

<b>Name:</b>	
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2018**

**Course: Principles and Practices of Management**

**Semester: 1**

**Programme: MBA( GEN)**

**Course Code: HRES 7005**

**Time: 03 hrs.**

**Max. Marks: 100**

**SECTION A**

**(Attempt all questions)**

S. No.		Marks	CO
<b>Q 1</b>	<b>Fill in the blanks</b>	<b>10</b>	<b>CO1</b>
A	Principle of bounded rationality states that decisions are .....		
B	Human relation approach was introduced by.....		
C	Control over input is called .....		
D	Poaching is a ..... source of recruitment.		
E	Matrix organization is a combination of ..... and.....		
F	The concept of MBO was introduced by.....		
G	Selection attempts at ..... unsuitable candidates.		
h	..... are statements that guide or channelize thinking in decision making.		
I	The skills required the most at the top level of management are .....		
J	Managerial grid, an approach to leadership was developed by .....		
<b>Q 2</b>	<b>True/False</b>	<b>10</b>	<b>CO2</b>
A	The first line supervisors can be called as managers .		
B	Responsibility cannot be delegated.		

C	When there is no alternatives for decision to be taken, we need to go with whatever is available.		
D	Forecast is a planning premise precedes planning.		
E	Systems approach of management takes a holistic view of organizations.		
F	Classical theorist respect the hierarchy of authority.		
G	Grapevine communication is a form of formal communication channel.		
H	At the break-even point revenue is more than cost.		
I	Delegation and decentralization are same.		
J	Tall structures have a wide span of management.		
<b>SECTION B</b>			
	<b>(Attempt any four question)</b>	<b>20</b>	
Q 3	Is there any one “best style” of management? Why or why not?		<b>CO2</b>
Q4	Explain and evaluate different styles of leadership?		<b>CO4</b>
Q5	Identify major premises that in your judgment Honda Motor Company would need in order to forecast its sales of automobiles for next two years?		<b>CO3</b>
Q6	What are the dangers and difficulties in applying a policy of promotion from within? What is meant by policy of open competition? Do you favour such policy why or why not?		<b>CO4</b>
Q7	Write a short note on Brainstorming and Delphi Technique of decision-making.		<b>CO1</b>
<b>SECTION-C</b>			
	<b>(Attempt any three questions)</b>	<b>30</b>	
Q 8	Explain the concept of organizational structure. Discuss the basis on which departmentation is done? Explain with examples.		<b>CO1</b>
Q 9	Assess the contribution of F.W. Taylor in development of management thought. What Taylor proposed to modify the functioning of foreman?		<b>CO1</b>
Q10	Define the term management control. Briefly explain traditional and modern techniques of management control?		<b>CO1</b>
Q 11	“No manager can arrive at a rational or the best decision for solving a given problem”. What are the various constraints that limit the ability of managers to make the best decisions?		<b>CO3</b>

**SECTION-D**

**(Attempt all questions)**

Q12 Bob Wood is 32. But if you listened to him, you would think he was 65 and washed up. “I graduated from university at a great time. It was 1996. I started as an analyst for Accenture, worked as a health care IT consultant for two other firms, and then became chief technology officer at Claimshop.com, a medical claims processor.” By 2001, Bob was making \$80 000 a year plus bonus, driving an expensive European sports car, and optimistic about his future. But Bob Wood has become a statistic. He’s one of the Canadians born between 1966 and 1975 whose peak earnings may be behind them. Bob now makes \$44 000 as a technology analyst at a hospital and is trying to adjust to the fact that the go-go years of the late 1990s are history. Like many of his generation, Bob is mired in debt. He owes \$23 000 on his university loans and has run up more than \$4500 on his credit cards. He faces a world very different from the one his father found when he graduated from college in the early 1960s. “The rules have changed. And we Generations Xers are getting hit hard. We had to go to university to get a decent job. But the majority of us graduated with tuition debt. The good news was that when we graduated, the job market was great. I got a \$5000 hiring bonus on my first job! The competition by employers for good people drove salaries up. When I was 28, I was making more money than my dad, who had been with the same company for over 20 years. But my dad has job security. And he has a nice retirement plan that will pay him a guaranteed pension when he turns 58. Now look at me. I don’t know if I’ll ever make \$80 000 again. If I do, it’ll be in 20 or more years. I have no job security. I’m paying \$350 a month on my university loans. I’m paying another \$250 more in payments on my BMW. And my girlfriend says it’s time for us to settle down and get married. It would be nice to own a house, but how can I commit myself to a 30-year mortgage when I don’t know if I’ll have a job in six months?” “I’m very frustrated. I feel like my generation got a bad deal. We initially got great jobs with unrealistically high pay. I admit it; we were spoiled. We got used to working one job for six months, quitting, then taking another and getting ourselves a 25 or 30 percent raise. We thought we’d be rich and retired by 40. The truth is that we’re now lucky to have a job and, if we do, it probably pays half what we were making a few years ago. We have no job

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security. The competition for jobs, combined with pressures by business to keep costs down, means a future with minimal salary increases. It is pretty weird to be only 32 years old and to have your best years behind you!”

Questions

- 1. Analyze Bob using Maslow’s hierarchy of needs.
- 2. Analyze Bob’s lack of motivation using equity theory and expectancy theory.
- 3. If you were Bob’s boss, what could you do to positively influence his motivation?

SET 2

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<b>Time: 03 hrs.</b>		<b>Max. Marks: 100</b>	
<b>SECTION A</b>			
<b>(Attempt all questions)</b>			
S. No.		Marks	CO
<b>Q 1</b>	<b>Fill in the blanks</b>	<b>10</b>	<b>CO1</b>
A	Control over activities while they are in process is called.....		
B	Bounded rationality in decision making is introduced by.....		
C	The concept of MBO was introduced by.....		
D	Plans made for non-repetitive situation are called as .....		
E	Presence of ..... factors do not motivate the workers but their absence becomes a source of dissatisfaction.		
F	The skills required the most at the top level of management are .....		
G	Managerial grid, an approach to leadership style was developed by .....		
h	..... represents the disturbing factor in the process of communication.		
I	..... evaluates inputs before the production operation is completed.		
J	..... assess supply or shortage, if any human resource available over a specific period of time.		
<b>Q 2</b>	<b>True/False</b>	<b>10</b>	<b>CO1</b>

A	Formative evaluation ensures that the training programme is well organized and runs smoothly.		
B	Authority cannot be delegated		
C	Strategic plans are framed by middle level managers.		
D	Selection is a positive process of appointing people.		
E	Path goal theory of leadership was given by Hersey and Blanchard.		
F	Grapevine communication is a form of formal communication		
G	When managers keep themselves informed of the internal and external environment conditions, they act as monitor		
H	Systems theory considers organization as closed system.		
I	Wide span represents tall structure.		
J	Feed forward controls are based on future.		
<b>SECTION B</b>			
	<b>(Attempt any four question)</b>	<b>20</b>	
Q 3	List and evaluate factors you will consider for designing recruitment and selection strategy for a company. Explain the process of Selection.		<b>CO4</b>
Q4	What guidelines you will suggest for ensuring effective delegation of authority? Discuss the obstacles stand in the way of effective delegation.		<b>CO2</b>
Q5	Explain the term human resource planning. Illustrate the steps involved in human resource planning with suitable example.		<b>CO4</b>
Q6	Assess the contribution of Henry Fayol to the development of management thought.		<b>CO1</b>
Q7	Compare and contrast Maslow and Hertzberg theory of motivation.		<b>CO4</b>
<b>SECTION-C</b>			
	<b>(Attempt any three questions)</b>	<b>30</b>	
Q 8	Explain the concept of organizational structure. Discuss the basis on which departmentation is done? Explain with examples.		<b>CO1</b>
Q 9	Assess the contribution of F.W. Taylor in development of management thought. What Taylor proposed to modify the functioning of foreman?		<b>CO1</b>

Q10	Define the term management control. Briefly explain traditional and modern techniques of management control?		<b>CO1</b>
Q 11	“No manager can arrive at a rational or the best decision for solving a given problem”. What are the various constraints that limit the ability of managers to make the best decisions?		<b>CO2</b>

**SECTION-D**  
**(Attempt all questions)**

Q12	<p>This volcano has a funny name—Eyjafjallajokull—but its impact was not so funny to global businesses, both large and small. When it erupted on April 14, 2010, the plume of volcanic ash that spread across thousands of miles disrupted air travel and global commerce for a number of days. As thousands of flights were canceled across Europe, tens of thousands of air travelers couldn’t get to their destination. For example, Marthin De Beer, vice president of emerging technologies at Cisco Systems, was headed to Oslo to discuss the final aspects of its acquisition of Tandberg, a Norwegian teleconferencing company. However, when his flight was canceled, he and Tandberg’s CEO, Fredrik Halvorsen, used their merged companies’ equipment to hold a virtual press conference. Other businesses weren’t as lucky, especially those with high-value, highly perishable products such as berries, fresh fish and flowers, and medicines and pharmaceuticals. African farmers, European fresh-produce importers, and flower traders from Kenya to the Netherlands found their businesses threatened by the air traffic shutdown. Even manufacturers were affected. For instance, BMW had to scale back work hours and had even prepared for possibly shutting down production at its Spartanburg, South Carolina, plant because it depended on trans-Atlantic flights to bring transmissions and other components from German factories by air. A spokesperson at another automobile company, Mercedes-Benz, said, “There has been disruption in our parts supply. We expect that there may be shortages of some parts or delays in some instances.”</p> <p><b>Questions</b></p> <p>1. Could a company even plan for this type of situation? If yes, how? If not, why not?</p>	<b>30</b>	<b>CO3</b>
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2. Would goals be useful in this type of situation? What types of goals might a manufacturing company like BMW have in such a situation? How about a global airline? How about a small flower grower in Kenya?

3. What types of plans could companies use in this type of situation? Explain why you think these plans would be important.