Seat No.:		Enrolment No				
	GUJARAT TECHNOLOGICAL UNIVERSITY					
	MBA – SEMESTER 01- • EXAMINATION – SUMMER 2017					
Subject	Co	de: 2810005		Date: 11/05/2	017	
•		me: Principles of Managemo	ent (
•	0.30	0 AM TO 01.30 PM		Total Marks	: 70	
		tempt all questions.				
		ake suitable assumptions wherever		sary.		
3.	Fig	gures to the right indicate full mark	S.			
Q. No.	From	n the four alternative answers giv	en ac	gainst each of the following cases,	6	
2.110.		cate the correct answer:(just state A	_		U	
Q.1 (a)		anization structure primarily refers				
	A.					
1		and controlled				
1.	C.	the location of departments	D.	the policy statements developed		
		and office space		by the firm		
		o stated that management is an art of	_			
2.		Henry Fayol		F. W. Taylor		
	C.	3	D _.	Herzberg		
		tegic planning as a broad concept of				
3.	A.	1 23	В.			
3.	\mathbf{C}	strategy inputs and outputs	D.	implementation environmental analysis and		
	C.	inputs and outputs	D .	internal analysis		
	The	purpose of job enrichment is to		•		
	A.					
4.		individual can do				
	C.	increase job effectiveness	D.	increase job satisfaction of		
		·		middle management		
	The	school of thought typified by Joan	Woo	dward says that		
5.	A.	size is the most critical	В.	technology is the most critical		
	_	determinant of structure		determinant of structure		
	C.	structure follows strategy	D.	strategy follows structure		
		eneral, if a policy is not thought ou				
6.	A.	a situation requiring action will arise	B.	social issues will cause change in the organization		
0.	C.	managers will be hired from	D.	there will be significant staff		
	C.	the outside	υ.	turnover		
Q.1	(b)	Explain the following terms:			04	
	()	(i) Empowerment.				
		(ii) Contingency Approach.				
		(iii) Span of Control.				
		(iv)Turnaround Management.				
Q.1	(c)	Explain on "Business Ethics and	Socia	l Responsibility".	04	
Q.2	(a)	Define planning and explain the v	ariou	is steps involved in planning.	07	
	(b)	What is Management by Ol	•	ves? State its advantages and	07	
		disadvantages in an organization.				

- "Morale and Productivity move together like the east and the west sides 07 of an elevator." Explain this statement with effective leadership dynamics in management process. "Authority is an all inclusive principle of management from which all **Q.3** (a) 07 other principles are derived." Do you agree? Give your reasons. Describe the Rational decision making process with appropriate example. 07 OR What is globalization? Which is the environment aspects related to **Q.3** 07 business that a manager is expected to consider in global management? In a formal organization, at different levels, the combination of different **07** skills is required. Describe various skills at different levels with specific examples. **Q.4** Explain budgetary technique. Describe any two of them in detail. 07 How are PERT and CPM networks developed? How this statistical 07 techniques useful to management. Explain it with suitable example. **Q.4** Describe different approaches to recruitment with its advantages and 07 disadvantages? **(b)** With appropriate illustration, describe an organization structure based on 07 customer and its advantages and disadvantages. Case Study: Tata Nano: Creating a new marvel in Automotive **Q.5** 14 Engineering? Tata Motors, one of the leading automakers in India launched their dream project 'Tata Nano' on 10 January 2008. The unveiling of 'Tata Nano', the people's car from Tata Motors, marked the beginning of a new era in automotive engineering in India. The dream project of 'Tata Nano' was designed with a family in mind and had features that included a roomy passenger compartment with generous leg space and head room. Tata Nano proposed to have a top speed of about 105 kmph and was nearly the same size as its nearest rival Maruti, considered the benchmark in terms of small car pricing. Astonishingly all this came at the mere price of 1 lakh rupees, whereas Maruti's cheapest model was priced 1.95 lakhs rupees. However the presence of a real engine might create a few disadvantages in its maneuvering, rendering uneven weight distribution; poor handling and cramped space for rear-end passengers. Apart from this, the absence of air bags, use of aluminum in engine making, use of instrument panels similar to those in motorcycles had raised scepticism
 - To discuss the role of Tata in the field of automotive engineering in India.

future.

and discontent about the 'Tata Nano'. Although his emergence of Tata Nano opened up a new dimension of automotive designing in India, the question of its completeness thus remained an area of concerned in

- To analyze the concept of frugal engineering in the making of Nano.
- To analyze the major obstacles in the path of making 'Tata Nano' a success.

How to Manage and Coach People through Change:

Running a company and managing employees can be difficult enough under normal business conditions. In this case, I was asked to work with a team of ninety employees, an exceptionally brave general manager, and his outstanding leadership team over a six month period. During this half-year experience, eighty out of the ninety employees and many of the managers were slated to lose their jobs due to a pending merger/acquisition. It was requested of me that I facilitate open lines of communication while this entire team headed toward their pending merger, where only some would survive the jump. Triage is the best word to describe what had to be done. One large company had bought out another large company. This had happened whether or not the management, staff, or employees wanted it. For many, it had happened "to" them. Things could have gone very wrong. Throughout this transitional process, many employees desperately wanted and needed help to find the best ways to take control of what they should and let of go of what they must. Although at first it wasn't known exactly who would be losing his or her job, it was clear that many of the managers and most of the employees would fall into that category. Prior to the many meetings where these decisions would be made, it was clear that planning and communication would be paramount. At those termination meetings, the delivery of the news had to be humane, respectful, thoughtful, as kind as possible, and finally realistic.

The general manager saw all this. He hired me to give him the objective truths as I observed them. He had the courage to listen. Given objective input, this general manager acted intuitively and practically. He knew he could choose one of two directions in this transition process: he could proactively support the emotional well-being of his staff and aggressively plan for a successful transition, or he could sit back and react (perhaps even pay millions in lawyer fees and lawsuits for wrongful terminations). He chose the former: to care for his staff and provide the services and the support they needed before, during, and after this merger. It is likely that his foresight saved his company millions, not to mention how his considerable empathy saved his employees undue hardship and mental anguish. In addition to being asked to share objective truths, I was asked to facilitate management meetings where topics such as these were discussed:

- How leadership could help its members deal with their own real feelings of fear, loss, guilt, and pain involved with this transition;
- How managers could successfully carry their newly acquired knowledge of the transition process back to their employees and deliver the hard news as respectfully as possible; managers would need to be practiced and knowledgeable enough in using their newly acquired triage skills within their own departments to "save/support" all who could be "saved/supported";
- Motivating management throughout this painful process to continue to meet production timelines, continue to forecast and prioritize production tasks, and still manage as new environments came into the picture; managers still needed to motivate employees to produce under these difficult conditions.
