

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, April/May 2018**

**Course: Industrial Management**  
**Program: B.Tech ICE-NU**  
**Time: 03 hrs.**

**Semester: VIII**  
**Max. Marks: 100**

**Instructions:**

**SECTION A**

S. No.		Marks	CO
Q 1	<b>Short Answer Questions</b>	<b>20(5*4)</b>	<b>CO1</b>
a)	Define HRP (Human Resource Planning).		<b>CO4</b>
b)	Describe Delegation of Authority.		<b>CO6</b>
c)	Describe the various features of management.		<b>CO3</b>
d)	Highlight the techniques involved in decision making.		<b>CO5</b>
e)	List down the various types of industries.		<b>CO2</b>

**SECTION B**

Q .2	<b>Answer all the questions( Choice between Q. d &amp; e):</b>	<b>40(4*10)</b>	<b>CO</b>
a)	Describe the staffing process followed in an organization .		<b>CO2</b>
b)	In the context of present scenario, discuss the important roles to be performed by a manager.		<b>C04</b>
c)	Do you think that the Motivation theories discussed in the class are still relevant? Explain with the help of Need Hierarchy theory.		<b>CO6</b>
d)	What do you understand by Planning? Outline the steps involved in planning process.		<b>CO5</b>
e)	Write a note on different schools of management thought		<b>CO3</b>

**SECTION-C**

Q	<b>CASE STUDY (COMPULSORY)</b>	<b>40(5*8)</b>	<b>CO</b>
	<p><b>John Benson</b> had been <b>head of the department</b> for about eight years. Over this period the department had high labour turnover and a considerable current of discontent among its 25 employees. John was an <b>autocratic supervisor</b>. Because he seemed to have the support of the division manager, the people in the department did little outward complaining about his leadership.</p> <p>Nevertheless it was common knowledge in other departments in the division that the majority of the people in John's department were very dissatisfied, to say the least. These people were career employees performing technical work, and they received personal feelings of accomplishment from their work. Few compliments were</p>		<b>CO6</b>

forthcoming from their boss; while they resented this, their personal pride and possible fear of retribution kept them from saying anything to John. One of the things they resented most was John's frequent practice of taking credit for ideas and efforts of subordinates so that he could enhance his own reputation with **his superior, the division manager.**

One of his subordinates, **Will Michaels**, had become the **informal leader** of the department, although he did not seek the role. Other employees sought him out for advice and guidance, and he became the focal point of the gripe sessions which had become more frequent as time passed. These gripe sessions were quasi-social occasions such as lunch, and they usually ended with Will telling his fellow employees to complain openly about their grievance to both John and his superior.

**Will** had done this several times and, while he gained no positive results, he at least had the satisfaction of having a clearly stated position. This may have been one of the reasons why the other employees turned to him for advice. In any event, Will evidenced no fear of his boss, and he was generally recognized as a superior employee by his peers.

The **division manager retired**, and was replaced by a member of one of the departments in the division. He had not had prior administrative experience in the company, although he had had **managerial responsibility** at prior places of employment. Because he was familiar with the problems in John Benson's area of responsibility, he recognized it as a trouble spot; and after some consultation with the assistant division manager, he decided to replace John Benson as department head. John was quite surprised, since he had assumed that he could continue under the new division manager as well as he had under the one who had recently retired. When the new division manager demoted John, he said he could stay with the company as a technician in the department he had previously managed. This was done because of John's long tenure with the company and the fact that he was only eight years from retirement. John accepted the demotion with considerable dejection and malice, but he felt he had no choice under the circumstances

**Will Michaels** was called in by the new division manager and asked to assume the **department head position**. He was informed of his former superior's demotion and the fact that John would now be working for him. The division manager told Will that he was chosen because it was believed that he could weld the department into a cohesive operating unit of the division. Will **accepted the responsibility** with what could be called confident apprehension.

**Answer the following questions:**

1. In making the transition from informal leader, can Will maintain the same relationship with his fellow employees?
2. What problems do you feel he will have with his former superior in the changed relationship which now exists?
3. Did the new division manager handle the situation properly?

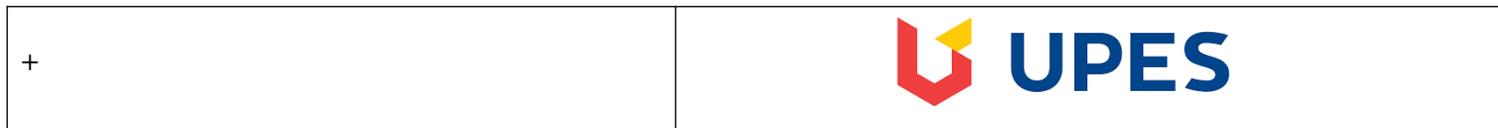
	<p>4. What kinds of problems does an informal leader face when he becomes the formal leader?</p> <p>5. Is it wise for management to promote a generally recognized informal leader to a managerial responsibility? Should Will have accepted the position as department head? Explain</p>		
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<b>Name of the School</b> (Please tick, symbol is given)	:	SOE	<input checked="" type="checkbox"/>	SOCS		SOP	
<b>Programme</b>	:	B.Tech ICE-NU					
<b>Semester</b>	:	VIII					
<b>Name of the Course</b>	:	INDUSTRIAL MANAGEMENT					
<b>Course Code</b>	:	IMGT 301					
<b>Name of Question Paper Setter</b>	:	SAUMYA SHARMA					
<b>Employee Code</b>	:	70000775					
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**Model Question Paper (Blank) is on next page**



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**Instructions:**

**SECTION A**

S. No.		Marks	CO
Q 1	<b>Short Answer Questions</b>	<b>20(5*4)</b>	<b>CO1</b>
a)	Define the term- MBO.		<b>CO5</b>
b)	Describe the features of Functional Organisation structure.		<b>CO4</b>
c)	List down the various sources of Recruitment used in an organization.		<b>CO5</b>
d)	Highlight the features of X & Y theory of Motivation.		<b>CO6</b>
e)	Discuss the various functions of an industry.		<b>CO2</b>

**SECTION B**

Q .2	<b>Answer all the questions( Choice between Q. d &amp; e):</b>	<b>40(4*10)</b>	<b>CO</b>
a)	Discuss the importance of Controlling in organization structure. Also explain its various types.		<b>CO4</b>
b)	Explain the managerial grid of Leadership with examples and why it should be followed in organizations.		<b>CO5</b>
c)	Do you think that the Motivation theories discussed in the class are still relevant? Explain with the help of Need Hierarchy theory.		<b>CO6</b>
d)	Define a company. How does a private limited company differs from public limited company.		<b>CO1</b>
e)	Discuss the contribution of Classical School of thought to the development of management thought. Highlight their contribution in the present business world .		<b>CO3</b>

**SECTION-C**

Q .3	<b>CASE STUDY (COMPULSORY)</b>	<b>40(5*8)</b>	<b>CO6</b>
	<p><b><u>Aero Space Inc</u></b></p> <p>Srinu was the manager of the systems development of Aero Space Inc. During his 15 years with the company, he trained many managers and encouraged their development, only to see many of them leave the firm after they got their advanced degrees. The company had liberal policy of educational reimbursement (75 percent of tuition costs and books), and many engineers (about 50 percent of them had a</p>		

member's degree in a technical field) took advantage of the educational opportunities. Ms. Sridhar, an electrical engineer, came to see her boss Srinu, who congratulated her on getting a master's degree in business administration, which she received through the assistance of the firm's educational programme.

Ms Sridhar, to the surprise of Srinu, said that she was leaving the company to go to a competitor because she did not see any opportunities for advancement in the firm.

Srinu was furious because this had happened several times before. He wanted to see the vice president of operations immediately and complain about the educational reimbursement policy and lack of systematic approach to staffing.

**Answer the following Questions:**

- Q1.** What might be the reasons that employees left after receiving their degrees through education reimbursement?
- Q2.** If you were the vice president, what would you do?
- Q3.** How can such labour turnover be prevented?
- Q4.** Should the organization conduct some tests on employees. Explain which test shall suit in the present situation.
- Q5.** Do you think company need to revise recruitment policy or selection policy . Develop a selection model for the company.