

**BITS PILANI, DUBAI CAMPUS**  
**International Academic City, DUBAI**  
**2nd Year – Semester II – 2011-12**  
**Course – MGTS C211 – Principles of Management**

Component	Comprehensive	Date	7.06.2012
Maximum Marks	80	Duration	3 hours

**[N.B.: Answer all questions. Do not change the question numbers while answering. Complete one question and then go to another]**

1. *Ramesh and Mahesh, two friends who studied together from school to university also got their first job in the same company "The Secura". Ramesh hails from a poor family his father being the sole bread earner for a family of six. Ramesh has always experienced the insecurity and indecision in his entire career due to lack of finance. In contrast, Mahesh hails from a pretty decent family with affluent heritage, his father being a CEO of a big MNC. At The Secura, they joined as Trainee Engineers and being an established firm their career path was also known to both of them. They had calculated that within a span of every two years they will be getting promotion on a time scale and by the time they are 40 they will reach the level of Vice President that makes their life smooth enough. When it comes to salary The Secura has always been a good pay master with no delay in giving salary and bonus to the employees. Everyone's job was pre defined each one follow a prescribed pattern in doing things. Job cuts are a rare thing for The Secura and working with the company give a lot of prestige to its employees in the outside work. Ramesh was feeling very happy in this company and in five years he had his desired two promotions. However, this was not the case with Mahesh. Even though he also had two promotions still he was not feeling satisfied. He was not able to reason out why all employees will have promotions every two years, He was unable to accept why there is a set pattern of doing things. For every work that is being done neither he was deriving satisfaction internally in the sense that he had done it nor the company has ever responded back to him in the form of praising him for his efforts. It was rather an accepted fact that nothing can go wrong in The Secura since everything has been standardized and made into a system. By the time six years was complete Ramesh got his third promotion and Mahesh refused his third promotion and left the company.*

- a. Explain the case with relation to two factor theory. [5]
- b. What could be the possible causes for Mahesh being unhappy with relation to David Mclelland's theory on motivation and Ramesh being so happy with relation to Maslow's Need-heirarchy theory respectively? [5]
- c. What actions do you suggest for The Secura to retain Mahesh. [5]

2. Answer in brief to the point in not more than 3-4 sentences- [21]
- a. Explain at least two reasons why research on trait approach to leadership could not succeed that led to research on behavioural approach. [2x2=4]
  - b. Do you think management is a profession? Why? Any two reasons. [2x2=4]
  - c. Enlist at least any three dysfunctions of Bureaucracy. [3x2=6]
  - d. A basic OR model can be represented as  $E = f(x, y)$ . Mention what is E, x and y. [3]
  - e. Mention any two major differences between a manager and a leader. [2x2=4]

3. Say TRUE or FALSE to the following statements- [1.5x5=7.5]
- a. Autocratic leadership style is apt in the infancy stage of an organization.
  - b. Providing right kind of instructions to the people at the right time refers to the principles of order.
  - c. Laissez-faire leaders do not provide any leadership to their followers and left them free in make their own decisions.
  - d. Any organization that grows in size must adopt decentralization.
  - e. The feature of "Functional Foremanship" of scientific management violates Fayol's principle of unity of command.

4. Answer the following questions in not more than five words- [19.5]

a. Adequate organisational performance is possible through balancing the necessity to get out work while maintaining morale of the people at a satisfying level. **Name the leader in the Managerial grid? [1.5] Who propounded the Managerial Grid Theory. [1.5]**

b. Workers who produce below normal should be paid wages at a rate lower than those who produce at normal. **Who said this? What is this known as? [1.5+1.5=3]**

c. Name the two leadership dimensions as per the Ohio State University study on Leadership. **[1.5x2=3]**

d. People in organizations should not be allowed to do anything that are not approved by the rules and regulations of the organization. **Identify the principle as suggested by Fayol. [1.5]**

e. Inputs in the organizations must be processed in such a way that human elements list interfere. **Identify the management theory/ approach present here. [1.5]**

f. Top level managers usually take decisions that help the business to develop and grow. **What is the skill that these managers should have which facilitates such decision making? [1.5]**

g. In a company Alliance Systems every employee gets instructions on the very last day of the week regarding what specific tasks are to be done in the next week. The important of tasks, the timeframe within which it is to be completed, how the task is to be done and what are the consequences of completing or not completing these tasks are also made known to them. Each employee must submit a report everyday on the day's activities before leaving the office. There is one mid week appraisal on every Tuesday and a final appraisal on every Thursday by respective supervisors and it is communicated to the concerned employee. This way of managing people has helped Alliance Systems to meet its targets for the past 4-5 years since its inception. **Can you relate the above case to any motivational theory that you have studied? [1.5]**

h. Last August, John Philip joined the systems department of Etisalat, where there are almost 100 employees who are working at his level. He has always been proactive and volunteered to work wherever there is a requirement. Slowly within a month of joining John has been extremely popular internally and quite obviously was overworked in comparison to his colleagues. However, John never bothered for this and kept on putting as much he can to the job. On first June, John received a performance bonus of 30% of his gross salary along with his salary cheque. He verified and got confirmed from the accounts that it was only he among all his colleagues who has been given this performance bonus. John now feels extremely happy and motivated and promises himself to continue his extra efforts. **Out of the motivational theories that you have studied this case can be most appropriately related to which theory? [1.5]**

i. People in organizations do not want to put any extra effort than the minimum necessary. This is a normal tendency among individuals and it naturally comes to people. However, when it is intentional it is detrimental to the organisation. **We are referring to what? [1.5]**

j. There is no single manager who is successful everywhere. It is also not true that a manager will always be successful in one particular organization. To be successful a manager needs to be understanding the situation well and doing right things at the available environment. **Which theory of management propagates this idea? [1.5]**

5. *The Pathfinders is a company started by Smith Jones some 6 years back. Smith, all these years has been carefully planning how to achieve the right business growth in a market flooded with ample opportunities. With heavy demand and less supply it was always a challenge to seek and accept responsibilities. Now Smith feels his efforts are well rewarded and the company Pathfinders has grown beyond his expectations. In the last couple of months Pathfinders has been able to contribute a lot of money in the form of relief to the quake victims in Japan, the flood victims of Pakistan, the famine victims in parts of Africa. Smith feels satisfied that Pathfinders has been able to contribute towards its social responsibility.*

**a. How do you visualize the actions of Smith Jones's Pathfinders vis-à-vis social responsibility? In short, was it fulfilling social responsibilities? Justify your answer? [3]**

6. *Tom Peters, a mechanical engineer from the state of Kerala has always been a man of principles. After working in several food processing industry he joined the Modern Foods group that used to produce most non-vegetarian frozen foods in the state of Andhra Pradesh. The products of Modern Foods include Chicken Franks, Chicken Nuggets, Chicken Kababs, Chicken Tikka, and Mince Chicken. Modern Foods has been the leading manufacturer of these items and has the maximum market share. During the last board meeting in 2011 after reviewing the various financial and product performance documents it was decided that the percentage of chicken meat used in the manufacturing of the above mentioned products can be reduced from a whopping 85% (which no other competitor to them was providing) to 60% (still high in comparison to many other competitors having low market share) to skim maximum profit from the market. The maximum market share of Modern Foods has been possible as people believe in the quality of Modern Foods providing them the maximum percentage of chicken meat in these processed items. Considering this, the board also decided not to disclose this decision of a reduction in the percentage of chicken meat being used in its products to the public. To be on the safe side they simply mentioned the new amount of 60% under the head ingredients, which is also printed in very small letters on the plastic wrap that is normally thrown away by the public the moment they open the pack. This has been continuing for the last six months without any negative effect on the sales and Tom was feeling very much dissatisfied. He felt this practice to be unethical where the public, in a way is cheated. Recently, he was invited to a Radio show where he expressed that the amount of chicken meat present in their products is no longer 85% rather it has come down to 60%. Management viewed it very seriously as a breach of confidence and loyalty and decided to sack him for his actions.*

**a. Do you agree to the decision of management? Justify. [2]**

**b. Tom can be named as what in the managerial terms? [1]**

**c. What approach by management to the actions of Tom should have been appropriate? [2]**

**7. Match the following – [6x1.5=9]**

1. Leaders who guide their followers in the direction of established goals by clarifying role and task requirements.	a. Conditions of Uncertainty
2. Selecting the best course of action out of given alternatives	b. Conditions of Risk
3. Providing perks, medical benefits, loans to employees	C. Decision Making
4. Decisions that rely heavily on intuition, hunch or creativity.	d. Maintenance Function
5. Minimum Delegation	e. Transactional Leaders
6. Graicunas Theory	f. Choice Making
	g. Transformational Leaders
	h. Compensation function
	i. Theory X
	j. Motivation
	k. Theory Y
	l. Span of Management

<b>BITS PILANI, DUBAI CAMPUS</b> <b>International Academic City, DUBAI</b> <b>2<sup>nd</sup> Year – Semester II – 2011-12</b> <b>Course – MGTS C211 – Principles of Management</b>			
<b>Component</b>	<b>TEST – 2 [Open Book]</b>	<b>Date</b>	<b>26.04.2012</b>
<b>Maximum Marks</b>	<b>40</b>	<b>Duration</b>	<b>50 minutes</b>

[Answer all questions]

**1. Identify the Plan that is visible in the following statements – [2x4=8]**

- a. Mr. Anand the HR manager of Bank of America is totally busy in preparing for the Global Conference on Internal Leadership as the President of the organizing committee. He is taking trying to take care of the minute details that have to be looked into during these two days of conference on 26-27<sup>th</sup> of December 2012. He is preparing a complete plan of action for that.
- b. Ms. Suman, the plant manager is busy preparing a chart allocating time slots to the 20 male workers and 12 female workers available in the company for the next month's birthday celebrations of her company.
- c. Mr. Prasad has ordered to draw yellow lines throughout the plant for the visitors to walk along those lines while visiting the plant for safety reasons.
- d. Mr. Satish Kumar, the production manager at McDonalds outlet at Jumeirah has laid down the following for the cooks while preparing French fries – i. Switch on the deep fryer and ensure that there is no moisture in it, ii.- Put 3 litres of transfat free cooking oil that is provided by the store on the deep fryer, iii. Heat the deep fryer to 200 degree centigrade, iv. Take 500 gms of frozen French fries from the freezer by using the measuring pan, v. Put it into the deep fryer for 10 seconds and then close the lid of the deep fryer for 1 minute, vi. Open the lid and bring out all the French fries by using the strainer as provided by the store

**2. Say TRUE or FALSE to the following statements- [1.5x5=7.5]**

- a. Staff functions are given responsibility and authority to provide service and advice to the line and they are not held accountable for the same.
- b. We can not benchmark our own internal practices.
- c. An organizational chart can contain the names, ranks and designations of the job positions.
- d. Rules guide our actions.
- e. Corporate Planning involves long range planning.

**3. Answer the following questions in not more than five words- [1.5x5=7.5]**

- a. After making a job analysis what are the two things that can be made?
- b. In some organizations specialists from different functional areas are asked to work on projects and they return to their areas when the project is completed. Name this type of organisation structure.
- c. While organizing it is required to standardize the jobs and also the behavior of the individuals as per certain rules, policies and guidelines. What is this called?
- d. A plan which can be understood as a response of the organization to its environment.
- e. In a typical situation when you as a manager could not find an answer from the existing policies of the organization to your question of what needs to be done; you referred it to your boss. It went up to the level of the Board of Directors and then a decision was made. Now this decision is used as a policy in the organization. What is this type of policy known as?

**4. Answer the following as directed in not more than 200 words – [5+6+6=17]**

- a. Differentiate between delegation and decentralization? [5]
- b. What are the factors that contribute to wider span in organizations? [6]
- c. Mention the factors and how those factors affect the degree of decentralization in organizations. [6]

<b>BITS PILANI, DUBAI CAMPUS</b> International Academic City, DUBAI 2 <sup>nd</sup> Year – Semester II – 2011-12 Course – MGTS C211 – Principles of Management			
Component	TEST - 1	Date	11.03.2012
Maximum Marks	70 {weight 50}	Duration	50 minutes

[Answer all questions]

**1. Answer the following- [1+1+3+1+1=7]**

- a. When Mr. Ramakant Prakash took over as the Chairman of ME railways he was not able to take decisions regarding how to improve the working of the organization and lead it towards the path of growth. Which skill he was basically lacking? [1]
- b. Maxweber talks about is what type of authority in Bureaucracy? [1]
- c. Organisation as a structure has three main elements. Name them. [3]
- d. Name the study that provided the foundations for the human relations theory.[1]
- e. When a manager is busy motivating the individuals to pursue collective objectives by clearly communicating the rules & expectations to them, is performing which function of management. [1]

**2. Say TRUE or FALSE to the following statements- [1.5x4=6]**

- a. The principles of management are dynamic.
- b. A manager is always accepted more than an informal leader due to his status and formal job position.
- c. The name Bureaucracy was coined by Maxweber.
- d. Management is not universal.

**3. Identify the term that is best understood in the following expressions- [1.5x5=7.5]**

- a. How many rotations does a machine require to complete a particular task
- b. People do not want to put any extra effort than the minimum necessary.
- c. Workers who produce below normal must be paid wages at a rate which is lower than those who produce at normal.
- d. The process of putting all the disorganized resources in to productive use.
- e. How much of time is required to complete a particular activity

**4. Which of the different management approaches is best related to the following – [1.5x4=6]**

- a. A good decision maker is always a good manager
- b. Behaviour of an individual as an individual is different than the behavior of the same individual as a member of a group
- c. There should be coexistence of man and machine
- d. Management is prescriptive or normative in nature

**5. Identify the different principles of management as evident in the following statements: [1.5x8=12]**

- a. Every manager must show equality in treatment and behavior while dealing with employees.
- b. We must not divide and rule because together we succeed.
- c. People in organizations must voluntarily adhere to the rules and regulations of the organization.
- d. Activities which are similar in nature must be grouped together so as to have one single head and one single plan.
- e. Information can be shared at the same level of hierarchy
- f. Decisions in organizations must be taken that takes care of majority interest.
- g. People in organizations must be given some reasonable time before being evaluated.
- h. Same wages should be paid to all irrespective of caste, creed and gender.

6. Mr. Sengupta CEO of Bank of Baroda for GCC operations sitting at his desk at the Head Office at Dubai was trying to find many answers to an obvious question what should be done to maintain and accelerate the growth of this third largest bank of India at the number one international bank of India. He is just back after convening a meeting called by him with Mr. Arvind, Head of Business Development, Mr. Kakkar, Head of HR, Mr. Narayanan, Head of Finance, Audit & Control, Ms. Neelam Chawla, Head of IT & Systems. He had been briefed (actually detailed) about the market trend of the financial sector in the Middle East region by Neelam with loads of financial and business data and industry reports. Mr. Arvind has substantiated the information with the statistical figures of Bank of Baroda which though seemed alright to him yet not promising. He wanted to add few more things to be conveyed to the clients and outside. He immediately called for Ms. Kalyani, the Vice President Marketing to update her regarding the statistics as well as his plans which she need to know before she speaks to the press the day after on the eve of the annual day of Bank of Baroda. He was feeling bit happy within, as his ideas, plans and suggestions of focusing more on few neighboring GCC countries gained a lot of support through the information provided by Neelam. He called Arvind over phone and wanted him to start dialogue with the governments of Kuwait and Qatar regarding the licensing and other operational formalities so that they can start it with renewed vigor from 1<sup>st</sup> April. He was much worried about his employees as Mr. Kakkar was very skeptical about the contribution and productivity of the employees. Mr. Kakkar although a veteran in HR and had resolved many problems and grievances earlier was not sure about the employees this time. Kakkar has told him all the employees will listen to whatever he (Kakkar)says, however this might not be for a long run. The employees must be paid a performance linked salary to be productive. The problems within the departments were also bit disturbing. He asked Mr. Narayanan to make the budget allocation for each department ready after collecting and considering the demands from each department. He also thought of organizing for a dinner party on 31<sup>st</sup> March to felicitate the high performing employees and he asked his secretary to send an invitation letter on his behalf to the Chairman Mr. Raman to grace the occasion.

Identify the various roles played by Mr. Sengupta, Mr. Arvind, Mr. Kakkar, Mr. Narayanan, Ms. Neelam, Ms. Kalayni and Mr. Raman. Mention which sentence in the passage talks about the role you have identified. [22.5]

Write your answer as per the following pattern-

Name of the Manager	Roles Identified	The sentence from where you found it out
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7. Match the following: [1.5x6=9]

	<u>Column A</u>		<u>Column B</u>
1	Management required more at the top and middle level	a	Managerial Function
2	Finance	b	Operative Management
3	Games Theory	c	Administrative Management
4	Management required more at the middle and lower level	d	Human Relations Theory
5	Social Factors in output	e	Management Science Theory
6	Sociologists	f	Beahavioural Scienc Theory
		g	Contingency Theory
		h	Functional area of management
		i	Systems Theory

\*\*\*\* GOOD LUCK \*\*\*\*

<b>BITS PILANI, DUBAI CAMPUS</b> International Academic City, DUBAI 2 <sup>nd</sup> Year – Semester II – 2011-12 Course – MGTS C211 – Principles of Management			
Component	QUIZ - 2	Date	21.05.2012
Maximum Marks	14 [Weight 14]	Duration	15 minutes
Name:	ID No:		

**ANSWER ALL QUESTIONS**

1	Name the performance appraisal method in which each employee is compared with every other employee one to one.
2	When a company terminates an employee temporarily for reasons beyond control, the employee is said to be what?
3	A training in which an unskilled worker is attached to a skilled worker and he learns the skills from him. Name this type of training.
4	The post of "Manager, Stores" in ABC trading Company is lying vacant for the past six months after the retirement of Mr. John. The management has asked the Assistant Manager stores to manage the work. What is this process be called in management terms?
5	Sometimes the employees of an organization who are already trained need to go for training again to update themselves with the latest technologies. Name this type of training.
6	Training is aimed at improving the future job performance of the employee. True or False?
7	While selecting, the candidates are sometimes asked to take up mechanical aptitude tests or skill test at a place which is not the actual work place. What are these places normally called?
8	Development of employees in organizations is a continuous process. True or False?
9	When a selection instrument measures what it is supposed to measure it is reliable. True or False?
10	Sometimes the firms take feedback from the past employer of the candidate who has applied for a job. As a selection tool, is it called 'background information'? Say Yes or No.?
11	Is filling up Application Form for a job a selection device? Say Yes or No.
12	There is one selection tool in which we will be able to know to some extent what the candidate will be doing when he joins the organization. Name it.
13	In which method of performance appraisal the actions or behavior of the employees are rated?
14	In employee of ABB limited, Dubai is sent to attend a talk on recent developments in low voltage switchgear by a speaker from ABB Germany as a part of his training programme. Is this training on the job or off the job?

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International Academic City, DUBAI

2<sup>nd</sup> Year – Semester II – 2011-12

Course – MGTS C211 – Principles of Management

Component	QUIZ - 2	Date	21.05.2012
Maximum Marks	14 [Weight 14]	Duration	15 minutes
Name:	ID No:		

**ANSWER ALL QUESTIONS**

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5	Sometimes the firms take feedback from the past employer of the candidate who has applied for a job. As a selection tool, is it called "background information"? Say Yes or No.?
6	An employee of ABB limited, Dubai is sent to attend a talk on recent developments in low voltage switchgear by a speaker from ABB Germany as a part of his training programme. Is this training on the job or off the job?
7	When a company terminates an employee temporarily for reasons beyond control, the employee is said to be what?
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11	Development of employees in organizations is a continuous process. True or False?
12	When a selection instrument measures what it is supposed to measure it is reliable. True or False?
13	There is one selection tool in which we will be able to know to some extent what the candidate will be doing when he joins the organization. Name it.
14	Training is aimed at improving the future job performance of the employee. True or False?



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2<sup>nd</sup> Year – Semester II – 2011-12

Course – MGTS C211 – Principles of Management

Component	QUIZ - 1	Date	02.04.2012
Maximum Marks	24 [ Weight 16 ]	Duration	15 minutes

**ID NO :****NAME :**

1	Employees who raises concern regarding issues related to illegal practices in organizations are called [1.5]	
2	Decisions that address a structured problem can be called [1.5]	
3	Decisions that require judgment and creativity are called [1.5]	
4	In a decision making environment, when a manager is able to identify many but not all alternatives and is able to evaluate them then this is called decision making under conditions of [1.5]	
5	Classical Decision Making Model assumes individuals as [1.5]	
6	Name the view that says that the social responsibility of management is only to maximize profits for the owners [1.5]	
7	As per the concept of bounded rationality the managers while talking decisions do not maximize rather they do what? [1.5]	
8	Classical Decision Making says Goals are neither given nor clear. True or False [1.5]	
9	As per Herbert Simon, rationality of the individuals is bounded by many factors. Mention any three. [3]	
10	Which view says that the management's social responsibility goes beyond making profits to building and protecting society's welfare? [1.5]	
11	When a company consciously decides to engage itself in societal actions in response to a social need , this is known as [1.5]	
12	As per the concept of bounded rationality the managers do not settle down for optimum solutions rather they settle down for what solutions? [1.5]	
13	Name the decision making environment where the decisions are based on intuition and hunch. [1.5]	
14	Classical decision making model emphasizes bounded rationality. True or False? [1.5]	
15	Providing relief to earthquake victim is a social obligation. True or False. [1.5]	