

INDIAN MARITIME UNIVERSITY
(A Central University, Government of India)

PRINCIPLES AND PRACTICES OF MANAGEMENT
SEMESTER – I, SCHOOL OF MARITIME MANAGEMENT
DEC/JAN 2013-14
SUBJECT CODE: T 1101

Date: 12.12.2013

Time: 3 Hrs

Maximum Marks: 75

Section A (10X1= 10 Marks)

Answer all the questions.

All questions carry equal marks.

1. Which one is most associated with scientific management?
 - a. management relations
 - b. one best way
 - c. supply and demand
 - d. quality control

2. What is defined as the acceptable parameters of variance between actual performance and the standard?
 - a. basic corrective action
 - b. performance
 - c. productivity
 - d. range of variation

3. The final step in the decision-making process is to _____.
 - a. pick the criteria for the next decision
 - b. reevaluate the weightings of the criteria until they indicate the correct outcome
 - c. evaluate the outcome of the decision
 - d. reassign the ratings on the criteria to find different outcomes

4. _____ is the power to give positive benefit or rewards.
 - a. Reward power
 - b. Coercive power
 - c. Expert power
 - d. Referent power

5. Organizational behavior focuses on group behavior and _____.
 - a. financial performance
 - b. individual behavior
 - c. departmental performance
 - d. societal influences

6. Transactional leaders are leaders who guide _____.
 - a. and direct groups towards their goals and tasks
 - b. and clarify the followers' goals and task requirements
 - c. or clarify the group's goals and roles
 - d. or motivate their followers in the direction of established goals by clarifying role and task requirements

7. _____ is the process of taking a creative idea and turning it into a useful product, service, or method of operation.
 - a. Innovation
 - b. Imagination
 - c. Creativity
 - d. Interpretive thinking

8. According to Lewin, which of the following is the objective of refreezing?
 - a. directs behavior away from the status quo
 - b. hinders movement away from existing equilibrium
 - c. eliminates the need for future change
 - d. stabilizes the new situation

9. What is a potential disadvantage of telecommuting?
 - a. flexible hours
 - b. unsatisfied social needs
 - c. no commuting
 - d. casual dress

10. A learning organization develops the capability to _____.
 - a. add new training programs even when competitors are going bankrupt
 - b. accept the conventional wisdom of the industry
 - c. continuously learn, adapt, and change
 - d. attract new employees who work well in teams

Section - B (5X 5=25 Marks)

Answer any FIVE questions not exceeding 200 words

All questions carry equal marks

11. In short, indicate primary ways in which the systems approach contributes to our understanding of management.

12. In a short essay, describe how managers might motivate professional workers. Contrast that with how managers might motivate contingent workers.

13. What is the big five model of personality? Describe briefly.

14. Write a short note on programmed and non programmed decisions.

15. What is planning and what are the four reasons of planning? Describe briefly.

16. What are the significant implications of perception for managers?

17. "All managers should be leaders, but not all leaders should be managers". Show your agreements/disagreements with statement as a manager.

Section 'C' (4X10= 40 Marks)

First question is compulsory.

Answer any THREE questions of remaining six questions.

All questions carry equal marks. Answer should not exceeding 500 words.

18. Based on the case below, analyse and answer the questions as appended at end.

Case Incident: Generation Gap: Mentors and Proteges

As the baby boomer generation nears retirement, many Boomers are mentoring their future work replacements—Generation Xers. Some Boomers have found the process difficult. William Slater, a 47-year old computer engineer who participates in his company's formal mentoring program, has had negative experiences with three proteges. He recalls that one tried, unsuccessfully, to take his job, while another repeatedly spoke badly about him to his boss. "I have an ax to grind with Generation X. They're stabbing aging Baby Boomers in the back," says Slater.

It is not only Baby Boomers who have had bad experiences. Joel Bershok, a 24-year old was optimistic about the prospects of having a mentor. However, his mentor dissolved the relationship after only 3 weeks. Says Bershok, "He just wanted it for his resume." To Bershok, one of the major problems with a mentoring relationship is a lack of trust. With an uncertain economy and companies making frequent layoff announcements, Boomers are wary of teaching their younger counterparts too much for fear that those counterparts, who usually make less—and so cost the company less than Boomers—may replace them.

The fear may be justified. For example, Janet Wheeler, a 49-year old broker, saw her job replaced by two younger men after her company let her go. Wheeler thinks that other Boomers are beginning to notice the risks of mentoring and are responding by not teaching their proteges as much as they could. "You see young people being brought along just enough to get the job done, but not so much that they'll take your job," she states.

Given that some studies have demonstrated the beneficial effects of mentoring on employee outcomes such as performance, job satisfaction, and employee retention, many analysts are concerned that baby boomers are failing to see mentoring as a responsibility. According to a study by Mentium Corporation, a firm that aids companies in installing mentoring programs, almost 90 percent of formal mentoring relationships end prematurely. The primary reasons include poor matching of mentors to proteges and a lack of effort to keep the relationship going.

But some workers have strongly benefited from mentoring programs and are trying to maintain mentoring programs in the companies. Three years after joining Dell, Lynn Tyson, 41, helped start a formal mentoring program open to all of Dell's 42,000 employees. "I never had a formal mentor in my entire career. Most of the time I was shaking in my shoes," says Tyson. Her program has been successful thus far, and she herself

has 40 proteges. "I'm not trying to make this sound sappy, but I have the ability to make a difference in somebody's career, and that excites me every day." The benefits are especially apparent for women and minorities, who historically have had greater difficulty than white males in climbing to top management positions. According to a study by Harvard University professor David A. Thomas, the most successful racial minorities at three different corporations had a strong network of mentors. Additionally, research has shown that women also benefit from having positive mentoring experiences in that they have greater career success and career satisfaction.

With the right amount of effort, proteges, mentors, and the companies that sponsor such relationships can realize tremendous benefits. However, individuals in mentoring relationships may need to look past generational and other individual differences to achieve such benefits. Though Slater has had his share of bad mentoring experiences, he is still optimistic. "Mentoring is a time-honored concept. Those of us who've been mentored should mentor others. Otherwise, we've short-circuited the process and the future," he says.

Questions

- a) What factors do you believe lead to successful mentoring programs? If you were designing a mentoring program, what might it look like?
 - b) In what ways might a protege benefit from having a mentor? In what ways might a mentor benefit from having a protege?
 - c) Of the three types of trust discussed in the chapter, which one may be the primary type in mentoring relationships and why?
 - d) What types of leaders, in terms of personality traits and behavioral tendencies, would most likely be good mentors? What types of leaders might be poor mentors?
19. What are the potential sources of organisational stress? Describe in detail.
 20. "An organisation can have no structure". Substantiate your agreement or disagreement with suitable examples in the context of application of boundaryless organisation structure.
 21. Describe the six elements of Max Weber's model of bureaucracy. Explain the significance of each.
 22. In a short essay, detail why control is important for managers. In what areas can the value of the control function be seen?
 23. What do you mean by terms "ability- job fit", "person-job fit" and "person- organization fit"?