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B.E/B.Tech (Full-Time) DEGREE END SEMESTER EXAMINATIONS NOV/DEC 2011

Industrial Engineering

Fifth Semester

IE9301-PRINCIPLES OF MANAGEMENT

(Regulations 2008)

Time : 3 hrs

Max.Marks:100

Answer All Questions

Part – A (10x2=20marks)

1. What are the types of plans?
2. List some weaknesses of MBO.
3. Explain briefly the Concept of Functional authority.
4. How can you avoid organizational inflexibility?
5. List some external factors affecting staffing.
6. What are the strengths and weaknesses of appraisal against Verifiable objectives?
7. Why is harmonizing of personal and enterprise objectives seen as a key to Leading?
8. What is Teleconferencing?
9. What are the requirements for feed forward control?
10. What are the trends toward a United Management theory?

Part – B (5x16=80marks)

11. Read the Case given below and answer the questions given at the end of the case.

Vivek, President of Vivek & Sons Company, a small manufacturing firm producing electrical appliances, was an entrepreneur with a technical background. He recently moved into a new house, and his wife asked him to install some spotlights to accent various areas in the house, such as bookshelves, a sculpture and certain items in a wall unit.

At the local lighting stores, the lamps that might fit the purpose cost far more than Mr,Vivek was willing to pay. He felt that there was a real need for a low-cost, attractive spotlight or clamp-on lamp. He discussed his idea with a business colleague, who raised a number of questions such as these:

- Is there really a need for such a product?
- What should such a lamp look like?
- How or where should it be produced (e.g., in his plant in the Midwest or abroad, such as in Korea, Hong Kong or Taiwan)?
- What arrangements would have to be made if the lamp were to be produced by Vivek & Sons?
- What kind of distribution channel (or channels) should be used to sell the product?
- How would he maintain the quality if the lamp was to be kept low?

After this discussion, Mr. Vivek realized that he really had not thought through his idea and could not satisfactorily answer of the questions.

- 1) If you were a small-business consultant, how would you answer the questions Mr. Vivek's colleague raised? 6 marks
- 2) What other actions would you recommend for making the decisions to design the product, to set up a production system, and to control the operation, especially the quality? 6 marks
- 3) What decision-making tools and techniques could assist in making these decisions? 4 marks

12. a) Discuss the 14-principles of management as advocated by Henry Foyal.

Or

b) (i) "The only planning tool we need in this company is the budget. If every one meets his or her budget, we need nothing else, and management by objectives would be an unnecessary waste". Comment.

(ii) Take the concept of strategic planning and relate them to your life. What are your personal strength and weakness? On the basis of this analysis, what would be a suitable "Mission" for you in this world?

13. a) (i) Why was there been a conflict between line and staff for so long and in so many companies? Can this conflict be removed? Discuss.

(ii) Construct a diagram depicting the formal organization of an enterprise or activity with which you are familiar. How does this organization chart help or hinder the establishment of an environment for performance?

Or

b) (i) What are the system approach to selection of managers? How does it differ from other approaches?

(ii) Evaluate sensitivity training as a technique for training managers. Do you think sensitivity training would make you a better manager? Explain.

14. a) (i) Explain Vroom's expectancy theory of Motivation. How is it different from Porter and Lawler approach? Which is more useful in practice?

(ii) What is contingency theory of leadership? What leadership style does it refer to? Explain.

Or

b)(i) List fourteen qualities of a world leader manifested in Swami Vivekananda and explain.

(ii) Discuss the communication process model. Select a communication problem and determine the cause (or causes) by applying the model in your analysis.

15. a) (i) Develop a set of standards for any area of interest to you over which you might wish to exercise effective control.

(ii) Explain the nature and reasons for each step usually found in the development of a production and operations management program.

Or

b) (i) What did you understand by the principle of preventive control? Explain its advantages.

(ii) What advantages do multinational corporations have? What challenges must they meet? Give examples.