

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA – SEMESTER 01– • EXAMINATION – WINTER - 2018****Subject Code: 2810005****Date: 29/12/2018****Subject Name: Principles of Management (PM)****Time: 10.30 am to 01.30 pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
 2. Make suitable assumptions wherever necessary.
 3. Figures to the right indicate full marks
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Q. No. Select an appropriate option from given multiple choice questions:**06****Q.1 (a)****The famous book “The Philosophy of Management” was written by****1.**

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|-------------------|-----------------|
| A. Oliver Sheldon | B. F. W. Taylor |
| C. Henry Fayol | D. Urwick |

The concept of Bureaucracy was best explained by**2.**

- | | |
|-----------------|-------------------------|
| A. Max Weber | B. Elton Mayo |
| C. F. W. Taylor | D. Koontz and O'Donnell |

Cross functional teams which work together to develop something new or to accomplish a task for a defined period of time is**3.**

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|-------------------------|--------------------------|
| A. Permanent work teams | B. Problem solving teams |
| C. Project teams | D. None of the above |

Contingency or Situational approach developed by**4.**

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|-------------------|------------------|
| A. Edward Freeman | B. F W Taylor |
| C. George R Terry | D. None of above |

Bhagavad-Gita is the summary of all Vedic philosophies and its arguments on management sides focus mainly on**5.**

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|----------------------------------|-----------------------------|
| Consideration, Generosity & | The qualities of altruistic |
| A. Concern | person are- helpfulness |
| C. Unselfishness' & humanitarian | D. All of above |

Three basic levels of culture: artifacts, exposed values and Underlying assumptions are mentioned by**6.**

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|------------------------|------------------------|
| A. Schein | B. Harold Koontz |
| C. Mary Parker Follett | D. Daniel R Gilbert Jr |

Explain the following terms/concepts**04****Q-1(b)**

1. Empowerment
2. Diversity
3. Freelance Leadership
4. Power

- Q-1 (c)** Explain on Explain Creativity and Innovation **04**
- Q-2(a)** Explain advantages and disadvantages of Planning Premises in Business **07**
- (b)** Explain Henry Fayol's Principles of Management. Which of Principles do you observe in use in organizations to day? **07**
- OR**
- (b)** Dhyana Technologies Inc. President wants to want to take a group decision along \ With its employees for identifying new uses of technology. Advise Dhyana Technologies President any two decision making techniques mentioning the Potential benefits as well as limitations of each. **07**
- Q-3 (a)** What is planning? Limitation on planning. **07**
- (b)** Explain International Management and discuss importance of Global theory of Management. **07**
- OR**
- Q-3 (a)** Discuss delegation of authority **07**
- (b)** Discuss various sources of recruitment and highlight features of electronic recruitment including mobile phone android application of recruitment. **07**
- Q-4 (a)** Write short notes on Management By Objectives (MBO) . **07**
- (b)** Write short notes on Line and Staff authority **07**
- OR**
- Q-4 (a)** What is decision making? What are the essential steps in rational decision- making? **07**
- (b)** Explain various types of management controlling systems in business organization **07**
- Q-5** Pritha Engineering Works Limited is major industrial machineries besides other engineering products. It has enjoyed market preference for its Machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the Company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Sachin Kumar, B.E., M.B.A. as General Manager to direct the operations of industrial Machinery division. Sachin Kumar had similar assignment abroad before coming back to India. **14**

Sachin Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised her to consult various heads of department to have first hand information. However, She emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally. After joining as General Manager, Sachin Kumar got briefings from the heads of all departments. She asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, She needed more sales support. Sales people had no central organization to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Pritha Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduced the cost, it was essential to automate production lines by installing new equipment. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Questions

(1) Discuss the nature and characteristics of the problems in this case.

(2) What steps should be taken by Sachin Kumar to overcome these problems?

OR

- Q-5** Shrikant has a position on the planning staff of a large company in a high technology industry. Although he has spent most of his time on long range strategic planning for the company, he has been appointed to a task force to reorganize the company. The president and the board of directors are concerned that they are losing their competitive position in the industry because of an outdated organization structure. Being an expert, Shrikant convinced the task force that they should change the structure after determining the environmental factors affecting the industry. They discovered that the company is presently following the classic bureaucratic lines and they are competing in highly dynamic uncertain environment which requires great deal of flexibility and response to change. **14**

Discussion questions

(1) What type of organization structure and design do you think task force should recommend?

(2) Explain how contingency and system theory can contribute to this case.