

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean
April 2018

Full Marks: 60

Time: 3 Hrs.

BBA / BIM / First Semester / MGT 201: Principles of Management

Candidates are required to answer all the questions in their own words as far as practicable.

Group "A"

Brief Answer Questions:

[10 × 1 = 10]

1. Give the meaning of Span of control.
2. Define business ethics.
3. State two quantitative tools of planning.
4. What do you mean by Team Management?
5. Give two points of difference between the formal and informal group.
6. Mention the different roles of managers.
7. Sketch the steps used in communication.
8. Define network organization.
9. List out the factors affecting decentralization.
10. Define TQM.

Group "B"

Short Answer Questions:

[6 × 5 = 30]

11. What is controlling? Explain the characteristics of controlling.
12. Explain the emerging management issues and challenges.
13. Define leadership with its qualities.
14. Describe the techniques of motivation.
15. Examine the barriers to communication.
16. Define resistance to change and how it can be mitigated.

Group "C"

Comprehensive Answer Questions:

[4 × 5 = 20]

17. Read the following case carefully and answer the questions that follow:

One of the most successful department stores chain in Nepal is known as the Big Bazar Stores which was established by its founder, Ramesh Shrestha in 1975. Because of the phenomenal success of these stores, Ramesh is a very wealthy man. Also, because of his guidance, the stores have enjoyed continuous growth and expansion, so that by late 1990s, the chain had over 10 stores and increasing at the rate of an additional two to three stores per year. Its sales increased annually by over 30% per year and the profits have soared to 25% per year every year since 1975.

Ramesh took personal interests in his employees. His managerial philosophy was to get the right people in the right places and then give them the freedom to be innovative to accomplish their tasks. He strongly believed in staff development and accordingly allocated a percentage of the annual budget on human resource development. Staff were trained both on the job as well as sent

for formal training within the country and outside. Employees were also provided opportunities to apply their skills and knowledge on the job. He called his employees “associates” and also treated them as associates (acquaintances). As per company policy, all associates are eligible for profit sharing plans, which motivates the employees further. The managers of the stores are required and encouraged to meet with their employees in a social setting to discuss their concerns as well as issues of organizational interests, and this makes the employees feel that management takes their input seriously. High performing employees were regularly rewarded.

Ramesh himself led a simple life. He did not exhibit any aura (impression) about himself, giving the employees a feeling that he was one of them. He and his executives regularly traveled in company-owned vans to visit Big Bazar situated at various sites across the country. He met with sales clerks, stock boys and sales managers to find out what items were popular. He knew most of them by their first names and addressed them so. He initiated “employee of the month” in all categories and created honor roles for more successful stores. This created inner competition requiring extra effort to improve sales and service. This policy gained high respect for him as a leader.

Big Bazar with more than 10 stores at present is faced with tough competition from a similar chain of discount stores known as Home Needs Stores. There have been instances that where Ramesh’s competent staffs have been enticed (tempted) with better salary by Home Needs Stores and a few has quit and as well. However, Ramesh does not worry about the competition because he felt that his people-oriented philosophy of management and cost cutting efforts without diluting the quality of the merchandise (commodities) would always meet the competition head-on (face-to-face).

Questions:

- a. Assess the practice of motivation in Ramesh’s company using reference to various motivation theories.
- b. Present your views on the appropriateness of “people-oriented” management for the Nepalese corporate world.
- c. Describe the Strengths and Weaknesses of Big Bazar.
- d. What are the motivational techniques used in the Store? Is it appropriate?

