

1M6111

Roll No. _____

Total No of Pages: **3**

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M. B. A. I Sem. (Main/Back) Exam., Jan. 2016
M-101 A Fundamentals Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided in two sections.*
- (ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions carry equal marks.*

1. NIL

2. NIL

SECTION-A

Q. 1 In what respect have Fayol's principles of management resulted in contributions to management methods that are different from the techniques of Taylor's Scientific management ? [14]

Q. 2 What are the different types of plans ? Also discuss the steps involved in the planning process. [4+10=14]

Q. 3 Discuss the different types of departmentation in organizations, giving advantages and disadvantages of each departmentation. [14]

- Q.4 Discuss the importance of interviews in the selection of suitable examples. Describe in brief various types of interviews used in selection. [6+8 = 14]
- Q. 5 Discuss the leadership styles with examples which Indian managers follow. Can you suggest a best style for them ? How ? [10+4 = 14]
- Q. 6 What do you understand by controlling ? What are the various techniques of controlling the operations? Discuss budgetary control in detail. [4+5+5 = 14]

SECTION-B

Case Study

Vishal Components limited manufactures a wide range of automotive components. It has a workforce of 1,500 including 250 supervisors and executives. Performance appraisal of these supervisors and executive is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility, superior's dependability on subordinates, initiative, regularity and punctuality, community activity, and potential for development to take higher positions. All these

factors are given equal weightage. The performance appraisal has three objectives : to grant annual increment, to determine promotability, and to assess training needs.

In the year 1998-99, Some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stopage of annual increment, the aggrieved supervisors and executives represented their case to the Managing Director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should

be given regular annual increments and time-bound promotions. The system would be more objective, fair, and free from undue biases.

- (a) As human resource manager, how will you defend the existing performance appraisal system of the company? will you like to incorporate changes, if any? if yes, what would be these changes and why? **Case Study** [6]
- (b) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needed? [4]
- (c) What actions should be taken to the representation made by the aggrieved supervisors and executives? [4]
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