

Name:	
Enrolment No:	

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

Course: Principles and Practices of Management
Programme: MBA (IB/PM)
Time: 03 hrs.
Instructions:

Semester: I
Code: HRES 7003
Max. Marks: 100

SECTION A
All sections are compulsory. (20 Marks)

S. No.		Marks	CO
Q 1	Under mechanism of scientific management, scientific task setting includes: (A) Time study (B) Motion study (C) Method study (D) All of the above	2	CO 1
Q 2	Which theory assumes that people are naturally lazy and will avoid work and responsibilities if possible? (A) Theory X (B) Theory Y (C) Theory Z (D) None of the above	2	CO 1
Q 3	Who is the father of the three-need theory? (A) Vroom (B) McClelland (C) Peter Drucker (D) None of the above	2	CO 1
Q 4	The old control technique(s) which were used through years is (are) (A) Unity of policies (B) Break-even analysis (C) Budgetary control (D) All of the above	2	CO 1
Q 5	The relationship(s) for selecting the span of control would be: (A) One to one (B) Cross relationship (C) Direct group (D) All of the above	2	CO 1
Q 6	Limitation(s) of business planning is (are) (A) Time Consuming (B) Expensive device (C) Heavy cost of planning (D) All of the above	2	CO 1

Q 7	Conceptual skills relate to a manager's ability to (A) Take a strategic view of how the part of the organization function. (B) Solve detailed problems in groups. (C) Correctly evaluate organizational problems. (D) Understand and interact effectively with others in the organization.	2	CO 1
Q 8	When the VP for Marketing from Wal Mart establishes a good relationship with the Executive Director of the Senior Citizens Center, he helps create a positive image among the senior citizens who are protesting high prices at the local store. He is performing the _____ role. (A) Leader (B) Figurehead (C) Negotiator (D) Spokesperson	2	CO 1
Q 9	Developing an organization's structure may include creating rules and regulations, giving some members supervisory control over other members, or _____. (A) Forming work teams (B) Writing job descriptions (C) Creating viable pay and benefits (D) Both a and b.	2	CO 1
Q 10	When managers motivate employees, direct the activities of others, select the most effective communication channel, and resolve conflicts, they are performing which of the following processes of management. (A) Controlling (B) Organizing (C) Leading (D) Planning	2	CO 1
SECTION B (20 Marks) Attempt any four			
Q 1	Why is the function of staffing seldom approached logically? How is staffing related to other managerial functions and activities?	5	CO2
Q 2	Why is poor delegation of authority often found to be the most important cause of managerial failure?	5	CO2
Q 3	When you become a manager, what criteria will you favor to determine your span of management?	5	CO2
Q 4	A formal organization is often conceived of as a communication system. Is it? How?	5	CO2

Q 5	The technique of control appear to be as much technique of planning as they are of control. In what ways is this true?	5	CO2
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SECTION-C (30 marks)
Attempt any two

Q 1	Based on your understanding of the concept of motivation, explain why some employees are motivated to show up for work during a heavy rain whereas others make no effort to leave their homes.	15	CO 3
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Q2	Design a control system for measuring the progress that you make in your course work. Apply the feedback and feedforward concepts in this regard.	15	CO 3
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Q3	Select an organization (Business, School or college, etc.) and identify the departmentation pattern(s) it uses. Draw an organization chart for the firm. Why do you think the organization selected the type of departmentation it did? Would you recommend it?	15	CO 3
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SECTION-D (30 marks)
Read the case study carefully and answer the following questions

Changing the Rules at Cosmo Plastics

When Alice Thornton took over as chief executive officer at Cosmo Plastics, the company was in trouble. Cosmo had started out as an innovative company, known for creating a new product just as the popularity of one of the industry's old standbys was fading, i.e., replacing yo-yo's with water guns. In two decades, it had become an established maker of plastics for the toy industry. Cosmo had grown from a dozen employees to four hundred, and its rules had grown haphazardly with it. Thornton's predecessor, Willard P. Blatz, had found the company's procedures chaotic and had instituted a uniform set of rules for all employees. Since then, both research output and manufacturing productivity had steadily declined. When the company's board of directors hired Thornton, they emphasized the need to evaluate and revise the company's formal procedures in an attempt to reverse the trends.

First, Thornton studied the rules Blatz had implemented. She was impressed to find that the entire procedures manual was only twenty pages long. It began with the reasonable sentence "All employees of Cosmo Plastics shall be governed by the following . . ." Thornton had expected to find evidence that Blatz had been a tyrant who ran the company with an iron fist. But as she read the manual, she found nothing to indicate this. In fact, some of the rules were rather flexible. Employees could punch in anytime between 8:00 and 10:00 a.m. and leave nine hours later, between 5:00 and 7:00 p.m. Managers were expected to keep monthly notes on the people working for them and make yearly recommendations to the human resources committee about raises, bonuses, promotions, and firings. Except for their one-hour lunch break, which they could take at any time, employees were expected to be in the building at all times.

Puzzled, Thornton went down to the lounge where the research and development people gathered. She was surprised to find a time clock on the wall. Curious, she fed a time card into it and was even more flabbergasted when the machine chattered noisily, then spit it out without registering the time. Apparently, R&D was none too pleased with the time clock and had found a way to rig it. When Thornton looked up in astonishment, only two of the twelve employees who had been in the room were still there. They said the others had "punched back in" when they saw the boss coming.

Thornton asked the remaining pair to tell her what was wrong with company rules, and she got an earful. The researchers, mostly chemists and engineers with advanced graduate degrees, resented punching a time clock and having their work evaluated once a month, when they could not reasonably be expected to come up with something new and worth writing about more than twice a year. Before the implementation of the new rules, they had often gotten inspiration from going down to the local dime store and picking up five dollars' worth of cheap toys, but now they felt they could make such trips only on their own time. And when a researcher came up with an innovative idea, it often took months for the proposal to work its way up the company hierarchy to the attention of someone who could put it into production. In short, all these sharp minds felt shackled.

Concluding that maybe she had overlooked the rigidity of the rules, Thornton walked over to the manufacturing building to talk to the production supervisors. They responded to her questions with one word: anarchy. With employees drifting in between 8:00 and 10:00 and then starting to drift out again by 11:00 for lunch, the supervisors never knew if they had enough people to run a particular operation. Employee turnover was high, but not high enough in some cases; supervisors believed the rules prevented them from firing all but the most incompetent workers before the end of the yearly evaluation period. The rules were so "humane" that discipline was impossible to enforce.

By the time Alice Thornton got back to her office, she had a plan. The following week, she called in all the department managers and asked them to draft formal rules and procedures for their individual areas. She told them she did not intend to lose control of the company, but she wanted to see if they could improve productivity and morale by creating formal procedures for their individual departments.

Q 1	Do you think Alice Thornton's proposal to decentralize the rules and procedures of Cosmo Plastics will work?	10	CO 1,2,3,4
Q 2	What kinds of rules and procedures do you think the department managers will come up with? Which departments will be more formalized? Why?	10	CO 1,2,3,4
Q 3	What risks will the company face if it establishes different procedures for different areas?	10	CO 1,2,3,4

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SECTION A
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S. No.		Marks	CO
Q 1	In management process, the most misinterpreted word is (A) Organizing (B) Delegating (C) Controlling (D) Planning	2	CO 1
Q 2	The word _____ denotes a function, a task, a discipline. (A) Management (B) Leadership (C) Motivation (D) None of the above	2	CO 1
Q 3	Advantage of delegation of authority results in prompt _____. (A) Understanding (B) Decision making (C) Both (A) and (B) (D) None of the above	2	CO 1
Q 4	The external factor(s) that limit control is (are) (A) govt. policies (B) Market changes (C) Economic changes (D) All of the above	2	CO 1
Q 5	Josh is a middle manager in the engineering department at a power plant. Which of the following competency is <u>LEAST</u> important in his position? (A) Monitor, maintain and improve service (B) Recruit and select qualified people (C) Exchange information to solve problems and make decisions (D) Supervise the day-to-day work and tasks of each of his subordinates	2	CO 1
Q 6	In the early part of the 20th century, a French industrialist by the name of _____ wrote that managers perform five functions, referred to as the management process. (A) Henri Fayol (B) Henry Mintzberg (C) Max Weber	2	CO 1

	(D) Douglas McGregor		
Q 7	A manager's job differs in profit and not-for-profit organizations. T/F	2	CO 1
Q 8	The four processes of management consist of controlling, leading, planning and outsourcing T/F	2	CO 1
Q 9	Monitoring budgets, costs, performance and improvement are part of the management process known as controlling T/F	2	CO 1
Q 10	Organizations that are more efficient are effective T/F	2	CO 1
SECTION B (20 Marks)			
Attempt any four			
Q 1	If you were asked to advise a young college graduate who has accepted a staff position as assistant to a factory manager, what suggestions would you make?	5	CO2
Q 2	Why is experience often referred to not only as an expensive basis for decision-making but also as a dangerous one? How can a manager make the best use of experience?	5	CO2
Q 3	Leadership is function of leader, follower and situation. Comment.	5	CO2
Q 4	Differentiate between content and process perspective of motivation.	5	CO2
Q 5	Planning and control are often thought of as a system; control is also often referred to as a system. What do these observations mean? Can both statement be true?	5	CO2
SECTION-C (30 marks)			
Attempt any two			
Q 1	If you were a manager, would you decentralize authority? State reasons for your answer. How would you make sure that you don not decentralize too much.	15	CO 3
Q2	Analyze a situation in which you were the leader. Which leadership approach helps explain why you were a leader?	15	CO 3
Q3	Since the positions in an organization must be occupied by people, and since an effective organization depends on people, it is often said that the best organization arises when a manager hires good people and let them do their job in their own way, comment.	15	CO 3
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