

Roll Number of Candidate: _____

EXT101/29102012/103070130

University of Pune, Department of management Sciences
MBA++ Trimester – I (101) Principles & Practices of Management

Marks: 50

Time: 3 Hours

Instructions :- a) Use separate answer sheet for Section- A & Section- B. b) From Section – A, Q. 5 is Compulsory and Answer any TWO from Q. 1 To Q. 4. c) From Section – B, answer any one and carries 10 marks each.

SECTION – A

- Q. 1 Define the term Organization Structure? What are the different types of Organization Structure? (10 Marks)
Q. 2 Discuss the steps of controlling. Explain various techniques of control? (10 Marks)
Q.3 Define and explain the term Leadership? Describe Black & Mountain model of Leadership. (10 Marks)
Q. 4 Write short notes (Any Two) (10 Marks)
a) Morale & Productivity b) Douglas McGregor - theory x y c) Techniques of Decision Making

Q. 5 Case:

Vinod is the works manager at Lakshmi Engineering. Rahul has been with the company for some time as finance manager and head of the accounts and finance division, but he reports to the works manager.

Rahul's general attitude is to be tight-fisted about financial matters. He has always been conscious of the need to conform to company policies and procedures, and he firmly opposes any deviation from these, but is often willing to explain the reasons for his view. He prides himself as a man of principles. Vinod, in contrast, wants to take action regardless of past practice or policy. He considers himself to be a 'result-oriented' manager.

The differing attitudes of the works manager and the finance manager had led to conflict on past occasions and Vinod had warned Rahul on two occasions that if Rahul could not carry out his instructions, he was free to search for a job elsewhere. Rahul argued his case with a measure of success, stating that his approach was proper and that in financial matters the policy guidelines had to be observed.

One afternoon, Vinod approached Rahul and said, 'Here is an incentive plan for the maintenance group. I am notifying it today and introducing it from tomorrow. Have a look at it.' Rahul appeared to be surprised. He had not known that an incentive plan was being contemplated for maintenance workers, as the company's policy till then was to pay incentives only to direct production workers. Nevertheless, he took the plan with him and returned to Vinod a couple of hours later. He said to Vinod, 'You can't introduce this plan straightaway. We have to give this some more thought. Our maintenance costs are too high, mainly due to the lack of adherence to norms on consumption of spare parts. This incentive plan gives no weight to the consumption of spare parts. Further, it will only add to maintenance costs without any real benefits to the company.'

Vinod's reaction was one of anger. 'You understand nothing of incentive plans,' he retorted. He further added, 'Spare-parts consumption is high because of the poor quality of spares bought by the materials department. Anyway, I don't intend to waste time on this with you. I am notifying this incentive plan today.'

An altercation followed, and Rahul and Vinod's argument got so loud that it attracted the attention of others in the hall, outside Vinod's office. 'I am the boss here,' screamed Vinod, and added, 'If you can't work with me and obey my instructions, you are free to leave your job and go elsewhere.'

Que:

1. Analyze the cause of problem with proper justification.
2. How would you solve the problem if you are Rahul?
3. How would you solve the problem if you are Vinod?
4. Suggest a suitable title for the above said case and justify that title

(20 Marks)

SECTION – B

Q6. Explain in detail the process of two way communication with the help of suitable diagram. Also explain 1-The role of Sender, 2-The role of receiver and 3-The importance of feedback in achieving the objective of communication.

OR

Q6. What do you understand by 'Effective Communication'? Explain the barriers in communication with suitable examples. How the barriers in communication can be overcome to make the communication effective or successful?

OR

Q6. You are the manager, Corporate Communication and public Relations, of an MNC. Your company deals with Agrochemicals and fertilizers. Some disturbing news related to your company's new agrochemical plant was published in a leading newspaper. (pollution issues and waste disposal as reported by local villagers)

As a corporate communication and public relations manager you are to write two communications viz:

1. Letter to Editor of newspaper. Denying the allegations and explaining the company's stand on issues.
2. Declaration in the newspaper (Advertisement) explaining the company's stand about the pollution issue and also persuading the villagers and activists how the company will benefit the local population by creating jobs and business opportunities.