



Register Number:

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ST. JOSEPH'S COLLEGE (AUTONOMOUS), BANGALORE-27
B.Com IFA - I SEMESTER
SEMESTER EXAMINATION: OCTOBER 2019
BCIFA 1219 - PRINCIPLES OF MANAGEMENT

Time- 2 1/2 hrs

Max Marks-70

This paper contains three printed page and four parts
SECTION A

Answer any five questions. Each question carries two marks. (5x2=10)

1. Write the meaning of the term Management.
2. What is delegation of authority?
3. What is Human resource planning?
4. Give the meaning of Scalar chain.
5. What is Job evaluation?
6. U Co has recently commissioned a report into the potential sales of a prototype product that it has developed. The report is extremely detailed and filled with jargon. The management of U is finding it difficult to follow the report's findings. Which of the following criteria of good quality information is **NOT** being met by this report
 - a) Relevant
 - b) Complete
 - c) Accurate
 - d) Understandable

SECTION B

Answer any three questions. Each question carries five marks. (3x5=15)

7. Briefly explain the levels of management.
8. Explain leadership through Fiedler's Model
9. Briefly explain the barriers of effective communication.
10. Write a note on Mintzberg's different managerial roles.

SECTION C

Answer any two questions. Each question carries fifteen marks. (2x15=30)

11. Explain the steps in planning process.
12. Explain the various leadership styles or types of leaders.

13. Explain the various methods of recruitment.

SECTION D

Answer the compulsory question. Question carries fifteen marks.

(1x15=15)

14. Green Horn is an Atmospheric Fluidized Bed Boilers producing company with an annual turnover of 40 Billion. Green Horn, which commenced its operations in the year 1979, has now become a company capable of designing, manufacturing and constructing a wide range of boilers, thermal oil heaters, energy chillers and customized products like exhaust gas boilers. This company has about 6,800 employees, including people in technical as well as non-technical categories. Green Horn's product development and project management capabilities are backed by a robust R&D set up, which has dedicated technology development and adaptation facilities for various industrial applications.

Green Horn has been facing problems in sticking to the promised delivery schedule due to production bottle necks as well as heavy order booking. As a part of its strategic move to reduce time delay and cost escalation in commissioning of boilers, the company increased its outsourcing from what was initially, 35% - 40% to 55% - 60% for all products. Green Horn expected that this outsourcing decision would enable it to reduce the cost of expanding the facility from an estimated 14 billion to 9 billion. It also planned to substantially boost its manufacturing capability through this outsourcing exercise. In fact, Green Horn's top management viewed this enlarged outsourcing as a solution to all its problems relating to time delay and cost overruns.

However, the outsourcing strategy of Green Horn simply backfired and the end result was just the opposite of what it aimed at achieving. It failed to achieve both cost reduction and faster commissioning of boilers. Actually, it began to witness serious time delays in the receipt of outsourced components from vendors leading to cost escalation in the projects. However, the quality of the outsourced material conformed to the standards set by the company. Quite obviously, managers of different functional departments, i.e. manufacturing, material management, engineering and commercial began to complain about the serious disturbances in the production schedule. Sadly, Green Horn further faulted on its delivery promises and thus incurred the wrath of customers.

For their part, the vendors of the company complained about the absence of any on-site support from Green Horn for solving various technical problems. For them, these technical problems appeared to be the root cause of delay in their timely completion of

components outsourced by Green Horn. Though the top management is caught hold by the problems relating to outsourcing, it still believes that its strategy of outsourcing can work well provided there is better co-ordination among all the interested parties.

1. Which function of management is emphasized in this case study? Give the meaning of the same.
2. In your opinion, what went wrong in the outsourcing decision of Green Horn? Point out the sentences justifying it from the case study.
3. What measures need to be taken regarding the complaints of the vendors? List out your suggestions with justification.
4. What according to you is the long-term solution to the problems associated with outsourcing from the function of management emphasized in this case study?
5. What type of organisational structure does Green Horn has? Give the meaning of the same and draw the organisational structure of Green Horn Company using the information provided regarding its departments.

(3+3+3+3+3=15 marks)