

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2018

Course: Principles and Practices of Management

Semester: 1

Programme: MBA(PSM)/ MBA (AVM)

Course Code: HRES 7003

Time: 03 hrs.

Max. Marks: 100

SECTION A

(Attempt all questions)

S. No.		Marks	CO
Q 1	Fill in the blanks	10	CO1
A	Managerial grid, an approach to leadership style was developed by		
B	Henry Mintzberg introduced		
C	Douglas McGregor have significant contribution to school of thought.		
D is an appraisal method that uses quantified scale with specific narrative examples of good and poor performance.		
E	Offer incentives for early retirement ifof employees is expected.		
F identifies gaps between employee's skills and skill required for effective current job performance.		
G Control focuses on quality of resources.		
h are statements that guide or channelize thinking in decision making.		
I	The skills required the most at the lower level of management are		
J	Poaching is a source of recruitment.		
Q 2	True/False	10	CO1


A	Systems theory considers organization as closed system.		
B	Path goal theory of leadership was given by Hersey and Blanchard.		
C	When there is no alternatives for decision to be taken, we need to go with whatever is available.		
D	Wide span represents wide structure.		
E	Feedback controls are based on future.		
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	When managers keep themselves informed of the internal and external environmental conditions, they act as monitors.		
J	Top level managers deal with strategic management.		
SECTION B			
	(Attempt any four question)	20	
Q 3	“Management is the art of getting things done through and with people.” Comment and explain.		CO1
Q4	Explain and evaluate Herzberg’s two-factor theory of motivation.		CO4
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.		CO3
Q6	What are various constituents of staffing? Also, differentiate between Recruitment & Selection.		CO4
Q7	What do you understand by span of management? Discuss factors influencing management of control.		CO4
SECTION-C			
	(Attempt any three questions)	30	
Q 8	What do you mean by performance appraisal? Discuss any five modern methods of performance appraisal.		CO4
Q 9	Assess the contribution of Max Weber in development of management thought. What Taylor proposed to modify the functioning of foreman?		CO1

Q10	Define the term management control. Briefly, explain traditional and modern techniques of management control?		CO1
Q 11	Why is poor delegation of authority often found to be the most important cause of managerial failure? Discuss why managers are reluctant in delegating authority.		CO2
SECTION-D (Attempt all questions)			
Q12	<p>It's been called one of "the entertainment industry's biggest programming debacles." Show" to his own talk show, "The Jay Leno Show," which aired at the 10 p.m. weeknight time slot. Conan O'Brien was brought on as Leno's replacement on the "Tonight Show," which has always aired after the local news.</p> <p>The Jay Leno–Conan O'Brien fiasco started with a decision by NBC executives to save some money by giving Leno one of the oldest formats in TV programming: a comedy-variety show with a comedian, a stage, guests, and in-show ads. But that decision was also a radical experiment based on a single show airing every single weeknight during prime time on a major broadcast network. This format was cheaper to produce for an entire week than 60 minutes of the pricey scripted dramas that are usually broadcast during that time period. Jeff Gaspin, chairman of television entertainment at NBC Universal, said, "I don't think it's wrong to take chances. . . . Sometimes they work. Sometimes they don't." And this decision wasn't working.</p> <p>It all started to unravel when ratings for Leno's talk show were low and continued to sink. One media analyst said, "Nobody's happy—the talent isn't happy, the advertisers aren't happy, and the audience isn't happy." Local network affiliates that rely on that 10 p.m. slot to lead people into the late local news rebelled. Those affiliates threatened to preempt Leno's show with other programming. But that wasn't NBC's only problem. O'Brien's "Tonight Show" also was doing poorly in its time slot, losing resoundingly to "Late Show with David Letterman" on CBS for the first time in 15 years.</p>	30	C03

NBC executives continued to struggle with decision making. It took nearly two weeks of a very public spectacle for them to craft a solution in which Leno returned to his gig at the “Tonight Show” and O’Brien left with a \$40 million agreement to walk away from “his dream job.” And so the curtain closes on a story NBC executives wish had never been written.

Discussion Questions

1. Would you characterize television programming decisions as structured or unstructured? Explain. What type of decision-making condition would you consider this to be? Explain.
2. What criteria did NBC use in evaluating its initial decision to move Leno and O’Brien? Was that criteria appropriate? Why or why not?
3. Describe how NBC executives could have used each of the following to make better decisions: (a) rationality, (b) bounded rationality, (c) intuition.

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SECTION A

(Attempt all questions)

S. No.		Marks	CO
Q 1	Fill in the blanks	10	CO1
A	Presence of factors do not motivate the workers but their absence becomes a source of dissatisfaction.		
B is an assessment of employee's performance against well defined performance standards or criteria.		
C	The concept of MBO was introduced by.....		
D	Graphology is a test to evaluate the of candidates during selection process		
E assess supply or shortage, if any human resource available over a specific period of time.		
F are statements that guide or channelize thinking in decision making.		
G	Managerial grid, an approach to leadership style was developed by		
h represents the disturbing factor in the process of communication.		
I is a method of performance appraisal, which is similar to grading on a curve; predetermined percentages of ratees are placed in various performance categories.		

J	Offer incentives for postponing retirement ifof employees is expected.		
Q 2	True/False	10	CO1
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.		
SECTION B			
	(Attempt any four question)	20	
Q 3	Discuss the managerial grid of leadership developed by Blake and Mouton		CO4
Q4	What guidelines you will suggest for ensuring effective delegation of authority? Discuss the obstacles stand in the way of effective delegation.		CO2
Q5	“Planning is looking ahead and control is looking back.” comment		CO2
Q6	Assess the contribution of F. W Taylor to the development of management thought.		CO1
Q7	List and evaluate factors you will consider for designing recruitment and selection strategy for a company. Explain the process of Selection.		CO4
SECTION-C			
	(Attempt any three questions)	30	
Q 8	Explain the concept of organizational structure. Discuss the basis on which departmentation is done? Explain with examples.		CO1

Q 9	Management is distinct process of planning, organizing, directing and controlling the human efforts to achieve common objectives.” Elucidate this statement.		CO1
Q10	Discuss types of controlling. Briefly explain traditional and modern techniques of management control?		CO1
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?		CO2

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>	30	CO3
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Questions

- 1. Could a company even plan for this type of situation? If yes, how? If not, why not?

- 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.