

[May-17]

[MPDBA-101A/MPDHR-101A]
MBA (GEN) & MBA (HRM) Degree Examination

I SEMESTER

MANAGEMENT THEORY AND PRACTICE
(Effective from the admitted batch 2015-16)

Time: 3 Hours

Max.Marks: 70

Instructions: All parts of the unit must be answered in one place only.
Figures in the right hand margin indicate marks allotted.

SECTION-A

1. Answer any Five of the following: (5x2=10)
- a) Manager Vs Administrator
 - b) Policies
 - c) Formalization
 - d) M.B.O
 - e) Group decision making
 - f) Multi tasking
 - g) Attitude
 - h) Managerial control system

SECTION-B

Answer all questions (5x9=45)

2. a) Elucidate the roles and responsibilities of a professional manager
- OR
- b) Explain Taylor's principles of management theory and its relevance to managers at present
3. a) 'Planning is essentially forward looking'? Clearly explain the above statement
- OR
- b) Why do organizations feel the need for identifying and evaluating possible alternative courses of action for accomplishing organizational objectives? Describe various means for generating alternative courses of action. Explain with relevant examples

4. a) How should authority be dispersed throughout the organization structure, and what determines the extent of dispersion?

OR

- b) What factors determine the span of management in organizations? Explain the Graicunas' theory of span of control
5. a) What are various types of skills required for a leader? Explain

OR

- b) Critically examine Fielder's contingency theory of leadership? What are the situational factors present in this theory?
6. a) Explain in detail about the requirements for effective control and also about the process of control

OR

- b) Distinguish between Planning and Control? What are different techniques of control?

SECTION-C

7. Case Study (Compulsory):

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XYZ Machinery Company has encountered hard times, not only because of economic recession but also because of competition from products imported from Japan. In the past, labour relations have been rather poor. The Unions usually asked for big pay increases for the workers and got them. But things have changed during the last few months, and labour and management have realized that they are in for some bad times ahead. The company, maintaining it is in a precarious condition, has asked labour for concessions and give backs. The Union has called a membership meeting to discuss the situation. The issue of give backs was discussed and majority disagreed for wage reduction. In fact, there is a major mistrust of managements' intentions and the workers feel that giving concessions will encourage the company to ask for additional ones. After a long discussion-some workers are more agreeable to concessions of management makes similar sacrifices. But management does not make any commitments. Situation of the XYZ Machinery Company gets worse; it faced few days of lay-off, the union agrees to some cut backs with the understanding that employees will share in some way in the profits of the company

when things get better. One month later, a national – magazine survey of executive's salaries at major companies shows that the executives at XYZ received a substantial increase in compensation. One worker remarks: 'You just can't trust the top management of XYZ Machinery. I wish our situation was like the one in Japan, where in hard times the dividends are cut first, then the salary of the top-management is reduced, and later middle-level managers get a pay cut; the worker's pay is affected last'.

Questions:

- a) Do you think the workers should have made concessions and agreed to givebacks?
- b) If you were the President of the company, how would you have handled the situation?

[26,27/IS/217]