

M.B.A. Semester—I Examination
PRINCIPLES AND PRACTICES OF MANAGEMENT
Paper-MBA/101

Time : Three Hours]

[Maximum Marks : 70

Note :—(1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

SECTION-A

1. (a) Explain in detail the evaluation of management thoughts from early times to modern period. 14

OR

- (b) Describe in detail the general principles of management as laid down by Henry Fayol, the father of modern management. 14

SECTION-B

2. (a) Classify the various types of plans used in planning. 7
- (b) A group of children were playing near two railway tracks, one still in use while the other disused. Only one child played on the disused track, the rest on the operational track, the train came and you were just beside the track interchange. You could make the train change its course to the disused track and save most of the kids. However, that would also mean the lone child playing by the disused track would be sacrificed or would you rather let the train go its way ?
- What will be your decision considering above case ? 7

OR

- (c) Distinguish between policies and strategies. 7
- (d) Two football teams of equal ability are going to play against each other. They are having two weeks with them to win the match. Which one is the best strategy to win the match ?
- Team 1's strategy : Which has scouted the other team and trained its players considering Team 2's strength and weaknesses.
- Team 2's strategy : Which has ignored its opponents and focused on their strength. Justify your answer. 7
3. (a) What are the important steps in the process of organising ? 7
- (b) OJUS Pvt. Ltd. Company is nowadays facing major problems of co-ordination and poor performance and also inefficiency in unity of command. To overcome such problem explain the effective use of centralisation to Mr. Anil Kumar Sanghavi CEO of OJUS Pvt. Ltd. Justify your answer. 7

OR

- (c) What are the merits of line and staff organisation ? 7
- (d) You are an executive of a big company, you have 20 subordinates under you, but few among them, are not efficient to handle the power in absence of the executive.
- How you will make the efficient able to accept the authority which is delegated to them ? 7

SECTION-C

4. (a) 'Controlling can be better achieved with management by exception'. Explain. 7
(b) What are the features of MBO ? 7

OR

- (c) Explain the methods of participative management. 7
(d) Explain the Quality Circle, Six Sigma and ISO in controlling quality of product. 7

SECTION-D

5. On the eve of retirement of Mr. Sengupta, CEO of Precision Metals a farewell party was arranged by the staff of the Company. Many senior managers acknowledge the outstanding role played by Mr. Sengupta in bringing the company to its present position of advantage. After the party was over, Mr. Sengupta took aside two of brilliant and favorite managers– Vijay Joshi and Ashok Mitra. He told them confidentially that though he was retiring from the post of CEO, the Chairman, Faruk Irani had told him that he would now be inducted on the Board of Directors and his experience with the company would be invaluable in the future also. He asked the two managers to continue meeting him from time to time, and to keep him informed about the happening at Precision Metals. He asked them to provide information about the way, the new designated CEO Mr. Saxena was handling things. Both the managers agreed to comply with the instruction. After about a month, both Joshi and Mitra went to meet Sengupta at his residence. They told Sengupta that soon after he left Precision Metals, things started deteriorating and the internal environment was no more what it used to be during his days as CEO. While Joshi is serene person, Mitra is more volatile. He is also addicted to liquor. On that day he was in his element and he told Sengupta that CEO Saxena had started inducting employees from his clan irrespective of their merit. He did not consult Mitra in the matter of recruitment in spite of his being Manager HR. Joshi remained quiet on any controversial issues and did not say anything derogatory against CEO. A couple of days after this incident, CEO Saxena summoned the two managers into his chamber and interrogated them regarding their visits to Mr. Sengupta. He shouted at them and warned them, that they should better focus on their work in the company, instead of acting as spies to higher-ups. He denounced them for telling Sengupta that he was a good for nothing and incompetent CEO. Both Mitra and Joshi apologized to the CEO, and said that, they would not repeat such things in future.
- (1) Why did Mr. Sengupta ask the two managers to meet him from time-to-time ? 7
(2) What is the role of grapevine in the above case ? 7