

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

**December 2016 End Semester Examinations**

**First Semester – Master of Business Administration  
International Transportation and Logistics Management /  
Port and Shipping Management (2015 batch onwards)**

**Principles and Practices of Management (PG21T2101/ PG22T2101)**

**Date : 14.12.2016**

**Maximum Marks : 60**

**Time: 3 Hrs**

**Pass Marks : 30**

**SECTION-A**

**(12x 1= 12 Marks)**

**(Answer All Questions.)**

**Choose the correct answer:**

1. Scalar chain is associated with
  - a. Modern management
  - b. Scientific management
  - c. Traditional management
  - d. Cultural management
  
2. Which of these are not true of MNCs?
  - a. Franchisee agreement
  - b. Subsidiary of a foreign corporate
  - c. An Indian company opening branch abroad
  - d. Expanding from North to South Indian market
  
3. A strategy refers to
  - a. A small impact plan
  - b. A specific rule
  - c. A broad guideline to action
  - d. A game plan for achieving a goal
  
4. According to Herzberg which is a hygiene factor
  - a. salary
  - b. advancement
  - c. recognition
  - d. achievement

5. Decision making includes

- a. Evaluation of alternatives
- b. Choosing the best alternative
- c. Implementing the best alternative
- d. All of the above

6. Span of Management means

- a. space in office
- b. supervisor's performance
- c. number of subordinates at each level
- d. educational level of employee

7. Coordination includes

- a. cooperation,
- b. control
- c. cohesiveness,
- d. all of the above

8. ----- and control are parallel functions

- a. Organising
- b. Coordination
- c. Planning
- d. Review

9. High rate of ----- increases costs and leads to less experienced hands

- a. strikes
- b. labour turnover
- c. training
- d. absenteeism

10. ----- is regarded as father of "Human relations"

- a. Robert Owen
- b. Henry Fayol
- c. Elton Mayo
- d. William Gilbreth

11. M in m-commerce stands for

- a. management
- b. mobile
- c. money
- d. material

12. A 'Balanced Score Card' is used to

- a. help in Budgeting
- b. for the purpose of Management audit
- c. measure and provide feedback to organizations
- d. to balance the work of different departments

### **SECTION-B**

**(5x 4= 20 Marks)**

**(Answer ANY FIVE Questions not exceeding 200 words each. All Questions carry equal marks)**

- 13. Explain principles of scientific management
- 14. What are the essential skills of Managers?
- 15. How do MNCs handle cultural differences?
- 16. Describe the steps involved in strategic planning
- 17. What are the advantages of Performance Appraisal?
- 18. Write a note on 'Managing change'
- 19. What are the basic steps involved in the process of controlling?

### **SECTION - C**

**(4 x 7 = 28 Marks)**

**(Question No.20 is compulsory. Answer any THREE from the remaining questions. Each Analysis/ Answer should not exceed 500 words)**

- 20. Read the following case study and answer the questions at the end of the case.

### **A CASE STUDY**

John supervises a group of 15 people of various specialties who were drawn from other groups in the company and brought together six months ago to work on a project. The work requires constant interaction between the various specialists in the group. They were cooperating well until two weeks ago when, on March 1, John brought up the subject of scheduling their summer vacations. John told them to decide among themselves when each one should take his vacation,

since they knew which people could be absent at the same time without disrupting the work. He gave them sheets listing the amount of vacation each was entitled to because of length of service. The periods were one week, two weeks, three weeks, and four weeks.

John reminded them that company policy forbids split vacations, off-season vacations, and vacation scheduling that disrupts production. Although seniority governs vacation scheduling for hourly workers in the shop, it has never been established as a policy in salaried groups such as this. The company has always stated that the requirements of the employees would govern the scheduling.

Ever since John turned over the vacation scheduling to the group, the opportunists are buzzing around making deals that will fix themselves up with the choice schedules. People are aligning first with one faction and then with another, whichever will give them best deal. A few are refusing to deal on the grounds that their seniority or status should entitle them to first choice. All this political maneuvering is taking up time and interfering with the cooperation that is essential to the progress of the work.

**Question:** What is the CONTEXT?

(All managers make decisions within their own unique context. Identify the context of the key manager/supervisor decision-maker in this case-study. )

- How should a supervisor go about **setting up policies** in a newly formed group?
  - What **cautions** should a supervisor observe in bringing subordinates into decision making?
  - How can the supervisor **ward off** problems of conflict between status and seniority?
- Write your analysis in not more than 500 words

21. Write a brief essay on Fayol's principles of Management
22. Can Delegation of Authority take place without Responsibility? Deliberate.
23. Bring out the meaning of (i) cognitive dissonance (ii) BCG matrix
24. Explain line staff conflict, and the advantages of resolving the same.
25. Describe the function of Co-ordination suggesting measures for effective co-ordination.

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