

<b>Name:</b>	
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End-term Examination, December 2019**

**Course: Principles and Practices of Management**  
**Programme: MBA International Business**  
**Course code: HRES 7003**

**Semester: I**  
**Time: 03 hrs.**  
**Max. Marks: 100**

**Instructions:**

**SECTION A**

<b>S. No.</b>	<b>Attempt all of the following, each question carry two marks.</b>		
Q 1	<p><b>Define the following:</b></p> <ul style="list-style-type: none"> <li>(i) Business</li> <li>(ii) Functions of Management</li> <li>(iii) Ethical Behaviour</li> <li>(iv) Instrumental Values</li> <li>(v) Whistle-blower</li> <li>(vi) PESTEL</li> <li>(vii) Controlling</li> <li>(viii) Formula to calculate breakeven point</li> <li>(ix) Job analysis</li> <li>(x) Artifact</li> </ul>	<b>20</b>	<b>CO1 CO2</b>

**SECTION B**  
**Attempt any Four**

Q 1	What gets measured happens.' Comment with an example where by controlling and standardizing, the company was able to achieve its objectives.	<b>5</b>	<b>CO2</b>
Q 2	What are key factors and process of departmentation? Name various types of departmentations.	<b>5</b>	<b>CO1</b>
Q 3	What are various constituents of staffing? Also differentiate between Recruitment & Selection.	<b>5</b>	<b>CO2</b>
Q 4	What is organizing? Explain it with the help of its process and functions in an organization.	<b>5</b>	<b>CO3</b>
Q 5	Explain motivation with different types of content, process and reinforcement theories.	<b>5</b>	<b>CO3</b>

**SECTION-C**  
**Attempt all two**

Q 1	<p>Radhika opens a jewelry showroom in Jaipur after completing a course in jewelry designing. She has employed eleven persons in her showroom. For greater productivity, she divides the work into small tasks and each employee is trained to perform his/her specialized job. The sales persons are allowed to close a deal with a buyer by giving a maximum of 10% discount, whereas the decision to given any further discount rests with Radhika as the final authority. In the earlier days of starting of the business, five of her employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, after six months when the business was doing well, she awarded a cash bonus to each of these employees to honour her commitment. However, when it comes to setting the conflicts among her employees, she tends to be more biased towards her female employees.</p> <p><i>(a) Identify and explain the various principles of management that are being applied by Radhika by quoting lines from the paragraph.</i></p> <p><i>(b) Identify and explain the principle of management which is being violated by Radhika.</i></p> <p><i>(c) State the after-effects of the violation.</i></p> <p><i>(d) If you were the manager, how you would have improved the working environment? State your strategies.</i></p>	15	CO3 CO4
Q 2	<p>A company 'M' Ltd. is manufacturing mobile phones both for domestic Indian market as well as for export. It has enjoyed a substantial market share and also had a loyal customer following. But latterly it has been experiencing problems because its targets have not been met with regard to sales and customer satisfaction. Also mobile market in India has grown tremendously and new player have come with better technology and pricing. This is causing problems for the company. It is planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing.</p> <p><i>a) Identify the benefits the company will derive from a good control system.</i></p> <p><i>b) How can the company relate its planning with control in this line of business to ensure that its plan are actually implemented and targets attained?</i></p> <p><i>c) Give the steps in the control process that the company should follow to remove the problems it is facing.</i></p>	15	CO3 CO4

**SECTION-D**  
**Compulsory**

Q 1	<p><b>Case study:</b></p> <p>On his first day back after his training, the plant manager noticed a Technical Service Executive in the lab having a discussion with an external contractor. While she was wearing safety glasses, the contractor was not. The manager has a no tolerance policy as far as safety is concerned and his normal response would be to call the technician to his office and in his words, “read her the riot act.”</p> <p>According to the manager’s self-assessment: <i>“I am known to blow a fuse (or two) when safety rules are flouted, however, I managed to keep my cool and decided to test my training.”</i></p>	30	CO2 CO3 CO4
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He asked the technician to his office and could see that she was worried about his reaction. But instead of leading with his dismay and disappointment, he started by explaining that he had just received some training on motivation. He shared key concepts with her. He then asked her if she thought that the rule to wear safety glasses, even when there was no experiment on, was “stupid” as there is no danger to the eyes. Did she feel imposed upon to wear safety glasses as she had no choice?

Since the technician was invited to have a discussion rather than “dressing down,” she was open and candid. She explained that she had a two-year old child and she was extremely concerned about lab safety as she wanted to reach home safe every evening. To the manager’s great surprise, she also shared that in certain areas, she would prefer even more, not less, stringent safety measures. For example, she suggested that safety shoes should be required for lab experiments that are conducted at elevated temperatures.

But when it came to wearing safety glasses when no experiments were being conducted, she just could not understand the rationale and did, indeed, resent the imposed rule. As a result, she didn’t feel compelled to enforce it, especially with an external contractor. The manager said he understood her feelings and went on to provide the rationale that the intention was that wearing glasses would become a force of habit, just like wearing a safety belt in the car.

The manager said he saw the light dawn in her eyes.

**Questions:**

- a) Can you determine at least three important take-away in this story from a plant manager who recently learned the skill of conducting Motivational Outlook Conversations?
- b) If you were at his place, what leadership and motivational style you would have followed?
- c) What managerial skills the plant manager has presented in the case and what he missed?