

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM (G/SM/M)

FIRST TRIMESTER (Batch 2020-22)

END-TERM EXAMINATIONS, NOVEMBER 2020

Set-I

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

INSTRUCTIONS:

- All questions are mandatory
- Answers should be rich in content and precise with relevant examples

Q 1. Shivam joined as CEO at Infra Ltd., a firm into manufacturing of Computer hardware. He addressed the employees on his first day, wherein he emphasised that a good company should have an employee suggestion system and he wished to minimize employee turnover rate to enhance organizational efficiency. He informed all the employees that he would ensure that all the agreements are clear, fair and there was judicious application of penalties. However, he added that he believed that lazy personnel should be dealt with sternly to send the message that everyone was equal in the eyes of management. Also, that he wanted to promote the team spirit of unity and harmony among employees, which would give rise to a spirit of mutual trust and belongingness among team members and eventually minimize need for using penalties. He told all present that the interests of the organization should take priority over the interests of any individual employee.

Explain any six principles of Henry Fayol, which Shivam highlighted in his address to the employees with suitable arguments. (10)

Q 2. Ms. Smita Parikh is working as Manager – Finance at ABC Ltd., which is into cosmetics and headquartered at Delhi. ABC Ltd. is planning a new product line which involves creating a new manufacturing facility at Uttarakhand. Smita is disturbed these days, as she has been given additional role of handling finance for the upcoming project site at Uttarakhand. For her new role, she has to report to the project head for the financial aspects of the project along with her existing role of reporting to the Head of Finance at Head office.

Examine the challenges she would be facing in effective execution of her multiple roles and elaborate her reporting structure with the help of a suitable organization structure. Also, guide her about the pros and cons of this kind of reporting relationship. (15)

Case Study

Vinod was the Works Manager of Lakshmi Engineering. Rahul was with the company as its Finance Manager and was the head of the Accounts and Finance division. Rahul was reporting to the works manager directly. Rahul's general attitude was to be tight fisted in matters of finance. He was always conscious of the need to conform to company policies and procedures. He firmly opposed any deviation from policy, but was often willing to explain the reasons for his view. He prided himself as a man of principles. Vinod was a person who wanted to take action regardless of past practice or policy. He considered himself a 'resulted-oriented' manager. The differing attitudes of the works manager and the finance manager had led to conflicts on past occasions.

Vinod had even 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. 'You can't introduce this plan straightaway', Rahul said to Vinod and added, 'we have to give this some more thought. Our maintenance costs are too high mainly due to lack of adherence to norms on the consumption of spare parts. This incentive plan gives no weightage to consumption of spare parts. Further, it will only add to the maintenance costs without any real benefits to the company.'

Vinod's reaction was one of anger. 'You understand nothing of incentive plans', he retorted and added, 'spare parts consumption is high due to 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 the arguments of both Rahul and Vinod became so loud that it attracted the attention of others in the hall, outside Vinod's office. 'I am the boss here,' screamed Vinod adding, 'if you can't work with me and obey my instructions, you are free to leave your job and go elsewhere.' A few moments later Rahul was back in his office, tired and sullen. He called in his secretary and said, 'No, I have no option, please write down.' He dictated his letter

of resignation. Knowing about the resignation of Rahul, HR Head also thought of meeting and discussing the matter with Vinod. He was not happy the way scene was created in the organization and impact on other managers.

Q 3. Examine the leadership style used by Vinod and how it's influencing the internal environment of the organization? (15)

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Q1. H & M Ltd. is a large manufacturing unit. Recently, the company has conducted the 'time' and 'motion' studies and concluded that on an average a worker could produce 120 units per day. However, it has been noticed that average daily production of a worker is in the range of 80-90 units.

Identify the function needed to ensure that the actual performance is in accordance to the performance standard and examine the characteristics of this function of management. (10)

Q 2. Explain the difference between Scientific Management Theory, Henry Fayol Management theory and the Effective Management Theory in modern organizations. (10)

Q 3. Examine how organizing function of management and different types of organization structure influence its internal environment. (10)

Q 4. Examine the following statement in the context of principle of delegation and its influence in the organizational environment

"The appropriate amount of decentralization for an organization will vary with time and circumstances". (10)