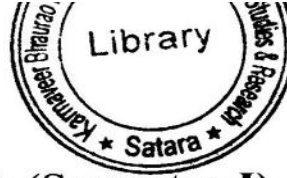


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M.B.A. (Part-I) (Semester-I) (CBCS) (New)
Examination, December - 2016
PRINCIPLES AND PRACTICES OF MANAGEMENT
Sub. Code :68302

Day and Date : Tuesday, 27 - 12 - 2016

Total Marks : 80

Time : 10.30 a.m to 1.30 p.m.

- Instructions :**
- 1) Q.No 1 and 2 are compulsory.
 - 2) Attempt any two questions from Q. Nos. 3,4 and 5.
 - 3) Figure to the right indicate full marks.

Q1) Case Study.

[20]

As general manager of the Mumbai office of the international advertising agency, Meena had an urgent decision to make. The head of a large project team had been taken seriously ill and one major advertising campaign project is due for a potentially large client in just 6 weeks, she needed to replace project team lead immediately.

There were three potential candidates. In terms of ability and management potential, Ruchita, was clearly the strongest. Her performance till date had been outstanding, and while this would a significant opportunity, Meena was fully confident that she could make it. In the long run she may get promoted too. The only difficulty was that this would mean making Ruchita senior to and more highly paid than her husband, Sanjay. Currently they were at the same level, but Sanjay, having been with the company for longer, was on the higher salary, and was generally seen as the senior partner. Promoting Ruchita even temporarily, would be difficult for him.

The second candidate was Sanjay himself. He was the most experienced person on the team, trusted one and would be seen by colleagues as an obvious choice, but Meena strongly doubted his potential to lead the team, and worried that the project would fall flat.

P.T.O.

The third candidate was Sahil, the son of the firm's chief executive, who was in the middle of a six month period in Mumbai as part of a programme of gaining exposure to the firm world-wide, before taking up a head-office position. Sahil had less experience than either of the other two candidates, and less natural ability than Ruchita, and from the point of view of the project would be a very high risk choice. The advantage, though, was that even if he failed, as Meena thought likely, the experience would ultimately be of value to the firm.

What ethical consideration might Meena take into account in making this decision?

Q2) You are a junior manager in a professional services firm. Mohan, a graduate professional in your team, comes to you to say that he is applying for a job in another company and would like you to write him a reference. You like Mohan and would like to help him, but the truth is that his performance is average even in his present job and would struggle in the one he's applying for. It would suit you rather well. However, you suspect that if, his other referees, who recommended him for his present position, will be positive. What should you write? **[20]**

***Q3) a)** Why has Frederick Taylor been called the father of scientific management? **[10]**

b) Do you think that management by objectives could be introduced at government offices and at Educational institutes? **[10]**

Q4) a) If you were a manager, would you decentralize authority? Justify your answer. How would you make sure that you did not decentralize too much? **[10]**

b) The techniques of control appear to be as much techniques of planning as they are of control. In what ways is this true? **[10]**

Q5) Short notes (any four)

- a) Contribution of peter Drucker.
- b) Accountability.
- c) Principles of directing.
- d) Modern Control Techniques.
- e) Role of board of directors in corporate governance.
- f) Challenges before management in 21st Century.

