

Roll No: -----

UNIVERSITY OF PETROLEUM  
AND ENERGY STUDIES



End Semester Examination – December, 2017

Program/course: Int. B.ComLLB (Taxation Law)/ BBA LLB(Hons)(Banking & Finance)

Subject: Principles and Practice of Management

Semester : I

Code : CLNL 1006

Max. Marks : 100

No. of page/s: 4

Duration : 3 Hrs

**Section- A**

**OBJECTIVE QUESTIONS:**

For the following questions, do not copy statements in answer book

**Q1.** Indicate whether each of the following statements is true or false by writing 'True' or 'False' against each statement **5\*1 = 5 Marks**

1. Management is the accomplishment of results through the efforts of other people.
2. Break even analysis is basically concerned with cost- volume-profit relationships.
3. Informal Organisation is a consciously and deliberately designed system of well defined jobs, each bearing a definite authority, responsibility and accountability.
4. Frederick Herzberg is closely associated with Motivation – Hygiene Theory.
5. Management by Objectives is regarded as the major contribution of Peter Drucker.

**Q2.** Complete the following blank spaces using words given in table below **10\*1/2= 5 Marks**

1. \_\_\_\_\_ refers to legitimate right of a position holder to give orders to others while \_\_\_\_\_ to the obligation of a position holder to carry out the assigned activities .
2. The process of deciding on the contents of a job in terms of its duties and responsibilities is defined as \_\_\_\_\_ .
3. The most important contribution of Fayol's Administrative management was \_\_\_\_\_ and \_\_\_\_\_ while Scientific management focused on \_\_\_\_\_ and \_\_\_\_\_.
4. \_\_\_\_\_ method of training involves the duplication of organizational situations in a learning environment.
5. Modern performance appraisal methods include \_\_\_\_\_ and \_\_\_\_\_.

Simulation	Discipline	Responsibility	360degree	Division of Work
Authority	Standardisation	Job Design	Mental Revolution	Human Resource Accounting

## **Section- B**

### **SHORT QUESTIONS**

**Q3.** Differentiate between the following (Attempt any five):

**5\*4 = 20 Marks**

- a. Power Vs. Authority
- b. Administration Vs Management
- c. Sole Proprietorship Vs. Partnership
- d. Recruitment Vs. Selection
- e. Training Vs. Development
- f. Public Vs. Private Company

### **Section- C** (Analytical Questions)

**2\*10 = 20 Marks**

(Choice between Q.No. 4 &5 and Q.No. 6 & 7)

**Q4.** . What do you mean by selection for employment? Outline a suitable selection process for a large business organization.

**OR**

**Q.5** Explain the leadership styles with examples which Indian managers follow. Can you suggest the best style for them?

**Q6.** Explain the various forms of organization structure.

**OR**

**Q.7** What are the various environmental factors which managers should take into account in managing their organizations?

## **Section- D**

### **Q8.CASE STUDY**

**5\*10 = 50 Marks**

#### **More Than a Paycheck**

Lemuel Greene was a trainer for National Home Manufacturers, a large builder of prefabricated homes. National Home had hired Greene fresh from graduate school with a master's degree in English. At first, the company put him to work writing and revising company brochures and helping with the most important correspondence at the senior level. But soon, both Greene and senior management officials began to notice how well he worked with executives on their writing, how he made them feel more confident about it, and how, after working with an executive on a report, the executive often was much more eager to take on the next writing task.

So National Home moved Greene into its prestigious training department. The company's trainers worked with thousands of supervisors, managers, and executives, helping them learn everything from new computer languages to time management skills to how to get the most out of the workers on the plant floor, many of whom were unmotivated high school dropouts. Soon Greene was spending all his time giving short seminars on executive writing as well as coaching his students to perfect their memos and letters.

Greene's move into training meant a big increase in salary, and when he started working exclusively with the company's top brass, it seemed as though he got a bonus every month. Greene's supervisor, Mirela Albert, knew he was making more than many executives who had been with the company three times as long, and probably twice as much as any of his graduate school classmates who concentrated in English. Yet in her biweekly meetings with him, she could tell that Greene wasn't happy.

When Albert asked him about it, Greene replied that he was in a bit of a rut. He had to keep saying the same things over and over in his seminars, and business memos weren't as interesting as the literature he had been trained on. But then, after trailing off for a moment, he blurted out, "They don't need me!" Since the memos filtering down through the company were now flawlessly polished, and the annual report was 20 percent shorter but said everything it needed to, Greene's desire to be needed was not fulfilled.

The next week, Greene came to Albert with a proposal: What if he started holding classes for some of the floor workers, many of whom had no future within or outside the company because many could write nothing but their own names? Albert took the idea to her superiors. They told her that they wouldn't oppose it, but Greene couldn't possibly keep drawing such a high salary if he worked with people whose contribution to the company was compensated at minimum wage.

Greene agreed to a reduced salary and began offering English classes on the factory floor, which were billed by management (who hoped to avoid a wage hike that year) as an added benefit of the job. At first only two or three workers showed up—and they, Greene believed, only wanted an excuse to get away from the nailing guns for awhile. But gradually word got around that Greene was serious about what he was doing and didn't treat the workers like kids in a remedial class.

At the end of the year, Greene got a bonus from a new source: the vice president in charge of production. Although Greene's course took workers off the job for a couple of hours a week, productivity had actually improved since his course began, employee turnover had dropped, and for the first time in over a year, some of the floor workers had begun to apply for supervisory positions. Greene was pleased with the bonus, but when Albert saw him grinning as he walked around the building, she knew he wasn't thinking about his bank account.

## Case Questions

- Q.1 which motivation theory would explain why Lemuel Greene was unhappy despite his high income?
- Q.2. Greene seems to have drifted into being a teacher. Given his needs and motivations, do you think teaching is an appropriate profession for him? Why?
- Q.3. Can you suggest some strategies that could motivate Greene in the present scenario.

Q.4. Do you think there is close connection between motivation and performance, if yes then what factors affects individual performance.

Q.5. In the light of present situation, what can be the consequences of non- fulfilment of need ?

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**Section- A**

**OBJECTIVE QUESTIONS:**

**Q1.** Indicate the correct answer by writing correct option:

**5\*1 = 5 Marks**

1. Break even analysis is concerned with :

- a) Sales Control
- b) Inspection
- c) Cost – volume-profit
- d) Cost Control

2. Tactical Planning is also known as:

- a) Reactive Planning
- b) Strategic Planning
- c) Operational Planning
- d) Corporate Planning

3. According to Herzberg's motivation –hygiene theory, which one of the following is a motivating factor?

- a) Job Security
- b) Company Policy
- c) Interpersonal Relations
- d) Work itself

4. Which one of these can be delegated?

- a) Power
- b) Accountability
- c) Authority
- d) Responsibility

5. Manpower planning is also known as:

- a) Job Planning
- b) Human Resource Planning
- c) Manpower Inventory Planning
- d) Strategic Planning

**Q2.** Indicate whether each of the following statements is true or false by writing 'True' or 'False' against each statement **5\*1 = 5 Marks**

1. Nominal Group Technique is a structured group meeting which restricts verbal communication between members.
2. Formal organisation is a system of relationships that develops spontaneously as employees meet and form relationships.
3. Coordination is a continuous and dynamic process.
4. Chester Barnard is closely associated with Social Systems Approach.
5. Planning is a conscious determination of future course of action.

### **Section- B**

#### **SHORT QUESTIONS**

**Q3.** Differentiate between the following (Attempt any five)::

**5\*4 = 20 Marks**

- a. Training Vs. Development
- b. Public Vs. Private Company
- c. Territorial Vs. Product Departmentation
- d. Recruitment Vs. Selection
- e. Proactive Vs. Reactive Planning
- f. Joint stock Company Vs. Voluntary Association

### **Section- C** (Analytical Questions)

**2\*10 = 20 Marks**

(Choice between Q. No. 4&5 and Q.No. 6 &7)

**Q4.** Discuss the contribution of Classical School of thought to the development of management thought. Highlight their contribution in the present business world .

OR

**Q.5.** What do you understand by Planning? Outline the steps involved in planning process.

**Q6.** Do you think that the Leadership theories discussed in the class are still relevant? How can the present day employee be motivated to give their best performance? Which leadership style would you like to suggest to improve the performance of employees?

OR

**Q.7** In the context of present scenario, discuss the important roles to be performed by a manager.

## **Section- D**

### **Q8. CASE STUDY**

**5\*10 = 50 Marks**

#### **Aero Space Inc**

Srinu was the manager of the systems development of Aero Space Inc. During his 15 years with the company, he trained many managers and encouraged their development, only to see many of them leave the firm after they got their advanced degrees. The company had liberal policy of educational reimbursement (75 percent of tuition costs and books), and many engineers (about 50 percent of them had a member's degree in a technical field) took advantage of the educational opportunities. Ms. Sridhar, an electrical engineer, came to see her boss Srinu, who congratulated her on getting a master's degree in business administration, which she received through the assistance of the firm's educational programme.

Ms Sridhar, to the surprise of Srinu, said that she was leaving the company to go to a competitor because she did not see any opportunities for advancement in the firm.

Srinu was furious because this had happened several times before. He wanted to see the vice president of operations immediately and complain about the educational reimbursement policy and lack of systematic approach to staffing.

- Q1.** What might be the reasons that employees left after receiving their degrees through education reimbursement?
- Q2.** If you were the vice president, what would you do?
- Q3.** How can such labour turnover be prevented?
- Q4.** Should the organization conduct some tests on employees. Explain which test shall suit in the present situation.
- Q5.** Do you think company need to revise recruitment policy or selection policy . Develop a selection model for the company.

-----X-----X-----X-----