

Code: 17BA1T1

**I MBA-I Semester-Regular/Supplementary Examinations  
July 2021**

**PRINCIPLES OF MANAGEMENT**

Duration: 3 hours

Max. Marks: 60

**SECTION-A**

**1. Answer the following:**

**5 x 2 = 10 M**

- a) What do you mean by Virtual Organizations?
- b) State the importance of Controlling.
- c) What is departmentation ?
- d) Explain span of management.
- e) What is Maslow's need hierarchy theory?

**SECTION – B**

**Answer the following:**

**5 x 8 = 40 M**

2. a) Identify Fayol's 14 principles of management and describe any six of them.

**OR**

b) Discuss the different roles and functions a Manager performs in an organization. Discuss two types of managers.

3. a) What is the significance of decision making in organizations? Explain the process of decision making.

OR

b) What is Planning? Describe the different steps in planning.

4. a) What do you mean by Centralization? Briefly explain difference between centralization and decentralization.

OR

b) What is Line and Staff concept? Discuss the process of staffing.

5. a) Discuss the different leadership styles with examples.

OR

b) What is Motivation? Discuss McClelland's Need theory of motivation.

6. a) Define MBO. Explain the concept and process.

OR

b) Define Controlling. Explain briefly controlling techniques.

## **SECTION-C**

### **7. Case Study**

**1x10=10 M**

#### **Body Shop**

ABC Engineering Works Limited is major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of

the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr. Suresh Kumar as general manager to direct the operations of industrial machinery division. Mr. Kumar had similar assignment abroad before coming back to India. Mr. Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally. After joining as General Manager, Mr. Kumar got briefings from the heads of all departments. He asked all heads to identify major Page 4 of 4 problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business. The production manager complained

about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduce the cost, it was essential to automate production lines by installing new equipment. Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 percent within a very short period without any major capital outlay.

Questions:

- (a) Discuss the nature and characteristics of the problems in this case.
- (b) What steps should be taken by Mr. Kumar to overcome these problems?