

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: PGDM (2017-19)**  
**PGDM Trimester I Examination September 2018**

<b>Subject</b>	<b>Managerial Skills (Principles of Management)</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	<b>2</b>	<b>Date</b>	<b>25.09.2018</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) 20 Marks (Compulsory)**

Mr. Banerjee is the Chief Executive of a medium sized pharmaceutical firm in Calcutta. He holds a Ph.D. in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is a well – known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt rectificational measures. Mr. Banerjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banerjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?" The personnel Manager gave the following reply: "I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers'. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization. Which in fact, according to the worker, should go to only those who work hard." Mr. Banerjee then wanted the personnel Manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

**Questions:**

- What is the key problem in the case? What probably may be the "other things" which the personnel Manager is pointing out to Mr. Banerjee?
- Discuss the problem of motivation in this case, relating to Herzberg's theory.
- What would be your recommendations as personnel Manager to tackle the problem in the organization?

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- Describe the various types of plans.
- How do Strategic and Operational Plans differ from each other? Give Examples
- Describe the steps involved in planning?

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- Explain the difference between a leader and manager with suitable examples.
- Bring out the importance of motivation in business enterprises? List out different ways through which organization motivates its employees?
- Who are transactional leaders? Explain any 2 styles of transactional leadership?

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- Describe the meaning of Mission & Vision, As one of the board of directors of a new Automobile company, write Vision & Mission statement for the company
- What is Staffing and explain the external factors affecting staffing?
- What are the key concerns that an organization must keep in mind while setting objectives?

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain the Porter and Lawler Motivation model with the help of a diagram.
- b) Explain Maslow theory through diagram and give appropriate examples
- c) Discuss Vroom's Expectancy Theory

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) What are the various steps in the Control process.
- b) Explain the leadership management grid as outlined by Blake and Mouton
- c) What is meant by MBO?

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain Herzberg's two factor theory of motivation
- b) Explain Henry Mintzberg's managerial roles
- c) Explain Theory X and Y with regards to leadership and motivation