

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7101

Roll No.

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M.B.A.

(Only for the candidates admitted/Readmitted in the session 2008-09)

(SEM. I) EXAMINATION, 2008-09**PRINCIPLES & PRACTICE OF MANAGEMENT***Time : 3 Hours]**[Total Marks : 100*

Note : *Question paper contains three parts. All questions are compulsory.*

PART - I**1×20**

- 1 Choose the correct answer and write its serial order :
- (a) Which one of the following skill combinations is required for top management in descending order?
- Technical, Human, Conceptual.
 - Technical, Conceptual, Human.
 - Conceptual, Human, Technical.
 - Human, Conceptual, Technical.
- (b) Bureaucracy is considered most efficient system because
- It insists on rules.
 - It prescribes informal relationships.
 - It emphasises on human elements in the organization.
 - It provides more freedom to action.



- (c) The Era of Scientific Management is
- (i) 1830-1880
 - (ii) 1880-1930
 - (iii) 1930-1950
 - (iv) 1950-1980
- (d) Functional foremanship is a technique of _____.
- (e) Which function is regarded as the essence of management ?
- (i) Planning
 - (ii) Organising
 - (iii) Directing
 - (iv) Controlling
- (f) Organising process does not involve one of the following elements :
- (i) Departmentation
 - (ii) Delegation of Authority
 - (iii) Fixing responsibility
 - (iv) Appraisal of a subordinate
- (g) Delphi technique is associated with
- (i) Decision making
 - (ii) Planning
 - (iii) Leadership
 - (iv) Co-ordination
- (h) Accountability always moves with _____.

- (i) Which one of the following is not a part of job analysis?
- (i) Defining uses of job analysis.
 - (ii) Information collection for job analysis.
 - (iii) Information processing for job analysis.
 - (iv) Determining relative worth of the job.
- (j) Which one of the following sources is most relevant for recruiting managerial personnel ?
- (i) Employment Exchange
 - (ii) Advertisement
 - (iii) Gate Hiring
 - (iv) Trade Union.
- (k) Which one of the following theories is a process theory of motivation?
- (i) Maslow's Need Hierarchy
 - (ii) Vroom's valence expectancy
 - (iii) Motivation-hygiene
 - (iv) Equity theory.
- (l) Achievement test is also known as _____.
- (m) Managerial Grid has been developed by
- (i) Blake and Mouton
 - (ii) Rensis Likert
 - (iii) W.J. Reddin
 - (iv) Elton Mayo



- (n) Which one of the following is a function of communication?
- (i) Creating Department
 - (ii) Establishing Control
 - (iii) Promoting employees
 - (iv) Integrating
- (o) Management by exception implies that control is applied to
- (i) Critical points
 - (ii) All points
 - (iii) Middle points
 - (iv) Marginal points
- (p) Controlling means looking _____
- (q) Tactical Planning is also known as
- (i) Strategic Planning
 - (ii) Operational Planning
 - (iii) Corporate Planning
 - (iv) Proactive Planning
- (r) Guidelines for action is
- (i) Programme
 - (ii) Policy
 - (iii) Procedure
 - (iv) Method

- (s) Promotion involves
- (i) Financial Incentives
 - (ii) Non-financial incentives
 - (iii) Both
 - (iv) None of the above
- (t) Authority _____ be delegated fully.

PART - II

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- 2 Read the following case carefully and answer the questions below :

Punjab Machine Tools Corporation (PMTC)

PMTC in the business of metal cutting tools and metal forming tools, is engulfed in competition with national as well as international players. PMTC's products are used by Capital goods and other engineering industries. The business is cyclical in nature, dependent on capacity utilization levels in user industries.

Gyan Chand, the MD of PMTC had been urged by the distributors in a recent meeting, to introduce high-tech metal cutting tools and new models using the latest technology. They felt that this would help them fight the dumping of cheap secondhand machinery and increase the domestic as well as export market share. Gyan Chand realised the implications of the distributors suggestions. This would increase the R&D budget tremendously. A fully automated production line would put pressure on finances. A greater variety of tools models, etc. would require inventory space. Mechanics need to be trained again,



especially in running the latest, fully automated robots and gadgets.

Reflecting on previous staff meetings, Gyan Chand realised that marketing people always wanted a greater variety of models but never appreciated the huge financial burden a decision would imply. PMTC, after all, carried through its operations all along with just a few models quite successfully. In such a scenario, Gyan Chand felt that there is no need to go in for few models. Instead, he thought the focus should be on improving existing models and reducing the cost and price. The customer now-a-days is more interested in getting value for money. However, to be on safe side, he sought the opinion of a consulting firm, in this regard.

Questions :

- (i) What do you think is the mission of the enterprise?
- (ii) What kind of opportunities and threats exist in the firm's external environment?
- (iii) How would you go about evaluating the strengths and weaknesses of the firm? What factors are critical for success or failure?
- (iv) 'To be successful, an organization must be an open system'. What does this mean and how does it apply in this case?

- 3 "The works of Taylor and Fayol are essentially complementary." Discuss the above statement in the light of contributions made by them to the management thought.

OR

- 3 What do you understand by business ethics? The objective function of a business to maximise profits. It has nothing to do with the social responsibility. Do you agree with this? Why and why not?

- 4 "Planning is an intellectual process, the conscious determination of course of action, the basing of decisions on the purpose, facts and considered estimates." Comment. Discuss the steps that are involved in planning process.

OR

- 4 Define organizational chart. Discuss the various forms of organizational structure, along with examples.

- 5 Describe in detail the procedure of staffing to be adopted in a big business concern.

OR

- 5 What do you understand by motivation? Describe the main techniques of motivation.

- 6 What is communication? Describe the barriers and process of communication.

OR

- 6 What are the forces and need for change? Discuss the new trends in organizational change.

