

GUJARAT TECHNOLOGICAL UNIVERSITY**M. B. A. 1ST Semester Remedial Examination –July- 2011****Subject code: 810006****Subject Name: Principles Of Management****Date:13/07/2011****Time: 02:30 pm – 05:30 pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** (a) Elaborate on the scientific management school of thought. **07**
 (b) Differentiate between management and administration **07**

- Q.2** (a) What do you understand by the term “Business ethics”. Elaborate on ethical theories **07**
 (b) Differentiate between global, international/multinational and domestic organization. **07**

OR

- (b) Elaborate on the steps in the selection process. **07**

- Q.3** (a) Explain the strategic planning process. **07**
 (b) What are the assumptions of theory X and theory Y. State your reasons for agreeing or disagreeing with these assumptions. What are misunderstandings of these theories **07**

OR

- Q.3** (a) Write a short note on the BCG portfolio matrix **07**
 (b) Explain the biases or errors in decision making **07**

- Q.4** (a) Briefly describe the communication process model. **07**
 (b) READ THE CASELET GIVEN BELOW AND ANSWER THE QUESTIONS **07**

The demand for managers with an international background is great. Consider Marisa Bellisario, who was one of the most sought-after executives in Europe. She was the first woman to head major industrial firm in Italy, the state controlled-ITALTEL Societa Italiana. This Company is the largest telecommunication equipment manufacturer in Italy. Bellisario's background, however, was international. After receiving her degree in economics and business administration from Turin University, she worked at Olivetti in the electronics division. When Olivetti sold its data processing unit to General Electric (GE), she spent time in Miami working on GE's worldwide marketing strategy for computers. She left GE to head corporate planning at Olivetti. As the Chief Executive Officer (CEO) at ITALTEL, she turned the Company around to show a small profit. (The firm had experienced huge losses in the past). Her managerial approach had been characterized as “straight out of the textbook,” and companies such as GTE Corporation, IBM, AT&T, and other European and Japanese firms were interested in recruiting her.

Questions

1. Why was Ms Bellisario a much sought-after CEO? What was her career path?
2. What special problems may she have encountered as a woman heading a major company in Italy?

3. If she was successful managing by the textbook, why do some managers still think that management cannot be taught?

OR

- Q.4** (a) What are the factors influencing the span of management. **07**
(b) Caselet-READ THE CASELET AND ANSWER THE QUESTIONS **07**

BPCL is a successful refining company. Its eight refineries manufacture three main products: fuel, petrochemicals and lubricants. The products are sold to a variety of customers, all over India, Nepal, Bangladesh and Pakistan. The Rs 15,000 crore company has a workforce of about 24,500. Currently, the following major positions report directly to the M.D- Director of Operations, Personnel, Marketing and Finance. In view of growing competition, the company is thinking about changing its organization structure. The MD is also thinking of adding two additional portfolios to the existing structure i.e. of strategic planning and R&D.

- 1) Draw an organization chart showing the current structure and identify the structure.
- 2) Draw a proposed chart for changing BPCL'S current structure to a hybrid structure.
- 3) Outline the pros and cons of the proposed new structure.

- Q.5** (a) Write a short note on Fiedler's Contingency approach to Leadership. **07**
(b) Write a short note on the learning organisation **07**

OR

- Q.5** (a) Explain briefly the basic control process. **07**
(b) PERT is a management invention that takes basic principles and knowledge and, through design to get a desired result, comes up with a useful technique of planning and control. Analyse PERT with this in mind. **07**
