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**MBAH 401**

**First Semester M.B.A. Degree Examination, Jan. 2017**  
**(Choice Based Credit System)**  
**BUSINESS ADMINISTRATION**  
**Principles and Practice of Management**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**  
**(Compulsory)**

Sri Dharmasthala Manjunatheshwara  
College of Business Management, Bangalore  
Post Graduate Centre for Management  
Studies and Research Library

**Note :** Answer to the question should **not** exceed **six** pages :

1. Describe the challenges and opportunities for management in 21<sup>st</sup> century.

(5×8=40)

**SECTION – B**

**Note :** Answer **any five** of the following questions. **Each** question carries **8** marks.  
Answer to the question should **not** exceed **five** pages :

2. Elaborately explain the planning process in modern organisations.
3. Is there a single best way to motivate employees ? Comment.
4. Explain the types of emerging organizational structures.
5. Explain the roles approach to management.
6. Briefly explain the major contributions of Hawthorne experiments to present day organisations.
7. Define MBO. Explain the goal setting process through MBO.
8. 'Training programmes are helpful to avoid personnel obsolescence'. Describe.
9. Outline the correlation between planning and control functions of management.
10. The span of management is the corner stone concept in traditional management theory. Do you agree ?

P.T.O.



SECTION – C  
(Compulsory)

(1×15=15)

**Note :** Answer to the question should **not** exceed **six** pages :

11. Case Study :

Prakash Gupta was irritated and confused, after the meeting with Dinesh Sharma. Prakash was the Chief Manager of Delhi city Super Department Stores (SDS) and Dinesh was the regional stores manager in charge of stores of Noida, Faridabad and Ghaziabad. Three weeks earlier, Prakash had received a letter from Dinesh explaining that top management had decided on an MBO programme to help SDS improve its operational efficiency and profitability. The letter mentioned about linking stores managers' salary hikes, promotions etc. to performance. The accompanying instructions required managers to list the objectives they achieved which were appropriate for their store and then to await the regional manager's review visit.

Prakash has done just what he was asked to do. In a meeting with his departmental managers, Prakash had chosen objectives that they all agreed were appropriate. All of the objectives represented performance levels that were, improvements over the past year and were reasonably attainable, such as

- Increasing sales by 10 percent.
- Reducing inventory losses by 2 percent.
- Improving customer service (i.e. 20 percent fewer complaints made to head office).
- Reducing cash register shortages to .05 percent of sales.

Dinesh came late for the MBO review visit and stressed that there was little time. He quickly scanned the written statement of objectives which Prakash gave him, then explained that profit improvement was really what the home office was interested in. Senior management in Chennai, running the SDS in over 18 major cities in India, decided that a 10 percent increase in profit would be a reasonable objective for Prakash's store. This single objective, Dinesh explained, would facilitate the monitoring of performance by the head office and would also reduce the amount of information the store would have to submit. The visit was cut short because Dinesh had to attend a meeting on the advertising budget back at the head office.

**Questions :**

- Does the MBO system at SDS meet the criteria for an effective programme ?  
Why ? Why not ?
  - Evaluate Prakash's approach to objective setting.
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