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Roll No. _____

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M. B. A. I Sem. (Main/Back) Exam., Jan. 2016
M-101 A Fundamentals Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
- (ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is **compulsory**.
- (iii) All questions carry **equal** marks.

1. NIL

2. NIL

SECTION-A

Q. 1 In what respect have Fayol's principles of management resulted in contributions to management methods that are different from the techniques of Taylor's Scientific management ? [14]

Q. 2 What are the different types of plans ? Also discuss the steps involved in the planning process. [4+10=14]

Q. 3 Discuss the different types of departmention in organizations, giving advantages and disadvantages of each departmention. [14]

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[2780]

- Q.4 Discuss the importance of interviews in the selection of suitable examples. Describe in brief various types of interviews used in selection. [6+8 = 14]
- Q.5 Discuss the leadership styles with examples which Indian managers follow. Can you suggest a best style for them? How? [10+4 = 14]
- Q.6 What do you understand by controlling? What are the various techniques of controlling the operations? Discuss budgetary control in detail. [4+5+5 = 14]

SECTION-B

Case Study

Vishal Components limited manufactures a wide range of automotive components. It has a workforce of 1,500 including 250 supervisors and executives. Performance appraisal of these supervisors and executive is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility, superior's dependability on subordinates, initiative, regularity and punctuality, community activity, and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives: to grant annual increment, to determine promotability, and to assess training needs. In the year 1998-99, Some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the Managing Director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should

be given regular annual increments and time-bound promotions. The system would be more objective, fair, and free from undue biases.

- (a) As human resource manager, how will you defend the existing performance appraisal system of the company? will you like to incorporate changes, if any? if yes, what would be these changes and why? **Case Study** [6]
 - (b) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needed? [4]
 - (c) What actions should be taken to the representation made by the aggrieved supervisors and executives? [4]
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M.B.A. I Semester (Main & Back) Examination - 2015
M-101 A Fundamentals Of Management

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Maximum Marks : 70
Min. Passing Marks : 28

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- 2) There are sections **A & B**. Section **A** contains **6** questions out of which the candidates is required to attempt any **4** questions. Section **B** contains short case study/application base **1** question which is **compulsory**.
- 3) All questions are carrying **equal** marks.

Section-A

1. Describe the contribution of peter Drucker in the field of management
2. Write notes on the following
 - i) Decision making
 - ii) Entrepreneuring and Reengineering
3. Define human resource management and explain its scope.
4. Explain the two factor theory (hygiene and motivator) of motivation which is developed by Frederick Herzberg.
5. Write a detailed note on Total quality management
6. Describe the management practices of Ratan Tata in their organizations.

Section-B

7. Read the Case carefully and answers the following questions Mr. Nirmal Singh, the president of HCL technologies LTD. said in his inaugural speech at a seminar, "every person, a manager deals with is unique, most problem situations are complex; and things are always changing. Success in management only comes to those who thrive on learning. There is no one best way to learn about managing - there is only the need to learn - - - all the time, from others, formal training, and from real experiences".

Questions :

- 1) "Every person and situation is unique" which management approach does assume this?
 - 2) Can there be one best way to manage? Why or why not?
 - 3) "Learning is the basic skill of a manager." Explain.
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M.B.A I Sem. (Main & Back) Exam. Jan. 2014
M-101 A Fundamentals of Management

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2. _____

SECTION-A

Discuss the meaning of Management. Discuss the principles of scientific management and Systems Theory of Management. How are these principles different from the contemporary thought of management? [3+8+3]

“No one leadership style is the best.” Do you agree? Comment and explain. Discuss the success story of Narayan Murty as a leader. [8+6]

Write short notes on any four –

- (a) MBO by Peter Drucker
- (b) Quality circles

- (c) Business Process Reengineering
 - (d) Steve Jobs as an entrepreneur
 - (e) HR policies of Kautilya
 - (f) Manager as a change agent
- [3.5x4]

Q.4 Discuss strategic organizing designs with suitable examples. [14]

Q.5 Discuss the process of decision making. Discuss the importance of communication in group decision making. [8+6]

Q.6 (i) Azim Premji has recently decided to discontinue in hardware business and focus on core business of IT solutions and services. Do you think this decision would turn out to be a favorable strategy for WIPRO? Support your answer.

(ii) Discuss the major management practices that had made TATA group a successful conglomerate under leadership of Ratan Tata. [7+7]

SECTION-B

Q.7 Discuss the relevance of concept of BOP (Bottom of Pyramid) markets given by C.K. Prahlad in following sectors in India.

- (i) FMCG
- (ii) Automobile
- (iii) Cellular phones
- (iv) Banking

Support your answer with suitable examples. [3.5x4]
