead to resistance to change.
8. Explain **any three** of the following : 5x3
(a) Objective of executive development
(b) Tops - down and Bottoms - up strategy
(c) Acute Stress Response
(d) Analytical and judgemental decisions
(e) Types of policies
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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

December, 2015

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Attempt *any five* questions.
(ii) *All* questions carry *equal* marks.

1. (a) How does a manager cope with the challenges of increasing competition? Explain by giving examples. 7½
(b) Explain the responsibility of a professional manager towards employees. 7½
2. (a) Describe the Games Man Model of decision making process including the steps involved therein. 8, 7
(b) State the advantages and disadvantages of group decision making.
3. Explain the concept of 'organisational culture' and its common dimensions. 15
4. Define the term 'stress' and discuss any three causes of stress. 15

5. Distinguish between : 7½, 7½
(a) Training and Education
(b) Training and Development
6. (a) Explain the need and importance of manpower planning. 7½, 7½
(b) Discuss the three steps involved in the control process.
7. Explain the Johari Window for studying interpersonal awareness. 15
8. Write short notes on **any two** of the following :
(a) Social learning theories 7½, 7½
(b) Strategic and operational planning
(c) Types of manpower forecast
(d) Control as a feedback system.

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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

June, 2016

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) *Attempt any five questions.*
(ii) *All questions carry equal marks.*

1. List the three levels of skills Katz talked of and explain any one of them. 15
2. (a) List and explain the three phases in decision making process. 7½
(b) Explain the process of strategy formulation. 7½
3. Define Organisational Climate (OC) and state its common dimensions. 15
4. Describe frustration as a cause of stress, discuss in detail as to how stress can be managed at an individual level. 15

5. State the personality related factors that lead to resistance to change. 15
6. (a) Explain the concept and objectives of executive development. 7½
(b) Discuss the types of analysis that help in identifying training needs. 7½
7. Explain the techniques used for manpower demand forecasting at the macro level. 15
8. Write short notes on **any two** of the following : 7½x2
(a) Theories of group formation
(b) Policies
(c) Control process
(d) Path-goal leadership theory.

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POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

December, 2016

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Answer any five questions.

(ii) All questions carry equal marks.

-
1. (a) Explain the two sets of factors that impinge upon the firm's survival and growth. 7
 - (b) State the responsibilities of a professional manager towards the customers. 8

 2. (a) Explain the concepts of 'strategic planning' and 'operational planning'. 7
 - (b) Identify the various models of decision-making and discuss any one of them in detail. 8

 3. (a) Explain the various dimensions of organisational culture. 9
 - (b) What do you mean by managerial ethos ? Describe the main ethos contemporary managers must have. 6

4. Define 'stress' and discuss the personal, environmental and organisational reasons thereof. 15
5. (a) Distinguish between : 8
(i) training and education
(ii) training and development
- (b) Explain the need for and importance of manpower planning. 7
6. (a) Explain the three steps involved in the control process. 6
(b) Briefly explain the various methods of control identified by Arthur Bedeian. 9
7. (a) Describe the principles to be observed for improving effectiveness of confrontation. 9
(b) Explain Trait's Theory of Leadership. 6
8. Write short notes on any two of the following : 7.5x2
- (a) Brain storming as a Technique for stimulating creative thinking.
(b) Conceptual skills of a manager.
(c) Critical concerns at different stages of organisational change.
(d) Role of Informal Groups in an organisation.
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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

June, 2017

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Answer any five questions.

(ii) All questions carry equal marks.

-
1. (a) Explain the role of a manager in managing innovation. 8
 - (b) What do you mean by the 'First Level Managers' ? Discuss their role in an organisation. 7
 2. (a) State the various aspects that the top management must take into account while framing the policies. 7
 - (b) Explain the economic man model of decision making process. 8
 3. Explain the concept of 'organisational culture' and the various factors that act as its determinants. 15

4. Distinguish between (attempt any two) : 7.5x2
- (a) Individual change and Organisational change.
 - (b) Evolutionary change and Revolutionary change.
 - (c) Reactive changes and Proactive changes.
5. (a) Explain briefly the process of executive development. 7
- (b) State the importance of Johari Window as a conceptual model for studying interpersonal awareness. 8
6. Explain the need for manpower forecast and its various types. Also state the purposes for which macro forecasts are used. 4,7,4
7. (a) Explain any two types of leadership styles. 8
- (b) State the importance of informal groups. 7
8. Write short notes on any two of the following : 7.5x2
- (a) Group Decision Making.
 - (b) Coping with stress at Individual Level.
 - (c) Benefits of Training to Employees.
 - (d) Importance of Induction.
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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

December, 2017

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Attempt any five questions.

(ii) All questions carry equal marks.

-
1. (a) What do you mean by change and how does a manager cope with the challenges of change. 7½
(b) Explain how a manager helps in retaining talent and helps in inculcating a Sense of Loyalty. Give examples to support your answer. 7½

 2. (a) What are the main responsibilities of a professional manager / firm towards its/his customers ? Give examples. 7½
(b) Explain the important functions of a top manager. 7½

 3. (a) What steps are involved in the process of strategy formulation ? 7½
(b) Explain various strategic alternatives available under it and discuss them with suitable examples. 7½

4. Explain any two models of decision making process in brief. 15
5. (a) What is the influence of leadership style on Organizational Climate ? Discuss with examples. 9
- (b) What is synectics technique for identification of alternatives in decision making process. 6
6. List the stages involved in the process of organisational change and explain them in brief. 15
7. (a) List and explain the prerequisites and characteristics of effective control systems. 9
- (b) What are the steps involved in a control process ? Explain them in brief. 6
8. Write short notes on any two of the following : $7\frac{1}{2} \times 2 = 15$
- (a) The Johari Awareness model of interpersonal process.
- (b) Trait theory of Leadership.
- (c) Group Dynamics.
- (d) Methods used for Identifying Training Needs.
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POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

June, 2018

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Attempt any five questions.

(ii) All questions carry equal marks.

1. (a) Who is a professional manager ? How does a professional manager maintain a balance between Creativity and Conformity ? 7½
(b) Discuss the responsibility of a professional manager towards Union and Government. 7½
2. Differentiate between strategic and operational planning with the help of examples. 15
3. Explain the steps in brief for formulating a plan. 15
4. Differentiate policies, programmes and procedures from mission, objectives and strategy. Explain with the help of examples. 15
5. (a) Write a short note on Econologic model of decision making process. 7½
(b) Explain decision making under uncertainty with examples. 7½

6. (a) What are managerial ethos and explain their characteristics ? $7\frac{1}{2}$
- (b) List the determinants of Organisational Culture. Explain any two. $7\frac{1}{2}$
7. List and explain the causes of stress. 15
8. Write notes on any two of the following : $7\frac{1}{2} \times 2 = 15$
- (a) Types of group
- (b) Trait Theory
- (c) Objectives of manpower planning
- (d) Control as a feedback system



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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

December, 2018

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Answer any five questions.

(ii) All questions carry equal marks.

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1. (a) State the main responsibilities of a professional manager towards his customers. 7½
(b) What is the foremost task of a manager to cope with the challenges of increasing competition? 7½

 2. Explain the decision making under : 5x3=15
 - (a) Certainty
 - (b) Risk
 - (c) Uncertainty

 3. What do you mean by manpower planning? 15
State its objectives and the process of manpower planning.

4. (a) Differentiate between individual and group decision making. 5
- (b) List the roadblocks that can impact the process of effective decision making and identify the strategies which can be adopted in overcoming these barriers. 10
5. List and explain the methods of coping with stress at individual level. 15
6. Explain the various methods of control as identified by Arthur Bedeian. 15
7. State the three levels of managers and their responsibilities. Also identify the skills they must possess as stated by Katz, and the extent to which these are used at various levels of managerial hierarchy. 15
8. Write short notes on any two of the following : 7½+7½
- (a) Strategic and Operational Planning
- (b) Managerial Values and Ethos
- (c) Types of Power
- (d) Group Dynamics
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MVE-005

**P. G. DIPLOMA IN
PHARMACEUTICAL SALES
MANAGEMENT (PGDPSM)
Term-End Examination**

June, 2019

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 Hours

Maximum Marks : 75

*Note : Answer any five questions. All questions
carry equal marks.*

1. "Preparing a plan is a step by step exercise."
Identify these steps and explain them briefly. 15
2. Explain the various techniques used in
different steps of decision-making. 15
3. (a) Discuss frustration as a cause of stress. 7
(b) State and describe the personality factors
which explain the process of resistance to
change. 8
4. (a) Why do the firms need to frame the policies
in an organization ? Explain. $7\frac{1}{2}$

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2015

- (b) Explain the need of strategy for achieving the objectives of the firm. $7\frac{1}{2}$
5. State the main responsibilities of a manager towards : 10, 5
- (a) Customers
- (b) Suppliers
6. Discuss the process of organisational change. 15
7. Explain the four stages of developing interpersonal relationships. 15
8. Write short notes on any *two* of the following : $7\frac{1}{2}, 7\frac{1}{2}$
- (a) Leading skills
- (b) Mission
- (c) Control Process
- (d) Types of Training Programmes

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POST GRADUATE DIPLOMA IN PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)

Term-End Examination

December, 2019

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : (i) Attempt any five Questions.

(ii) All Questions carry equal marks.

1. (a) Discuss how Manager manages innovation for achieving objectives of the firm. 7½
(b) How a Manager helps in retaining talent and inculcate sense of Loyalty among employees ? Discuss with the help of examples. 7½
2. What are the different levels of Managers in any organisation and what type of Managerial Skills are required at various levels ? Discuss in brief. 15
3. Differentiate between Mission, Vision, Objectives, Strategy, Policies, Programmes and Procedures. Give one example of each. 15
4. What are Managerial Values and Ethos ? Discuss their characteristics and importance in the present context. 15
5. Distinguish between :
(a) Individual Change and Organizational Change. 7½
(b) Reactive and Proactive Change. 7½
6. Compare Training and Development. How are they different ? Explain in brief types of Training given to Employees. 15
7. What is Controlling Process ? Discuss in brief methods of Control with suitable examples. 15
8. Write notes on any two of the following : 2x7½=15
(a) How can the Interpersonal Problems be resolved ? Explain.
(b) Trait Theory of Leadership
(c) Any one Theory of Group Formation
(d) Coping with Stress at the Organisational Level

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**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES
MANAGEMENT (PGDPSM)**

Term-End Examination

June, 2020

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 Hours

Maximum Marks : 75

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Note : (i) Attempt any five questions.

(ii) All questions carry equal marks.

1. (a) What are the tasks of every manager ?

Discuss with the help of examples. $7\frac{1}{2}$

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[2]

MVE-005

- (b) What steps can be taken by manager to maintain firm's efficiency in terms of profit generation ? Discuss. 7½
2. Explain with examples the organizing and leading skills of a manager. 15
3. Discuss the steps involved in formulating a plan. Give examples in support of your answer. 15
4. Explain the steps involved in the process of strategy formulation. What strategies are available to a firm ? Discuss with examples. 15
5. Discuss any *two* models of decision-making as per your choice. 15
6. Discuss the process of organizational change and the strategies to cope with it. 15

[3]

7. What do you understand by Manpower Planning ? Explain in brief manpower demand forecasting techniques. 15

8. Write notes on any *two* of the following :

$7\frac{1}{2}$ each

(a) The Johari Awareness Model of Interpersonal process

(b) Path-goal leadership theory

(c) Types of Groups

(d) Determinants of organizational culture

**POST GRADUATE DIPLOMA IN
PHARMACEUTICAL SALES MANAGEMENT
(PGDPSM)**

Term-End Examination

February, 2021

MVE-005 : INTRODUCTION TO MANAGEMENT

Time : 3 hours

Maximum Marks : 75

Note : Attempt any **five** questions. All questions carry equal marks.

1. (a) "To plan and manage for innovation is an ongoing task." Critically evaluate the statement with respect to managing innovation. 8
- (b) Distinguish between Operational planning and Strategic planning. 7
2. Write short notes on any **three** : $3 \times 5 = 15$
- (a) Goals
- (b) Strategy
- (c) Policy
- (d) Mission

3. (a) Explain the three phases of decision making in an organisation as enunciated by Henry Mintzberg. 8
- (b) State and explain briefly the types of decisions which are required by a manager. 7
4. (a) What are the different stages in the creative process? Explain how these stages help to generate alternatives in decision making. 8
- (b) Discuss the advantages and disadvantages of group decision making. 7
5. (a) Discuss any five dimensions of Organisational Culture (OC). $7\frac{1}{2}$
- (b) List and explain the characteristics of managerial ethos. $7\frac{1}{2}$
6. (a) What is stress? Discuss frustration as a cause of stress. 7
- (b) What are the objectives of executive/employee training? Discuss the various techniques used in executive development? 8

7. (a) What are the main techniques used in manpower demand forecasting at the macro level ? Discuss in brief. 8
- (b) What is control ? What are the pre-requisites and characteristics of Effective Control Systems ? 7
8. Write short notes on any **two** of the following : $7\frac{1}{2}+7\frac{1}{2}$
- (a) Trait theory of Leadership
- (b) Formal and Informal Groups
- (c) Constructive Confrontation
- (d) Control as a feedback system