

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2019

Course: Introduction to Management & Leadership

Semester: I

Programme: BBA (O&GM/ABD/FBE)

Time: 03 hrs.

Course Code: GMHR 1201

Max. Marks: 100

Instructions: All questions are compulsory

SECTION A (20 Marks)

S. No.		Marks	CO
Q 1	A manager is someone who a. actually performs the service or produces the product. b. works anonymously behind the scenes. c. sets the goals of the organization. d. who supervises the work of others.	2	CO 1
Q 2	Which of the following skills are most important for top managers (CEO's)? a. Interpersonal b. Technical c. Functional d. Conceptual	2	CO 1
Q 3	Annie's Pies produces cakes and pies that come in 207 different flavors that are shipped across the India. Each week, 3 or 4 new flavors are added. Annie's produces high quality cakes and pies using the best ingredients, it wastes little, and few employees work overtime because the business operates a. effectively. b. reliably. c. efficiently. d. flexibly	2	CO 1
Q 4	When the CEO of a large retail store chain decided to sell off or close some of the locations that were not profitable, he was performing the management function referred to as _____. a. leading b. planning c. controlling d. organizing	2	CO 1
Q 5	When the VP for Marketing from Wal Mart establishes a good relationship with the Executive Director of the Senior Citizens Center, he helps create a positive image among the senior citizens who are protesting high prices at the local store. He is performing the _____ role. a. leader b. figurehead c. negotiator d. spokesperson	2	CO 1
Q 6	A universally accepted model of what a successful manager looks like would be described as _____. a. one who practices the four universal processes or functions b. one who executes all of the roles in a professional manner c. one who possesses all management skills at high levels d. there is no universally accepted model of a successful manager	2	CO 1
	The distinct purpose of an organization is typically expressed in terms of		

Q 7	a. a systematic structure. b. a goal or set of goals. c. management competencies. d. its vision statement.	2	CO 1
Q 8	Developing an organization's structure may include creating rules and regulations, giving some members supervisory control over other members, or _____. a. forming work teams b. writing job descriptions c. creating viable pay and benefits d. Both a and b.	2	CO 1
Q 9	----- decision making is a <i>routine and virtually automatic</i> process	2	CO 1
Q 10	Broadly there are two models namely -----and -----models, that managers rely upon to make decisions	2	CO 1
SECTION B (30 Marks)			
Q 11	How do matrix structures and product team structures differ? Why is the product team structure more widely used?	6	CO2
Q 12	What are the building blocks of competitive advantage? Why is gaining a competitive advantage important to managers?	6	CO2
Q 13	Differentiate between scientific management and contingency perspectives of management.	6	CO2
Q 14	List down the essential step of planning process	6	CO2
Q 15	Describe the difference between programmed and non-programmed decision with suitable examples.	6	CO2
SECTION-C (20 marks)			
Q 16	Imagine that you are working in an organization in an entry level position after graduation and have come up with what you think is a great idea for improving a critical process in the organization that relates to your job. In what ways might your supervisor encourage you to implement your idea? How might your supervisor discourage you from even sharing your idea with others?	10	CO 3
Q17	Think about the culture of your previous school. Then answer the following questions: 1. Describe the organizational culture of your school 2. What values are emphasized in this culture? 3. What norms do members of this organization follow? 4. Who seems to have played an important role in creating the culture? 5. In what ways is the organizational culture communicated to organizational members?	2*5 = 10	CO 3
SECTION-D (30 marks)			
Harry Smart – Or is He?			CO 1,2,3,4
<p>Harry Smart, a very bright and ambitious young executive, was born and raised in Boston and graduated from a small New England college. He met his future wife, Barbra, who was also from Boston, in college. They were married the day after they both graduated. Harry then went on to Harvard, where he received an MBA, and Barbra earned a law degree from Harvard. Harry is now in his seventh year with Brand Corporation, which is located in Boston, and Barbra has a position in a Boston law firm. As part of an expansion program, the board of directors of Brand has decided to build a new branch plant. The president personally selected Harry to be the manager of the new plant and informed him that a job well done would guarantee him a vice presidency in the corporation. Harry was appointed chairperson, with final decision-making privileges, of an ad hoc committee to determine the location of the new plant. At the initial meeting, Harry explained the ideal requirements for the new plant. The members of the committee were experts in transportation, marketing, distribution, labor economics, and public relations. He gave them one month to come up with three choice locations for the new plant. A month passed and the committee reconvened. After weighing all the variables, the experts recommended the following cities in order of preference: Kansas City, Los Angeles, and New York. Harry could easily see that the</p>			

<p>committee members had put a great deal of time and effort into their report and recommendations. A spokesperson for the group emphasized that there was a definite consensus that Kansas City was the best location for the new plant. Harry thanked them for their fine job and told them he would like to study the report in more depth before he made his final decision. After dinner that evening, he asked his wife, "Honey, how would you like to move to Kansas City?" Her answer was quick and sharp. "Heavens, no!" she said, "I've lived in the East all my life, and I'm not about to move out into the hinterlands. I have heard the biggest attraction in Kansas City is the stockyards. That kind of life is not for me." Harry weakly protested, "But, honey, my committee strongly recommends Kansas City as the best location for my plant. Their second choice was Los Angeles and the third was New York. What am I going to do?" His wife thought a moment and then replied, "Well, I would consider relocating to or commuting from New York, but if you insist on Kansas City, you'll have to go by yourself!" The next day Harry called his committee together and said, "You should all be commended for doing an excellent job on this report. However, after detailed study, I am convinced that New York will meet the needs of our plant better than Kansas City or Los Angeles. Therefore, the decision will be to locate the new plant in New York. Thank you all once again for a job well done."</p>		
Q18	Write the synopsis of the case	5
Q 19	Did Harry make a rational decision?	5
Q 20	What model of decision-making does this case support?	10
Q 21	What decision techniques could be used by the committee to select the new plant site?	10