

Code No: **21BA1T1**

**I MBA - I Semester Regular/ Supplementary Examinations  
FEBRUARY - 2023**

**MANAGEMENT THOUGHT AND PRACTICE**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.  
 2. Part-A contains 8 short answer questions. Answer any **Five** Questions.  
 Each Question carries 2 Marks.  
 3. Part-B contains 5 essay questions with an internal choice from each unit.  
 Each Question carries 10 marks.  
 4. Part-C contains one Case Study for 10 Marks.  
 5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

**PART - A**

		BL	CO
1. a)	Define Synergy.	L1	CO1
1. b)	Explain different Levels of Planning.	L2	CO2
1. c)	Define Delegation.	L1	CO1
1. d)	Differentiate Leaders Vs Managers.	L2	CO4
1. e)	Define Strategic Control.	L1	CO5
1. f)	Explain difference between accountability and responsibility.	L2	CO2
1. g)	Elaborate Theory Y.	L1	CO1
1. h)	Discuss Open System Vs Close System.	L2	CO5

**PART – B**

			BL	CO	Max. Marks
<b><u>UNIT – I</u></b>					
2.	a)	“Management includes all the managers of the company”. Comment on different levels of Managers.	L2	CO1	3 M

	b)	Explain the functions of Managers.	L2	CO1	7 M
<b>OR</b>					
3.	a)	Frederick Winslow Taylor contribution to Scientific Management –Elaborate.	L3	CO2	3 M
	b)	Discuss the principles of Scientific Management.	L2	CO2	7 M
<b><u>UNIT – II</u></b>					
4.	a)	“Any organization activities have to be undertaken as per planning”. Explain the Nature of Planning.	L2	CO1	5 M
	b)	Discuss the advantages and disadvantages of planning.	L2	CO5	5 M
<b>OR</b>					
5.	a)	Define MBO.	L1	CO1	3 M
	b)	Contrast the pre-requisites for installing MBO programme.	L4	CO5	7 M
<b><u>UNIT-III</u></b>					
6.	a)	Define organization structure.	L1	CO1	3 M
	b)	Differentiate features of tall organization from that of flat organizations.	L4	CO5	7 M
<b>OR</b>					
7.	a)	Define delegation of authority.	L2	CO1	3 M
	b)	Explain the principles of organization.	L3	CO1	7 M
<b><u>UNIT – IV</u></b>					
8.	a)	Define leadership.	L1	CO1	3 M
	b)	Explain trait theory of leadership.	L3	CO1	7 M
<b>OR</b>					
9.	a)	Herzberg two factory theory is defined as motivation hygiene theory. Explain.	L3	CO4	5 M

	b)	Illustrate types of motivation.	L2	CO4	5 M
<b><u>UNIT – V</u></b>					
10.	a)	Contrast the problems in control process.	L4	CO5	5 M
	b)	Elaborate the steps to be taken for effective control process.	L3	CO5	5 M
<b>OR</b>					
11.	a)	Discuss in detail the process of managerial control.	L2	CO3	5 M
	b)	Differentiate between strategic control and operational control.	L4	CO3	5 M

### **PART – C**

			BL	CO	Max. Marks
12.	<p><b>NAKAMURA LACQUER COMPANY</b></p> <p>The Nakamura Lacquer Company (NLC) of Kyoto, Japan, employed several thousand men and produced 500,000 pieces of lacquer tableware annually, with its Chrysanthmum brand becoming Japan's best known and best selling brand. The annual profit from operations was \$250,000. The market for lacquerware in Japan seemed to have matured, with the production steady at 500,000 pieces a year. NLC did practically no business outside Japan. In May 2000, (much to your chagrin!) the ambitious and dynamic, Mr. Nakamura (Chairman, NLC) received two offers from American companies wishing to sell lacquer ware in America. The first offer was from the National China Company. It was the largest manufacturer of good quality dinnerware in the U.S., with their “Rose and Crown” brand accounting for almost 30% of total sales. They were willing to give a firm order for three years for annual purchases of 400,000 sets of lacquer</p>		L4	CO1, CO2, CO3, CO4, CO5	10 M

dinnerware, delivered in Japan and at 5% more than what the Japanese jobbers paid. However, Nakamura would have to forego the Chrysanthemum trademark to “Rose and Crown” and also undertake not to sell lacquer ware to anyone else in the U.S. The second offer was from Sammelback, Sammelback and Whittacker (henceforth SSW), Chicago, the largest supplier of hotel and restaurant supplies in the U.S. They perceived a U.S. market of 600,000 sets a year, expecting it to go up to 2 million in around 5 years. Since the Japanese government did not allow overseas investment, SSW was willing to budget \$1.5 million for the next two years towards introduction and promotion. Nakamura would sell his “Chrysanthemum” brand but would have to give exclusive representation to SSW for five years at standard commission rates and also forego his profit margin toward paying back of the \$ 1.5 million.

**Question:**

What should Mr. Nakamura do?