



AJEENKYA

D Y PATIL UNIVERSITY

End Term Examination (December 2019)

School: Management

Program: BBA – EI/SM

Course: Principles of Management

Course Code: MGT101

Semester: I

Max Marks: 60

Duration (mins): 120

Instructions to the candidates:

- 1) *All Questions are compulsory*
- 2) *Internal option is given in SET A*
- 3) *Marks for each questions are indicated in brackets*

SET A

[4*7 = 28]

Solve any 4 (four) questions from the following:

Q.1 In what respect are Fayol's contributions to management different from Taylor's scientific management

Q.2 How do individual decisions differ from group decision? What are the positive and negative aspects of group decision making?

Q.3. Discuss the applicability of Herzberg's motivation-hygiene theory in the Indian Context

Q.4 "There are two views about relationship between job satisfaction and productivity: a happy worker is a productive one; a happy worker is not necessarily a productive one" Explain this statement and point out the situations under which each statement is true.

Q.5 "Controlling is the fundamental function that ensures work accomplishment according to plans." Analyze this statement and outline the various steps involved in control process.

Q.6 Distinguish between 'delegation of authority' and 'decentralization'. What should be done to ensure effective delegation of authority in a business organization?

SET B

[4*8 = 32]

Read the Case Study carefully analyze and answer the following questions:

Hiralal Textile is a customer-oriented business concern engaged in the production of superior quality yarn, fabric, apparel and home textile. Hiralal Textiles has a decent market share,

huge production capabilities and a team of skilled workers and staff numbering approximately 2800. Sometime back Ramesh Chaturvathi was the production manager of Hiralal Textiles . Ramesh Chaturvathi was almost micromanaging everything in his department and practice soft authoritarian style to get the job done in a particular way within a very quick time frame. Chaturvathi would tell the subordinates what needs to be done and when. In most occasion the work was completed without too much fuss. When there was a slack in the performance of any subordinates, he would not hesitate to take over the given task and entrust it to better performers. Due to his micromanaging style, Chaturvedi began to spend too much of a time in the office and with his subordinates. He began to feel suffocated in his job and started complaining to the higher authorities about workload pressure. Suddenly, he put in his papers citing health reasons. The management was simply stunned by the developments as there were no major complaints concerning performance, productivity or quality in the production department except for a few but serious issues in interpersonal relationships.

After careful consideration of the situation in the production department the top management hired the services of Rajesh Vaidya through a well-known HR consultancy firm. The young and energetic Vaidya, who successfully tried participative leadership in all his earlier assignment, strongly believed in inspiring, guiding and influencing the subordinate to perform their task well. After learning about the experiences of his predecessor in the department, he was all the more determined to introduce the “Sell the idea” approach in place of the “tell the idea” approach practiced earlier in the department. Vaidya began to involve his team whenever he made important task-related decisions. He would also ensure that they understood why such decisions were necessary. His intension was to allow the team to take responsibility for achieving the desired result and get new ideas from them.

Though Vaidya’s leadership approach produced a positive outcome in terms of increased team motivation, it began to compromise on decision quality and timing. Vaidya’s approach was also not contributing in any significant way to performance and productivity improvement or idea generation. He began to believe that his subordinates were nonchalant about the decisions or the discussions. Loosing trust that his subordinates were capable as he was in decision making, he was seriously thinking of adopting a leadership style that would suit the caliber and characteristics of his subordinates or quitting.

Questions

1. How do you assess the situation prevailing in the production departments of Hiralal Textiles?
2. How should Chaturvathi have handled his problems in the company without quitting his job?
3. According to you what went wrong in the leadership style adopted by Rajesh Vaidya?
4. If you were the production manager, what will your leadership approach for the production department of Hiralal Textiles be and why?

*****ALL THE BEST*****