

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, December 2018**

**Course: Principles and practices of Management**

**Programme: MBA (Energy trading)**

**Time: 03 hrs.**

**Instructions:**

**Semester: 1st**

**Code:HRES7003**

**Max. Marks: 100**

**SECTION A (Attempt all)**

		<b>Marks</b>	<b>CO</b>
1	Which author believes that management is no longer the sole prerogative of an elite group called manager?  1. Birchall 2. Ouchi 3. Frederick Taylor 4. P. Butcher	<b>2</b>	<b>1</b>
2	Harold Koontz is a proponent of  1. Management theory jungle 2. Thomas Peters 3. Frederick Taylor 4. Michael Porte	<b>2</b>	<b>1</b>
3	Which of the following is not a principle of Fayol's Administrative theory?  1. None 2. Order 3. Equity 4. Discipline	<b>2</b>	<b>1</b>
4	Which of the following is not a kind of centralization?  1. Departmental centralization 2. None of these 3. Centralization of management	<b>2</b>	<b>2</b>

	4. Centralization of performance portfolio		
5	<p>Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"??</p> <ol style="list-style-type: none"> <li>1. Harold Koontz</li> <li>2. Drucker</li> <li>3. O'Donnell</li> <li>4. Anonymous</li> </ol>	2	2
6	<p>Which is true?</p> <ol style="list-style-type: none"> <li>1. Task structure is the extent to which job assignments are formalized and structured</li> <li>2. Managerial grid is a two-dimensional grid for appraising leadership styles</li> <li>3. All</li> <li>4. Fiedler is a proponent of Ohio State University research on leadership</li> </ol>	2	1
7	<p>Which of the following management concepts does not have Asian origin?</p> <ol style="list-style-type: none"> <li>1. Codetermination</li> <li>2. Theory Z</li> <li>3. Lifetime employment</li> <li>4. Harmony</li> </ol>	2	1
8	<p>Which of the following is not a principle of action theory?</p> <ol style="list-style-type: none"> <li>1. Sociology is concerned not just with behaviour but with meaningful action</li> <li>2. Individual members will each have their own goals and interpretation of their work situati</li> <li>3. Actions can lead to changes in meanings</li> <li>4. All the above</li> </ol>	2	2
9	<p>High level of task structure and low level of relationship structure refers to</p> <ol style="list-style-type: none"> <li>1. Delegating</li> <li>2. Participating</li> <li>3. Selling</li> <li>4. Telling</li> </ol>	2	2
10	<p>Which of the following is not a dimension of Hofstede's global culture studies?</p>	2	2

	<ul style="list-style-type: none"> <li>1. Short-term orientation</li> <li>2. Uncertainty avoidance</li> <li>3. Power distance</li> <li>4. Direction</li> </ul>		
<b>SECTION B (Attempt all)</b>			
1	<i>Analyzing the management practices is instrumental to create sustainable competitive advantage.</i> Discuss.	<b>5</b>	<b>3</b>
2	Describe the significance of feedforward control mechanism for a manager. Give an example from an energy sector organization to substantiate your point.	<b>5</b>	<b>1 &amp; 4</b>
3	Explain the concept of outplacement and its significance in the present business environment.	<b>5</b>	<b>3</b>
4	Discuss the difference between responsibility and accountability. Give an appropriate example.	<b>5</b>	<b>4</b>
<b>SECTION C (Attempt all)</b>			
1	<i>Planning is all about identifying the objectives and looking ahead; while controlling is setting the measurable standards and looking back.</i> In light of the above statement, list down three major objectives you have set as an MBA student, chalk out short and mid-term plans to achieve those objectives, and formulate a control mechanism to monitor your progress.	<b>10</b>	<b>1, 2 &amp; 3</b>
2	Think of the most important drivers that motivate a young manager like you. Substantiate your argument based on motivational theories discussed in the course.	<b>10</b>	<b>2 &amp; 3</b>
3	Describe an approach of management that is appropriate for an energy-trading organization. Justify your answer with valid arguments.	<b>10</b>	<b>3 &amp; 4</b>
<b>SECTION-D (Case study)</b>			
	<p><b>Southwest Still flies High</b></p> <p>Would you like the opportunity to work for a company that just lost for its charismatic founder, replacing him with the company's lawyer and the CEO's one-time secretary? Would you jump at the chance to get a job with a firm that pays one-half to two thirds as much as its rivals and doubles the workload, then asks employees to clean up their work place, to avoid hiring a cleaning service? Would you be thrilled to and a position in a business where here is no pension plan, just a stock ownership program, and where the stock has declined 24 percent? As it turns out, yes, you would, if you were one of the 200,000 people who submitted resumes for just 6,000 jobs at Southwest</p>		

Airlines last ear. Positions with the firm are so coveted that Southwest can be more selective than Harvard.

Following the retirement in 2001 of founder and long-time CEO Herb Kelleher, long-time corporate counsel Jim Parker assumed the CEO role and secretary-turned-human resources-manager Colleen Barrett became president and chief operating officer (COO). These two leaders have done an exemplary job of carrying on the carrier's tradition of success. From the beginning, Southwest did not adopt the hub-and-spoke system, preferring a short-haul, point-to-point schedule instead. This keeps costs low.

The carrier operates out of smaller, less expensive airports in many major markets, such as its use of Long Island's Islip rather than New York's LaGuardia or enemy. The company flies only one type of jet, the Boeing 737, reducing its expenses in every area from purchasing to maintenance to raining. Due to these early, smart decisions, Southwest "has long term, systematic advantages the other carriers can likely never match," says pilot and industry consultant Vaughn Cordle. Southwest obtains its most significant advantages in human resources. Although Southwest is highly unionized, it has never experienced a labor strike. The firm's management sits down personally to negotiate every union contract. "The biggest complaint in the industry is that management doesn't listen to employees," says Southwest pilot Brad Bartholomew. "But you can't say that at Southwest. The top guy is in the room." Among the benefits that Southwest employees enjoy are extensive training, a no-layoffs policy, and generous profit sharing and stock ownership. Even though there are few profits to share just now and stock price is down, employees are optimistic that this situation will not last. At a *time* when other airlines are reducing wages, Southwest is giving pay hikes. Compare Southwest's position to that of other airlines. U.S. Airways filed for bankruptcy and seems likely to go out of business.

*"We  
are in the 'Customer Service business,'  
and we just happen to fly airplanes."*

United Airlines' managers claim that they, (O'), are headed for bankruptcy. Further, in the wake of September 11, the major carriers laid off 100,000 employees, most of whom have not been replaced. Layoffs and pay cuts have contributed to low morale, which leads to low productivity, further hurting the traditional carriers. Analysts estimate that the major carriers would need to collectively reduce expenses by \$18.6 billion, about 29 percent, to match Southwest's low-cost performance. Consultant Ron Kuhlmann says, "There's no easy way to cut costs].

The problem is that major carriers are preserving their own model rather than paying attention to what customers are willing to pay for." Consultant Michael Boyd says, "I'm very concerned over whether the airline industry can survive." "JetBlue may be the only [airline] out there that can compete head-to-head with Southwest," says Daryl Jenkins, director of the Aviation Institute.

Every airline has adopted some of Southwest's pioneering concepts, such as eliminating meals. "Stepping up to the new reality is a healthy thing," says Gordon Bethune, CEO of Continental Airlines. "Only those companies that change with it \"ill survive." However, to stay on top, Southwest must learn to compete with firms that are imitating its strategies. And it will have to grow, yet maintain the personalized service and customer loyalty

	<p>associated with small size. Barrett sums up the carrier's culture, saying, "We aren't in the 'airline business'; we are in the 'Customer Service business,' and we just happen to fly airplanes.</p> <p>The prevailing, optimistic view is pithily summed up by Michael O'Leary, CEO of Ryanair, a European-based carrier following Southwest's no-frills model. Evaluating the traditional carriers, O'Leary asserts, "They're basket cases. They are incredibly high-cost, very ineffective.... These are stupid businesses for capital tied up in them. They never make any money.... I think they will limp along from crisis to crisis.... (Air fares will continue to] decline for another 20, 30, 40 years." When O'Leary is asked, "What about Southwest?" he replies, "If I were Southwest, I wouldn't be worried." they can be effective managers.</p>		
	<b>Questions</b>		
1	Name at least two things that Southwest is doing efficiently. Name at least two things that Southwest is doing effectively. In what ways do efficiency and effectiveness support each other at Southwest? In what ways do they contradict each other?	15	1, 2, 3 & 4
2	Based on information in the case, describe the managerial skills that Cohen Barrett and Jim Parke1 use in their jobs at Southwest.	15	1, 2, 3 & 4