


Name:			
Enrolment No:			
UPES End Semester Examination, December 2024			
Programme Name: BBA-LLB		Semester: I	
Course Name: Principles & Practices of Management		Time: 03 hrs.	
Course Code : HRES1003		Max. Marks: 100	
SECTION A (5Qx2M=10Marks)			
S. No.	Attempt all the questions:	Marks	CO
Q1	A company has been criticized for its favoritism in employee promotions and inconsistent decision-making. How can Max Weber's principle of impersonality and merit-based promotion be applied to address these issues? Provide specific examples.	2	CO1
Q2	Explain "attribution error" and "self-serving bias" with example.	2	CO1
Q3	Discuss any two types of organizational structure with examples.	2	CO1
Q4	Differentiate between transformational and transactional leaders.	2	CO1
Q5	A retail store is facing issues with inventory mismanagement and employee tardiness. How can Fayol's principles of order and discipline be implemented to address these challenges?	2	CO1
SECTION B (4Qx5M= 20 Marks)			
	Attempt all the questions:		CO
Q6	What do you understand by controlling? Discuss controlling process with suitable example.	5	CO2
Q7	Explain any two theories of Motivation.	5	CO2
Q8	Explain the planning process in detail, including the key challenges faced by managers in implementing plans.	5	CO2
Q9	Discuss various decision-making styles (rational, avoidant, intuitive, dependent). Give an example of a situation where an Avoidant style would work best.	5	CO2
SECTION-C (2Qx10M=20 Marks)			
	Attempt all the questions:		CO

Q10	A textile manufacturing company is struggling with low productivity, frequent worker fatigue, and high operational costs. As a management consultant, propose a comprehensive plan to address these challenges using Taylor's principles of scientific management.	10	CO3
Q11	Critically evaluate Henri Fayol's Administrative Theory and its application in contemporary organizations.	10	CO3
SECTION-D (2Qx25M=50 Marks)			
	Read the case given below and answer the following questions:		
	<p style="text-align: center;">Case: Restructuring at Flipkart</p> <p>Flipkart, one of India's leading e-commerce companies, faced several operational challenges during its rapid growth phase in the mid-2010s. As the company expanded into new markets and categories, inefficiencies in its organizational structure became apparent. Departments often operated in silos, leading to delays in decision-making and coordination issues. Additionally, there was confusion regarding reporting lines, with overlapping responsibilities among teams. Recognizing these issues, Flipkart's management decided to overhaul its organizational structure to ensure smoother operations and better alignment with its strategic goals.</p> <p>Organizing Measures Taken:</p> <p>Functional Specialization: Teams were reorganized based on functions such as marketing, supply chain, customer service, and technology. Each function was headed by a senior manager with clear accountability.</p> <p>Hierarchy and Reporting Lines: A clear hierarchy was established, with defined reporting relationships to avoid overlapping responsibilities.</p> <p>Decentralization: Decision-making authority was delegated to regional and category managers, enabling faster responses to market changes and customer needs.</p> <p>Coordination Mechanisms: Cross-functional teams were created to improve communication and collaboration on key projects, such as festive sales campaigns and technological upgrades.</p> <p>Span of Control: The span of control was optimized, ensuring that managers could effectively oversee their teams without micromanaging.</p> <p>These changes helped Flipkart reduce inefficiencies, improve delivery times, and enhance customer satisfaction. However, the restructuring process was not without challenges. Some employees resisted the changes, fearing job losses or additional responsibilities, while others struggled to adapt to the new reporting lines and processes.</p>		

Q12	Critically analyze how Flipkart's restructuring efforts reflect the principles of organizing. Which organizing principles were applied effectively, and how did they address the company's challenges?	25	CO4
Q13	What additional steps could Flipkart take to overcome resistance to change and ensure the long-term success of its new organizational structure? Justify your recommendations with relevant management theories.	25	CO4