

MANIPAL ACADEMY OF HIGHER EDUCATION

MHA 1ST YEAR BLOCK I EXAMINATION

SEPTEMBER 13, 2021

SUBJECT: GENERAL MANAGEMENT

DURATION: 3 HOURS

MAX MARKS: 60

SECTION I

BASED ON THE CASE STUDY BELOW ANSWER QUESTIONS 1 TO 5.

(5 x 5 Q = 25 MARKS)

Sandy Jones supervises a clerical and secretarial pool of eight employees at the American Standard Insurance Company. Her group is responsible for typing and filing the insurance claims and registrations for Standard's customers in the Southern region. It is high-volume work that, although requiring speed and accuracy, is often tedious. Sandy is proud of her unit because they get the work done well. Generally, Sandy enjoys her job and likes the people she works with. Most of her subordinates are young women who recently graduated from high school, some from the same school. By and large, this is their first regular job.

Sandy has one headache, though, and that headache is Katherine Bruskowicz. Katherine is an outstanding worker, perhaps quicker and more accurate than anyone else in the unit. She learned the job very quickly and now finishes her work before the others. The only problem with Katherine, as Sandy told a friend at lunch one day, is that "she's just a pain in the head." For example," Sandy said, "Katherine talks all the time. Now I know the work can be tedious, and I let the girls talk as long as they get their work done, but Katherine can get really loud at times, especially when I'm gone. I know; I've gotten complaints from others." Sandy is worried that Katherine's talkativeness may become an annoyance and distraction to the other employees.

Even more disturbing than the volume of her talk is its content. Katherine seems to delight in verbally harassing the other employees in the unit. She'll often mock how other employees dress or talk and will argue with them about doing certain tasks. She even picks on Sharon regularly, teasing her about her weight and lack of dressing sense.

Some of the employees in the unit have become accustomed to Katherine and can now take her in stride, although others have a more difficult time dealing with her and whom she still upsets. In either case, the employees in the unit have to make adjustments, and morale in the unit stays low. Sandy is certain that if Katherine weren't there, everyone would be much happier.

Sandy has informally talked with Katherine a few times about these matters, and Katherine will behave for a day or two—then pick up again where she left off.

- Q 1. What is the problem in this case study?
- Q 2. How would you like to solve the problem? What are your alternatives?
- Q 3. What is the leadership style that Sandy Jones practices?
- Q 4. What is the control mechanism in this case study? Suggest to improve it.

- Q 5. Write your choice of alternative solutions and analyze these alternatives on "ease of implementation, acceptability, sustainability, and effect on organizations' performance" on score 1-5; where 1 is very low and 5 is very high. Select your best alternative based on the scores.

SECTION II

MCQ/FILL IN THE BLANKS:

(1 x 10 Q = 10 MARKS)

- Q 6.** All are the common sources of information for measuring performance **except**
- Historical complaints
 - Personal Observations
 - Oral reports
 - Written reports
- Q 7.** This phase of the control process involves checking to determine whether the actual performance meets the predetermined performance.
- Argument
 - Comparison
 - Establishing Standard
 - Measurement
- Q 8.** All are principles relating to directing process **except**
- Efficient control
 - Leadership
 - Comprehension
 - Harmony of objectives
- Q 9.** He has created four specific leadership styles as "telling, selling, participating and delegating."
- Fiedler & Kurt Lewin
 - Fiedler & Blanchard
 - Hersey and Blanchard
 - Kurt Lewin & Hersey
- Q 10.** _____ plan is necessary to the achievement of strategic plan
- Operational plan
 - Tactical plan
 - Contingency plan
 - None of the above

- Q 11.** Directing can be classified as all **except**
- a. Consultative Direction
 - b. Free Rein Direction
 - c. Autocratic Direction
 - d. None of the above
- Q 12.** All are benefits of strategic planning **except**
- a. Strategic planning enables the organization, department, or group to manage its future.
 - b. Strategic planning establishes a position.
 - c. Strategic planning provides a milestone for taking action
 - d. Strategic planning enables leadership to move forward.
- Q 13.** A significant component of most strategic plans is a mental picture of what the organization should look like in the future and how the organization will look, feel, and interact with its stakeholders.
- a. Vision statement
 - b. Mission statement
 - c. Values
 - d. Goal
- Q 14.** It provides a framework for evaluating the relative performance of businesses in which a diversified organization operates.
- a. G. E-Business screen
 - b. BCG Matrix
 - c. SWOT analysis
 - d. Porter's five
- Q 15.** If the employee in your organization is high on commitment and but low on competence, then what will you do?
- a. I would supervise him/her
 - b. I would support him/her
 - c. I would direct him/her
 - d. I would coach him/her

SECTION III

ANSWER ALL THE QUESTIONS

(15 x 1Q = 15 MARKS)

- Q 16. Design job description and job specification for a 500 bedded hospitals' vacancy for
- a. Head, department of medicine
 - b. Supervisor, Housekeeping
 - c. Front office staff

SECTION IV

ANSWER ALL THE QUESTIONS

(5 x 2Q = 10 MARKS)

- Q 17. Draw directing and leadership styles matrix.
- Q 18. Explain Abraham Maslow's 'hierarchy of needs.'

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