

INDIAN MARITIME UNIVERSITY
(A CENTRAL UNIVERSITY, GOVERNMENT OF INDIA)

**M.B.A. (INTERNATIONAL TRANSPORTATION AND LOGISTICS /
PORT AND SHIPPING MANAGEMENT)
DEC '14 / JAN'15 END SEMESTER EXAMINATIONS
I SEMESTER EXAMINATION**

PRINCIPLES AND PRACTICES OF MANAGEMENT (CODE: T 1101)

Time: 3 Hrs:

MAX MARKS : 60

Date: 23-12-2014

Pass Marks : 30

Section –A

(1X12=12Marks)

Answer all Questions. All questions carry equal marks

1. Who formulated the concept of Hawthorne Effect
(a) Henry Fayol (b) Abharam Maslow (c) Mary Parker (d) Elton Mayo
2. A programmed decision is
(a) A series of interrelated steps (b) Guideline for decision making
(c) Repetitive & routine approach (d) Results in time lag
3. According to Herzberg's two factor theory which of the following is not a motivating factor
(a) Recognition (b) Pay (c) Nature of work environment (d) Incentives
4. Test not used to understand the performance of an employee
(a) Aptitude test (b) Achievement Test (c) Social Test (d) Personality Test
5. Father of Administrative Management
(a) H Knootz (b) Henry Fayol (c) Parker Mary (d) Gantt
6. Which of the following is not an occupational stress
(a) Role overload (b) Role conflict (c) Low status (d) Good peer relations
7. An example of well coordinated project organization is
(a) Line organization (b) Line & staff organization
(c) Matrix organization (d) Functional organization
8. Which type of leadership adopt the Hands –off policy
(a) Autocratic style (b) Charismatic free Style (c) Laissez Style (d) Democratic style

9. Which of the following is not a learning theory
 (a) Cognitive theory (b) Operant conditioning
 (c) Behavioral conditioning (d) Classical conditioning
10. Espirit –de-corps means
 (a) Team spirit (b) Division of work (c) Discipline & order (d) Freedom
11. Plans are called primary management function as
 (a) It forms the basis for future decision making (b) It creates hierarchy
 (c) It demands structure (d) It is a simple process
12. Hierarchical distribution of authority is known as
 (a) Unity of command (b) Scalar Chain (c) Span of management (d) MBO

Section – B

(5x 4= 20)

Answer any five questions not exceeding 200 words. All questions carry equal marks

13. How is delegation different from decentralization
14. "Authority ,responsibility & accountability are inter related" .Explain
15. What is meant by Span of Control?
16. What are the principles of scientific management?
17. Define departmentation and state any 3 advantages of the same.
18. What is meant by break even analysis and state two examples where it helps in as a control and decision making tool.
19. What do you understand by the concept of motivation? Identify and describe the key aspects of motivation.

Section –C

(4x 7= 28 Marks)

Answer question no 20.(compulsory) and any 3(three) from the rest :

20. One of the most successful department stores in America is known as Wal-Mart after its founder Sam Walton. Because of his phenomenal success he becomes the richest man in America. Due to his leadership, the stores enjoyed continuous growth & expansion. By the mid 1980s the store had over 700 branches, which increased at the rate of 100 stores per year. Its sales increased annually by over 35% per year and profits soared close to 40% per year every year since 1975.

He took personal interest in his employee's .His managerial philosophy was to get the right people in the right places and the give freedom to be innovative to accomplish their tasks. He called his employees as associates and treated them as associates, As per company policy all associates are eligible for profit sharing plans that motivates them further. The managers of the

stores are required and encouraged to meet with their employees in a social setting to discuss their concerns as well as issues of organizational interest and this makes the employees feel that the management takes their inputs seriously. Sam himself led a simple life. He did not exhibit any aura about himself, giving the employees a feeling that he was one of them. He & his executives regularly travelled in company owned planes to visit Wal-Mart stores situated at various sites across the country. He met with sales clerks, stock boys and sales managers to find out what items were popular. He knew most of them by their first name and addressed them so. He initiated "employee of the month" in all categories and created honor roles for more successful stores.

This created inner competition requiring extra effort to improve sales & service. This policy gained high respect for him as a leader.

The administration of the organization is very cost conscious. It only spends about 2% of sales for general administrative expenses. It shops for supplies at a bargain price all around the world and has built a giant warehouses around the country in such a manner so that most stores are within six hours of driving distance from a warehouse. This helps in better delivery system and reduced inventories at retail stores. Each store prepares a monthly financial report which can be studied 'line by line' to look for ways to reduce costs. These cost savings are passed on to customers and this in turn generates customer loyalty. Wal-Mart slogan of 'quality you need, prices you want' has become a generic organizational statement.

Wal-Mart with more than 2000 stores at present is faced with tough competition from a similar chain of discount stores known as K-Mart. However Sam did not worry about competition because he felt his people oriented philosophy of operations and cost cutting efforts without diluting the quality of the merchandise would always meet competition head-on.

a) What were the major reasons of the company's success?

b) What leadership style is consistent with his leadership style?

c) What factors other than leadership style contributed towards his survival?

21. What are the basic functions of management? Explain.
22. Planning premise is the building block of the super structure of planning. Explain.
23. Write a brief description on MBO and its features.
24. "Job stress can have physiological, psychological and behavioral effects". Explain & how can you cope up with it.
25. Discuss the importance of decision making in management and how is it bound by rationality & intuition.
