

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER 01- • EXAMINATION – SUMMER 2017

Subject Code: 2810005

Date: 11/05/2017

Subject Name: Principles of Management (PM)

Time: 10.30 AM TO 01.30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q. No.** From the four alternative answers given against each of the following cases, indicate the correct answer:(just state A, B, C or D) **6**
- Q.1 (a)** Organization structure primarily refers to.....
1. A. how activities are coordinated and controlled B. how resources are allocated
C. the location of departments and office space D. the policy statements developed by the firm
- Who stated that management is an art of getting things done through others?
2. A. Henry Fayol B. F. W. Taylor
C. G. R. Terry D. Herzberg
- Strategic planning as a broad concept consists of.....
3. A. corporate strategy and business strategy B. strategy formulation and strategy implementation
C. inputs and outputs D. environmental analysis and internal analysis
- The purpose of job enrichment is to.....
4. A. expand the number of tasks an individual can do B. increase job efficiency
C. increase job effectiveness D. increase job satisfaction of middle management
- The school of thought typified by Joan Woodward says that.....
5. A. size is the most critical determinant of structure B. technology is the most critical determinant of structure
C. structure follows strategy D. strategy follows structure
- In general, if a policy is not thought out and established.....
6. A. a situation requiring action will arise B. social issues will cause change in the organization
C. managers will be hired from the outside D. there will be significant staff turnover
- Q.1 (b)** Explain the following terms: **04**
- (i) Empowerment.
(ii) Contingency Approach.
(iii) Span of Control.
(iv) Turnaround Management.
- Q.1 (c)** Explain on “Business Ethics and Social Responsibility”. **04**
- Q.2 (a)** Define planning and explain the various steps involved in planning. **07**
- (b)** What is Management by Objectives? State its advantages and disadvantages in an organization. **07**

OR

- (b) “Morale and Productivity move together like the east and the west sides of an elevator.” Explain this statement with effective leadership dynamics in management process. **07**

- Q.3** (a) “Authority is an all inclusive principle of management from which all other principles are derived.” Do you agree? Give your reasons. **07**
(b) Describe the Rational decision making process with appropriate example. **07**

OR

- Q.3** (a) What is globalization? Which is the environment aspects related to business that a manager is expected to consider in global management? **07**
(b) In a formal organization, at different levels, the combination of different skills is required. Describe various skills at different levels with specific examples. **07**
- Q.4** (a) Explain budgetary technique. Describe any two of them in detail. **07**
(b) How are PERT and CPM networks developed? How this statistical techniques useful to management. Explain it with suitable example. **07**

OR

- Q.4** (a) Describe different approaches to recruitment with its advantages and disadvantages? **07**
(b) With appropriate illustration, describe an organization structure based on customer and its advantages and disadvantages. **07**

- Q.5** Case Study: Tata Nano: Creating a new marvel in Automotive Engineering? **14**

Tata Motors, one of the leading automakers in India launched their dream project 'Tata Nano' on 10 January 2008. The unveiling of 'Tata Nano', the people's car from Tata Motors, marked the beginning of a new era in automotive engineering in India. The dream project of 'Tata Nano' was designed with a family in mind and had features that included a roomy passenger compartment with generous leg space and head room. Tata Nano proposed to have a top speed of about 105 kmph and was nearly the same size as its nearest rival Maruti, considered the benchmark in terms of small car pricing. Astonishingly all this came at the mere price of 1 lakh rupees, whereas Maruti's cheapest model was priced 1.95 lakhs rupees. However the presence of a real engine might create a few disadvantages in its maneuvering, rendering uneven weight distribution; poor handling and cramped space for rear-end passengers. Apart from this, the absence of air bags, use of aluminum in engine making, use of instrument panels similar to those in motorcycles had raised scepticism and discontent about the 'Tata Nano'. Although his emergence of Tata Nano opened up a new dimension of automotive designing in India, the question of its completeness thus remained an area of concerned in future.

- To discuss the role of Tata in the field of automotive engineering in India.
- To analyze the concept of frugal engineering in the making of Nano.
- To analyze the major obstacles in the path of making 'Tata Nano' a success.

OR

How to Manage and Coach People through Change:

Running a company and managing employees can be difficult enough under normal business conditions. In this case, I was asked to work with a team of ninety employees, an exceptionally brave general manager, and his outstanding leadership team over a six month period. During this half-year experience, eighty out of the ninety employees and many of the managers were slated to lose their jobs due to a pending merger/acquisition. It was requested of me that I facilitate open lines of communication while this entire team headed toward their pending merger, where only some would survive the jump. Triage is the best word to describe what had to be done. One large company had bought out another large company. This had happened whether or not the management, staff, or employees wanted it. For many, it had happened "to" them. Things could have gone very wrong. Throughout this transitional process, many employees desperately wanted and needed help to find the best ways to take control of what they should and let of go of what they must. Although at first it wasn't known exactly who would be losing his or her job, it was clear that many of the managers and most of the employees would fall into that category. Prior to the many meetings where these decisions would be made, it was clear that planning and communication would be paramount. At those termination meetings, the delivery of the news had to be humane, respectful, thoughtful, as kind as possible, and finally realistic.

The general manager saw all this. He hired me to give him the objective truths as I observed them. He had the courage to listen. Given objective input, this general manager acted intuitively and practically. He knew he could choose one of two directions in this transition process: he could proactively support the emotional well-being of his staff and aggressively plan for a successful transition, or he could sit back and react (perhaps even pay millions in lawyer fees and lawsuits for wrongful terminations). He chose the former: to care for his staff and provide the services and the support they needed before, during, and after this merger. It is likely that his foresight saved his company millions, not to mention how his considerable empathy saved his employees undue hardship and mental anguish. In addition to being asked to share objective truths, I was asked to facilitate management meetings where topics such as these were discussed:

- How leadership could help its members deal with their own real feelings of fear, loss, guilt, and pain involved with this transition;
- How managers could successfully carry their newly acquired knowledge of the transition process back to their employees and deliver the hard news as respectfully as possible; managers would need to be practiced and knowledgeable enough in using their newly acquired triage skills within their own departments to "save/support" all who could be "saved/supported";
- Motivating management throughout this painful process to continue to meet production timelines, continue to forecast and prioritize production tasks, and still manage as new environments came into the picture; managers still needed to motivate employees to produce under these difficult conditions.
