

FIRST TRIMESTER (Batch 2018-20)
End Term Examination, Oct-2018

Course Name	Principles of Management (POM)	Course Code	GM 101
Max. Time	2 hours	Max. Marks	40

Instructions: Answer all five questions. All questions carry equal marks. Be very precise while answering. Use tables, diagrams, illustrations for your answers wherever sounds logical.

Q1. An investment advisory firm has a key process of calling new customers on their phones, for which it recruits fresh graduates. The process of blind calls and converting them to clients has poor ratio of 3 clients out of 100 calls. For the job of calling and handling clients, it targets students who need cash to meet their basic needs and fund their education. Yet the firm finds that it has very high turnover of employees, many of the employees leaving within a month, sometimes without even collecting their pay for days served.

- a. Using any of the theories of motivation, please guide the firm, which will help employee retention. 4 Marks
- b. Advise the firm what kind of leadership style would help their better retention. 4 Marks

Q2. Indian Railways has been organized according to various specialized departments such as Mechanical (handling engines, carriages and wagons), Engineering (dealing track laying and maintenance), Operating (dealing with operation of trains), Commercial (dealing with movement of external freight), Security (dealing with safety of goods and passenger within Railway premises) etc. Each of these departments has a Departmental Head (called Divisional Railway Manager- 'X' Department) at Divisional level and at Zonal level (Called General Manager- X Department).

Indian Railways have been divided into several zones like Western (Head Quarter at Bombay), Northern (Head Quarter in Delhi). Divisional Railway Manager heads each of the division and a General Manager heads each Zone. These authorities are not based on direct control over departmental DRMs by GMs but only a coordinating authority as they are equal in rank. DRM and GM are responsible for overall divisional and zonal performance.

Using above information, attempt following questions:

- a. Draw an organization structure diagram. 2¹/₂ Marks
- b. What are the benefits of such an organization structure? 2¹/₂ Marks
- c. What shortcoming and administrative difficulties you see in such an organization structure. 3 Marks

Q3. Imagine that having completed the course Principles of Management (POM) and gaining experience, you are offered a job as Manager, to manage the fast food outlet of McDonald at Shipra Mall, Indirapuram.

Define the managerial activities you are likely to perform in order to maximize the output of the outlet. 8 Marks

Q4. a. Ms Jagriti has attended a 'Managerial Effectiveness' training recently and learnt about an expression stated as: $\text{Outcome by a person} / \text{Inputs by a person} = \text{Outcomes by another person} / \text{Inputs by another person}$. She understood that balancing of Outcome / Input could be useful in performance planning for her employees. Explain this concept of employee motivation. Will this approach be helpful in guiding the organizational managers in planning performance-linked incentives? Explain with example.

4 Marks

b. Mr Ramesh recently learnt that for a managerial control, today 'feedback' is not enough. As a manager he has to have feed forward control? As Ramesh, explain the same to his team with help of suitable example.

4 Marks

Q5. a. Mr Nishant, a Manager in Power Grid Company is always obsessed with tasks but very often keeps receiving complaints from management about his poor people management, specially losing talent from team and low morale of existing team members.

You as a management expert have been asked to explain to him the importance of balancing the tasks as well as people side for effective leadership. Explain your response with the help of any leadership style (along with a diagram).

4 Marks

b. Ms Kiran is disturbed these days as her reporting structure has been extended to new Project leader of construction project at Dubai along with her existing reporting to Head Office at Mumbai. Explain with diagram the type of organization structure this is. Also guide Ms Kiran about various pros and cons of this kind of reporting structure.

4 marks