

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean

April 2019

Full Marks: 60

Pass Marks: 30

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. What do you mean by principle of exception?
2. Define corporate social responsibility.
3. Draw the steps involved in communication process.
4. What do you mean by psychological contract?
5. Define staffing function.
6. Mention any three different tools and techniques of controlling system.
7. State any three levels of planning.
8. What do you mean by resistance to change?
9. Define network organization.
10. Provide any two points of difference between line and staff authority.

Group "B"

Short Answer Questions:

[6 × 5 = 30]

11. Explain the emerging management issues and challenges.
12. What is Total Quality Management? Explain its tools and techniques.
13. Explain different styles of leadership.
14. What is decentralization of authority? Explain its advantages.
15. What is organizational change? Describe the areas of organizational change.
16. Examine the essentials of effective control system.

Group "C"

Comprehensive Answer Questions:

[4 × 5 = 20]

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

Janak Paper Mill was established in 1980 to meet the requirement of the paper products in the country. It started producing and distributing varieties of quality paper products as per the demand of the country. Most of these products were distributed into major cities of the country and better quality products were exported to India and other countries too. Top level management initiated to implement theory Y where departmental heads were independent of making decision related to the problem of their respective departments. At the beginning, business was growing and thus management introduced two shifts in production. However, as the time passed, the demand of products started to decline,

parties and other clients started to complain for delay in service delivery, and the quality of products also diminished. Meanwhile some new competitors also emerged in the paper production sector.

As the business of the Mill was declining, the higher authority of the management realized that they need to improve in quality and productivity of the Mill. For this purpose, they analyzed the existing management system and decided to introduce the quality management to improve the working efficiency of the Mill. In order to meet the quality objective, they decided to hire Mr. Kailash Rana as a production manager who did an MBA from reputed university and has a decade long experience in paper mill.

Mr. Rana met important individuals and supervisors of different units of production department and called meeting to discuss about current management and working system of the company. He asked all the supervisors to submit their report about how working procedures and methods are taking place in the production department. After going through each report submitted by the supervisors, he came to know that theory Y approach of management was not implemented properly and because of which the majority of the employees started to ignore their responsibility resulting in lower quality in production efficiency.

Finally, Mr. Rana decided to modify the current working system of management and introduced the concept of independent and self-managed work team concept. He helped to form teams for every unit of work by bringing together specialist in their respective areas and delegated total authority and responsibility to them. Team members will be rewarded if they are able to achieve the assigned targets. In such a case, the supervisors will only play the role of facilitators and will provide the assistance whenever the team members request. The idea of team work concept appeared to function in this Mill as some progress in performance started to recognize, and therefore, management decided to continue the team work concept in the Mill.

Questions:

- a. On the basis of the case above, what purpose will serve the theory Y?
- b. Specifically mention, why did the Mill became able to expand in its early stage?
- c. What could be the reasons of declining the business volume of the Mill? Specify.
- d. Do you believe that Mr. Rana will be able to produce the result by implementing the team work concept in the Mill? Explain.

