

Kadi Sarva VishwaVidyalaya, Gandhinagar**MBA – Semester – I – December 2014 Examination****Principles of Management (CC105)****Date: 27 December 2014****Weightage: 40%****Duration: 2½ Hours****Instructions:**

- 1 Make assumptions wherever necessary and state them clearly
- 2 Working notes must form part of your answers
3. Figures to the right indicate weightage

Q-1	(A) In any field of employment, employers are willing to have technically sound person, with management skills. What are the advantages of a technical person studying management? What are the challenges for managers in coming years?	4%
	(B) All students tend to behave professionally, while walking across director's cabin. All students nod their head and will become more attentive, when a teacher looks at him, while teaching. What experiment are we talking about? Explain the outcome of that experiment.	4%
OR		
	(B) Assume that you are a manager at "Cross Word" a book shop in Ahmedabad. Mention any two corporate social responsibility activities that you can do. Also mention and brief any two categories, for which/whom you need to be ethical.	4%
Q-2	(A) Assume that your boss offers you a promotion to a position in a location, for which your family members are not happy with. Take an appropriate decision by making all the necessary assumptions, using Rational Decision Making Model.	4%
	(B) Define a) MBO b) "Style" in 7 S model.	4%
OR		
Q-2	(A) Analyse Porter's five forces model for any one industry of your choice.	4%
	(B) "Planning without goals is meaningless". Comment on the statement and identify your personal goals, two for long term and two for short term.	4%
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Q-3	(A) Distinguish between a. Power and authority b. line authority and staff authority c. Centralisation and Decentralisation d. Job enlargement and Job enrichment.	4%
	(B) If you were a manager, would you like to delegate your authority? Justify your answer. Also brief about any two ways for effective delegation.	4%
OR		
Q-3	(A) Being a CEO of a company, you have decided to change the present functional organizational structure to product / market organizational structure? Why do you decide so and what are the problems will you face during the change?	4%

- (B) Brief about a. the purpose behind conducting job interviews b. Steps in the process of controlling. 4%
- Q-4 (A) "Change is the only thing which doesn't change". Being a manager, what approaches do you follow to plan changes in your organization. 4%
- (B) Select any two political or business leaders whom you admire and identify his or her style of leadership by applying the managerial grid or leadership grid. 4%
- OR
- Q-4 (A) As every organization is turning into electronic mode, explain the problems that the managers would have encountered during the implementation of computer based MIS. 4%
- (B) Define the terms a. Span of Control b. Downsizing 4%
- Q-5 Read the following case and answer the questions given below. 8%

Innovation in education

Too many students are dropping out in lower level education. Educators as well as non-educators are trying to find new ways to motivate students to study and stay in school. One such motivational approach is the Khan Academy which is "the world's first free, world class virtual school where anyone can learn anything. The Academy provides tutorials and exercises on YouTube. The teaching approach also provides for measuring the students' progress so that the teacher can help those students who are struggling with a topic. On the other hand, gifted students can progress to more advanced subjects. The program offers free of charge more than 3000 micro lectures on topics such as Banking and Money, chemistry, Computer Science, Economics, Finance, Healthcare, History, Mathematics, Physics, Venture Capital and Capital Market and many more subjects. These topics are available to anyone anywhere in the world. Offline teaching is also made available for students in Asia, Latin America and Africa. Bill Gates at Microsoft was so impressed by the Khan Academy that he made a sizable contribution to the Academy – and so did Google. Mr. Gates felt that mathematics is often a stumbling block for a person's career and Khan's YouTube videos help to overcome this hurdle.

Actually, the Khan Academy started when Mr. Salman Khan was asked to tutor his 13 year old cousin in mathematics. Soon he was asked to do the same for other students resulting eventually in the Academy. Khan has an impressive background with two Bachelor degrees from MIT in mathematics and electrical engineering and computer science. In addition, he also earned a Master's degree at MIT on the same subject and an MBA at the Harvard Business School. While tutoring his cousin, he worked as a hedge fund analyst at Connective Capital Management. He quit his job as an

analyst and started the Khan Academy.

The Khan video approach to teaching has received praise from educators, non-educators and students with some 2 million users watching the videos every month. However, there are also critics who argue that the videos are repetitive drilling exercises rather than promoting the student-teacher interaction. Khan, however rejects this criticism. On the contrary, he argues, students can watch the video at home which, in turn, leaves more time for creative activities in the class room. So far, many students have benefitted greatly from the video - You Tube learning experience, motivating them to tackle the tough subjects such as mathematics and other topics by learning that takes into account the levels of competency of individuals.

Questions:

1. Can you find Theory X and Theory Y people in this case? Explain.
2. Is Maslow's Need Hierarchy theory applicable to Mr. Khan?
Explain.
3. As a student, what changes you want in your education system?
Mention the ways to plan and implement the same in your institution.

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KADI SARVA VISHWAVIDYALAYA

End Term Examination: MBA-Semester-I

Subject: Principles of Management (CC105)

Dt : 31.12.13

Duration: 02.30 Hrs

Total Marks: 40%

- * Q.1 (a) and Q.5 are compulsory.

Q.1(a) "As no two organizations are alike, no two managers' jobs are alike, despite this fact, French industrialist named Henry Fayol suggested that all managers performs some common functions or activities regardless the nature and size of organization"-Discuss. 4%

Q.1(b) Explain the dissimilarities between the F.W.Taylor's "Scientific management" and Henry Fayol's contributions. 4%

OR

Q.1(b) According to Chester I. Barnard, "Subordinates would accept orders that fall within a familiar range of responsibility or activity and subordinates would contribute to assigned tasks without questioning the managers' authority"-Discuss. 4%

Q.2(a) Define ethics. Discuss the key tools of ethics with suitable example. 4%

Q.2(b) Discuss the several routes a business organisation could adopt to enter in international business. 4%

OR

Q.2(a) Elaborate the rationale model of decision making with suitable example. 4%

Q.2(b) Discuss the key differences of organization's strategic plans and operational plans. 4%

Q.3(a) Discuss in brief the Mckinsey's & company Seven S-Model for successful strategy implementation. 4%

Q.3(b) What key steps would you follow being recently appointed manager for successful design and implementation of Management By Objectives (MBO) approach at an organization? 4%

OR

Q.3(a) Discuss any two types of organisational structure with suitable example. 4%

Q.3(b) Discuss the guideline for effective delegation of authority and responsibility to subordinates at an organisation. 4%

Q.4(a) Is there any key difference between "Recruitment" and "Selection"? Discuss in brief the step by step process of selection. 4%

Q.4(b) Discuss the three step process of change to incorporate changes in a long term established attitudes and behavior of employees of a firm. 4%

OR

Q.4(a) Discuss the Abraham Maslow's hierarchy of needs theory of motivation with supportive example. 4%

Q.4(b) What are the key benefits behind implementing effective controlling system at any business enterprise? 4%

Q.5 CASE STUDY- "MANPOWER V/S MACHINES" 3%

Robert is the Vice President of industrial relations for "Auto Vision Manufacturing Ltd." In a very few minutes he would walk down to the labor-management conference room for a meeting with Howard, president of the labor union local representing most of the company's industrial employees. The purpose of this meeting would be to informally exchange views and positions preliminary to the opening of formal contract negotiations later in the month which would focus on the use of computer-integrated robotic systems and the resulting impact on employment, workers, and jobs. Both Robert and Howard had access to similar

information relevant to industrial robots, including, single-task machines, installed in earlier stages of automation, robots can be programmed to do one job and then reprogrammed to do another one in record time. The latest generation of robots includes vision-controlled robots which enable the machines to approximate the

human ability to recognize and size up objects. Experts concluded that the impact of robot installation on employment would be intense, although the extent of the worker replacement was not clear. The conclusion was inevitable that robot usage had the capacity to increase manufacturing performance and to decrease manufacturing employment. Robert walked down to the conference room. Finding Howard already there, and after exchanging appropriate greetings, Robert stated the company's position regarding installations of industrial robots. The company needs the cooperation of the union and our workers. We don't wish to be perceived as cruelly exchanging human workers for robots." Robert then listed the major advantages associated with robots would be greater manufacturing flexibility since robots are readily reprogrammable for different jobs, improved quality of product, reduced operating costs, reliability improvements, as robots work tirelessly. Robert concluded that these robot advantages would make the company more competitive, which would allow the company to grow and increase its work force. Howard's response was direct and strong. It is not a race between employee and machines. We know it is necessary to increase productivity and that robotic technology is here. But we cannot give the company a blank check. We need safeguards and protection and we intend to bargain for the following contract provisions mainly, retraining rights for workers displaced, to include retraining for new positions in the plant, the community, establishment of labor-management committees to negotiate in advance about the labor impact of robotic technology, to have a voice in deciding how and whether it should be used. Howard's final sentence summed up the union's position "We in the union believe that the company is giving our jobs to robots in order to reduce the labor force." Their meeting ended warmly, but Robert and Howard each knew that much hard bargaining lay ahead. As Robert returned to his office, the two opposing positions were obvious. A clearly stated overall policy was needed to guide negotiation decisions and actions and it was critical to decide on a company position regarding each of the union's announced demands and concern. As Robert considered these challenges, he idly considered a robot possessing artificial intelligence and vision capability that could help him in this work. Immediately a danger alarm sounded in his mind. A robot so constructed might be more than helpful and might take over this and other important aspects of his job. Robert returned to his task, needing help- but not from any smart robot.

1. You are asked by Robert to use your knowledge of motivational theory to solve this difficult problem. Which motivational theory should be incorporated in your plan to help get agreement between management and employee?
2. What compromise would employee and management have to make to accommodate your plan?

Enrollment No: _____

Seat No. _____

Kadi Sarva VishwaVidyalaya University
MBA- Semester- I Repeater Examination, April-May 2014
Subject: Principles of Management (CC 105)

Date: 02/05/2014

Weightage: 40% Duration: 2 hours 30 Minutes

Instruction: Write to-the-point and precisely

Q-1	(A)	Explain the given concepts in brief.	4%
		1. Technical Skills 2. Feedback and Feed-forward Control 3. Stakeholder and Shareholder 4. Programmed Decision	
Q-1	(B)	What are the tools of financial control mechanism and budgetary control mechanism?	4%
		OR	
Q-1	(B)	Describe the steps in control process with suitable examples.	4%
Q-2	(A)	"Management is often discussed in terms of four broad functions but managers perform a number of specific roles beyond these four functions in real life." – Discuss in line with ten managerial roles identified by Henry Mintzberg with an example for each role.	4%
Q-2	(B)	Discuss Henry Fayol's 14 principles and its applicability in modern business administration.	4%
		OR	
Q-2	(A)	Explain Corporate Social Responsibility towards various stakeholders with examples.	4%
Q-2	(B)	Discuss the results and findings of various experiments which are known as 'Hawthorne Experiments'.	4%
Q-3	(A)	What is Decision Making? Explain the steps involved in Decision Making process.	4%
Q-3	(B)	Define "Planning". What is the difference between 'Plans' and 'Planning'? What are the types of Plans?	4%
		OR	
Q-3	(A)	What is the difference between 'Problem' and 'Opportunity'? How can you identify problems in the organization?	4%
Q-3	(B)	How 'Programmed' and 'Non-programmed' decisions differ? Explain the nature of problems and decision making in the organization.	4%
Q-4	(A)	Discuss about the types of organizational structure with their suitability in the given circumstances.	4%
Q-4	(B)	Explain the purpose and importance of Organizing as a management function. Differentiate between formal and informal organization.	4%
		OR	
Q-4	(A)	Define authority, power and responsibility. Distinguish between line, staff and functional authority.	4%

Q-4	(B)	Explain Maslow's Need Hierarchy Theory and its implications on Management.	4%
Q-5		Read the given case and answer the questions	8%

THE GREATEST BUSINESS DECISIONS OF ALL TIME

Once in a great while a leader makes a truly game-changing decision that shifts not only the strategy of a single company but how everyone does business as well. These big decisions are counterintuitive -- they go against the conventional wisdom. In hindsight, taking a different direction may seem easy, but these bet-the-company moves involve drama, doubt, and high tension. What made Apple's board bring back Steve Jobs to the company? What motivated Henry Ford to double the wages of his autoworkers, and how did that change the American economy for the next century? Why did Intel decide to spend millions to brand a microchip? The following stories, adapted from the new book *The Greatest Business Decisions of All Time*, provide the background to some of these pivotal moments.

1914: Henry Ford decides to double his workers' wages: Henry Ford had a problem. He was becoming too successful. The growing popularity of the Model T was causing him to rethink his ideas about mass production. He had introduced the moving assembly line at his Highland Park, Mich., plant in 1913, and it had worked far better than he could have imagined. The year before the assembly line was installed; he had doubled production of the Model T by doubling the size of his workforce. The following year he nearly doubled production again, but this time he did it with the same number of workers. The assembly line had made the plant so efficient that the Highland Park payroll actually fell. The trouble was, employee turnover was accelerating at an alarming rate. The dispiriting, mind-numbing work on the line was causing workers to quit en masse. The men (and it was all men back then) reacted to their narrowly defined, repetitive, and physically demanding jobs by leaving them. Acting on the advice of his devoted lieutenant, James Couzens, Ford decided to take radical action. On Jan. 5, 1914, Ford and Couzens summoned newspaper reporters to the plant to publicize changes in employment policies at Highland Park that they hoped would improve employee retention. First, the company would reduce the workday from nine hours to eight. Second, it was moving to three shifts a day instead of two, opening up lots of new jobs. But the big news came in the third announcement: Subject to certain conditions, Ford would more than double the basic rate of pay to \$5 a day. The 11-year-old company was willing to spend an additional \$10 million annually to improve productivity and the lives of its workers. The news spread quickly beyond southeast Michigan. "A magnificent act of generosity," declared the New York Evening Post. But the Five-Dollar Day turned out to be an excellent investment. Within a year, annual labor turnover fell from 370% to 16%; productivity was up 40% to 70%. Between 1910 and 1919, Henry Ford reduced the Model T's price from around \$800 to \$350, solidified his position as the world's greatest automaker, and made himself a billionaire. And by raising wages he expanded the overall market for the Model T. As Ford said to reporters that January: "We believe in making 20,000 men prosperous and contented rather than follow the plan of making a few slave drivers in our establishment millionaires."

1993: A radical approach to downsizing: When J.J. Irani walked into his regular quarterly meeting with the shop stewards at the steel plant he managed, he knew this meeting would not be regular. He would be discussing very bad news, news that no one in the room had ever heard before. This was the sprawling, rusting, smoking, antiquated Tata Steel plant in Jamshedpur, India. The news was that some employees were going to lose their jobs. It was unbelievable. No one ever lost his job at Tata Steel. It existed to give people jobs. Once you worked there, your job was guaranteed, and after 25 years you were guaranteed that your son or daughter could also work there. The company responded with an uncommon solution, one that in fact seemed crazy -- irrational on its face. When an Indian industrialist heard about it, he sent Irani a note: "You either have too much money or not enough brains." Yet Irani's solution has proved to be one of the wisest decisions in the whole realm of employee relations and corporate culture. And it was

startlingly generous. Workers under age 40 would be guaranteed their full salary for the rest of their working lives. Older workers would be guaranteed an amount greater than their salary, from 20% to 50% greater depending on their age. If they died before reaching retirement age, their families would keep receiving the full payments until the worker would have reached that age. The program wasn't as economically crazy as it first appeared. While workers who took the offer would get their full salaries or more, that amount would stay constant until age 61 instead of increasing, as it would if they remained employed; nor would Tata Steel have to pay payroll tax or make retirement-plan contributions. Tata Steel's labor costs began to decline immediately. By 2004, Tata Steel's workforce had shrunk from 78,000 to 47,000, with about a third of the reduction from natural attrition. Lower labor costs, combined with over \$1 billion of new investment, turned Tata Steel into a far more efficient, globally competitive firm.

1952: Boeing bets big on the 707: Here's a shocker to even the casual student of aviation history under the age of, say, 75. At the dawn of the Jet Age, Boeing, one of today's dominant makers of commercial aircraft, was a nonentity in the business of building planes for airlines. That's right. In the years following World War II, when U.S. industry was retooling for civilian production, Boeing was primarily a maker of military aircraft. Its famous B-52 bomber and a companion tanker had proved that the Seattle company had the right stuff when it came to jet aircraft technology. But for the airlines, jets weren't commercially viable: Converting to jet technology would require a massive investment that could pockmark their bottom line. The safe choice for Boeing would have been to stick to its defense-industry knitting. That, however, wasn't the plan of Boeing's postwar president, William McPherson Allen, who made a prototypical great decision, a bet-the-company move on civil aviation in the form of a single product. He was convinced that consumers would cotton to the speed, convenience, and comfort of jet travel and that the real growth would be in the civilian sector of the booming global economy. Allen was so sure of his conviction that he was willing to risk Boeing's financial future on it. In 1952 he persuaded the Boeing board of directors to invest \$16 million in what would become the Boeing 707, the first U.S. transatlantic commercial jetliner and the plane that would alter the course of Boeing's history. The 707 grew to become as much a cultural icon as a transportation vehicle. The swimwear company Jantzen called its swimsuit line the 707. Every U.S. President from Dwight D. Eisenhower to George H.W. Bush flew on an Air Force One that was a modified version of a 707. All told, Boeing invested \$185 million in the 707. According to a 1957 article in Fortune, that was \$36 million more than Boeing's net worth the previous year. It was just one plane, but it remade a company, an industry, and the very culture of its time.

Questions:

1. What lessons can be learnt from the above mentioned managerial decisions? Analyze each decision as an independent analyst.
2. Each of the above mentioned decisions was taken either to solve some problem or exploit an opportunity. First, identify those problems or opportunities from above listed stories and suggest your decisions and remedies if you were in place of those great decision makers.
