

SECTION—C

AP-247

5. Let us examine the problem faced by Mr. Nataraj, Regional Manager of Alpha Pvt. Ltd. Alpha makes and distributes products from more than 10 international pharmaceutical and health care companies. Mr. Nataraj is responsible for managing existing clients and also to get new clients. He manages a number of sales representatives. Important customers have a dedicated sales representatives, while other sales representative try to get new clients. One day an important customer (good health hospital) called Mr. Nataraj and complained that Mr. Bhavan (the sales representative) was ineffective and insisted he be removed, or else they would not give any business.

Here are the Mr. Nataraj's thoughts :

In an internal enquiry, Mr. Nataraj found that the real reason was personal differences between Mr. Bhavan and the hospital Superintendent. The track record of Mr. Bhavan was good and he was liked by the company. Dismissing him or even transferring him to a new region will affect the morale of the work force. Good health hospital is a major customer and gives good business. Losing the hospital is not an option. Therefore the demands of the hospital have to be met.

Questions :

- (a) Analyse the case and find the problems in this case. 7
- (b) If you were Mr. Nataraj, how will you solve this issue ? 7

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**M.B.A. (Semester—I) Examination
PRINCIPLES AND PRACTICES OF
MANAGEMENT**

Paper—MBA/101

Time—Three Hours]

[Maximum Marks—70

Note :— (1) Attempt **ALL** questions.

(2) Figures to the right indicate full marks.

SECTION—A

1. (a) What is Management ? Discuss the functions managers perform to achieve the set goals of the organization. 14

OR

- (b) Why is it important to study the various management theories that have been developed ? Discuss. 14

SECTION—B

2. (a) What is Organizing ? Explain the functional organizational structure. 7
- (b) Ramlal Sales Manager of MYTH company, Southern Region, did not find the performance of Harish, one of the sales representatives, up to the mark. Many a time, Ramlal personally

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discussed with Harish, the ways and means of improving performance. During his last meeting, Ramlal gave a warning to Harish that if his sales were not up to the quota for the month he would be fired. Harish failed to meet the quota. Ramlal could not bear this and decided to go for further action. He wrote to Harish informing him of his dismissal. Three days later, Ramlal received a call from the General Sales Manager asking him to put Harish back on the pay roll immediately as he was the nephew of the Mazdoor Union President. Ramlal had no other choice except to agree.

State the authority-power-responsibility-accountability-relationship. 7

OR

- (c) Describe the centralization-decentralization issues with its pros and cons. 7
- (d) COSMO Pvt. Ltd. facing major internal problem with co-ordination and inefficiency in unity of command. Explain the importance of centralization to Mr. Suresh Sahu CEO of COSMO Pvt. Ltd. with suitable example. 7

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3. (a) What is leadership ? Explain characteristics of different leadership styles. 7
- (b) You being the HR manager of ABC Ltd. You want to increase the morale of the employees. As an HR manager enlist the things that can motivate employees and increase their morale. 7

OR

- (c) How is Maslow's theory of hierarchy of needs related to motivation in organizations ? 7
- (d) Considering you as a team leader of 30 employees. It is seen that all 30 employees facing the problem of co-ordination.

How you will make them a perfect team using the principles of the co-ordination ? 7

4. (a) What is controlling ? Describe basic requirements of good controlling system. 7
- (b) Explain the basic steps in 'management by objective'. 7

OR

- (c) What is participative management ? Explain the process using a corporate life example. 7
- (d) Discuss various tools implemented for effective control in any organisation. 7

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