

(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.

(SEM. I) ODD SEMESTER THEORY

EXAMINATION 2010-11

PRINCIPLES AND PRACTICE OF MANAGEMENT*Time : 3 Hours**Total Marks : 100*

- Note :—** (1) The question paper contains **three** parts.
(2) All questions are compulsory.
(3) Marks are indicated against questions.

PART—I

1. Choose the correct answer/Fill in the blanks/State true or false, for the following objective questions :—(1×20=20)
- (a) The characteristics of management are :
- (i) All organized work
 - (ii) Pre-determined objectives
 - (iii) Distinct process
 - (iv) All the above
- (b) Which is not a step in planning ?
- (i) Determination of objectives for the organization
 - (ii) Forecasting
 - (iii) Decision-making
 - (iv) Welfare activities

- (c) Hawthorne studies lead to the development of :
- (i) Scientific management
 - (ii) One best method of doing the work
 - (iii) Henry Fayol
 - (iv) Human relations
- (d) Scientific Management was first introduced by :
- (i) Frank Gilbreth
 - (ii) F.W. Taylor
 - (iii) Henry Fayol
 - (iv) H.L. Gantt.
- (e) The most important skill for management is :
- (i) Technical skill
 - (ii) Human skill
 - (iii) Conceptual skill
 - (iv) None
- (f) The necessity of planning arises because of the fact that business organisation have to :
- (i) Operate
 - (ii) Survive
 - (iii) Progress
 - (iv) All are true

- (g) Forecasting helps the management in :
- (i) Developing a business
 - (ii) Providing adequate information for exercising effective control
 - (iii) Helping the management executives in effective co-ordination
 - (iv) All of the above are true
- (h) Which of the following is not compassed in new organizational design principles ?
- (i) Division of knowledge
 - (ii) Stick line-staff relationship
 - (iii) Building network
 - (iv) Collaborative relationship
- (i) Organizing process does not involve one of the following elements :
- (i) Departmentation
 - (ii) Delegation of authority
 - (iii) Fixing responsibility
 - (iv) Appraisal of a subordinate
- (j) Which of the following is *not* the advantage of delegation ?
- (i) Causes *lack* of trust in subordinates
 - (ii) It improves managerial effectiveness
 - (iii) It facilitates organizational growth
 - (iv) It motivates subordinates

- (k) Which of the following is not the principle of staffing ?
- (i) Human resource planning
 - (ii) Managerial appraisal
 - (iii) Decision-making
 - (iv) Job definition
- (l) Which 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
- (m) Which of the following is not a function of the supervisor ?
- (i) Preparing managers inventory chart
 - (ii) Scheduling activities
 - (iii) Controlling
 - (iv) Instruction guidance
- (n) 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
- (o) Planning helps in effective _____.
- (p) Idea is the subject matter of _____.

- (q) For high quality product, the quality of raw materials has no importance. (True/False)
- (r) The business should not provide after sale services. (True/False)
- (s) Performance appraisal serves as a feedback to the employee. (True/False)
- (t) In the technique _____ the job is simplified or specialised.

PART—II

2. Case Study :— (30 Marks)

Mahak Singh joined Syndicate Bank, Meerut branch as a clerk after obtaining the post-graduate degree in Chemistry from Delhi University in 1986. He did his work with due diligence and was generally rated as a hard-working, ambitious young man. He obtained the professional qualification, CAIIB, in 1992. Therefore, he had applied for the officers' post under the promotion quota. He could not get the promotion as his scores in the written test were low. Meanwhile, he is transferred to the Delhi University, Campus branch, Delhi. His attempts to scale the career ladder, did not succeed and after several frustrating trails, he consciously decided to join the ranks of the union as an active member. He became the president of the local branch of Bank Employees' Union in 1995. Through his interpersonal skills, he moved closer to most employees in the bank and is able to put out the fires between people quickly. Of late, he is considered a touch union activist to bargain with and management has developed a kind of negative attitude towards his career

moves. In 1996, when the opportunity came, he was not considered for promotion as his interview scores, these times were found to be not satisfactory ! The branch managers' confidential report about his union activities, it is rumoured, is said to be the major obstacle to his promotion. Meanwhile, Mahak Singh started a business of dealership in automobiles using a dummy name. He has also succeeded, to a large extent, in diverting the deposits of nearby business community to other banks. Based on the recommendations of the new branch manager, management has decided to promote Mahak Singh to the office cadre in 1999. Mahak Singh received the appointment order for the officer's post from the head office recently. The colleagues, along with the Branch Manager planned an evening tea party, congratulating his achievement. To their surprise, Mahak Singh expressed his unwillingness to accept the offer and refused the promotion straight away, citing medical reasons.

Answer the following questions :—

- (i) Comment on the promotion policy of the bank, using inputs from the above case.
- (ii) Do you think management's action of selecting Mahak Singh as an officer after 13 years of service is in the right direction ? Why and why not ?
- (iii) Why did Mahak Singh refuse promotion ?
- (iv) What would you have done if you had been Mahak Singh ?

PART—III

(12½×4=50)

3. Assess the contribution of F.W. Taylor's scientific management to the development of management thought. Why is he regarded as the father of scientific management ?

OR

What are the major findings in Hawthorne Experiments ? Examine their significance to the practising manager,

4. Why is planning regarded as a primary function of management ? Discuss the important features of planning and point out its internal and external limitations.

OR

Define organisational chart, discuss the various forms of organisation structure along with examples.

5. What principles should be kept in mind by business executives in directing the activities of subordinates ?

OR

Explain McGregor's Theory X and Theory Y. How is theory Y an improvement over the traditional view that you can motivate employee by paying them more money ?

6. "The most effective leaders show great concern, both for task and for people." Comment on the validity of this statement.

OR

"Budgeting is an instrument of planning as well as a tool of managerial control." Comment.