

Seat No.	
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**M.B.A. (Part - I) (New) (Semester - I) Examination, May-2017****PRINCIPLES AND PRACTICES OF MANAGEMENT****Sub. Code : 68302****Day and Date : Wednesday, 03- 05 - 2017****Total Marks :80****Time : 11.00 a.m. to 02.00 p.m.**

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

**Q1) Case Study.****[20]**

The nontechnical people assigned to the research division complain that they are ignored by the research engineers and administrative staff who are also engineers. Purchasing is handled for and at the research division by a purchasing department headed by a local purchasing agent. He reports to the head of the purchasing division at another location. Purchasing department personnel are not employees of the research division. The purchasing department runs into problems in placing for bid the complex technical materials required. It must in most cases rely on the specifications of the engineering staff, who feel that engineers should have the choice regarding source, quantity, and price. The engineers do not question stockroom items unless there is a short part; then they inform the research director that his activities are being interrupted by a stock shortage. He storms into purchasing agent's office to complain that valuable engineering time is being lost because a two rupees part is not available.

Another difficulty arises out of the research engineers' dislike for paper work. They bring material into plant from vendors without getting a purchase order; they buy materials from petty cash. Engineers often promise an order to a vendor before the purchasing agent receives the requisition. Sometimes thousands of rupees worth of materials are being assembled on vendor premises without covering paper work.

The engineers take pride in this freedom and flexibility in their operations. Engineering department heads and the director of research share this feeling.

- 1) Identify the technical problems involved in this case.
- 2) What controls might be established to minimize them?

**Q2)** You are interviewing candidates for sales and marketing position which will involve face-to-face meetings with customers. On paper, one of the applicants stands out as being the most able and best qualified for the position. This is confirmed at interview, but you then discover that he has a facial defect that is visually very disturbing and also impacts on his speech. This wouldn't prevent him doing the job and you conclude that he would be very good at it, if people gave him the chance, but you are worried that some of your customers, who are not exactly progressive, might not give him the chance. Will you recruit this candidate? [20]

- Q3)** a) How do the required managerial skills differ in the organizational hierarchy? [10]  
 b) Why do most of the large departmental stores and supermarket chains organize their stores on a territorial basis and the internal store units by products? Elaborate with examples. [10]

- Q4)** a) What is job analysis and why is it central to human resource planning? [10]  
 b) If you were the chief executive of a large corporation, how would you institutionalize ethics in the organization? [10]

- Q5)** Short notes (any four) [20]  
 a) Contingency approach.  
 b) Span of management.  
 c) Benefits of controlling.  
 d) Characteristics of good corporate governance.  
 e) Gandhian Philosophy of Wealth Management.  
 f) Management in 21st Century- Opportunities.

