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**MANIPAL ACADEMY OF HIGHER EDUCATION**

**FIFTH SEMESTER B.DES. (ID) DEGREE EXAMINATION – NOVEMBER 2019**

**SUBJECT: BID 309 – PRINCIPLES OF BUSINESS MANAGEMENT  
(2015 SCHEME)**

Tuesday, November 19, 2019

Time: 10:00 – 13:00 Hrs.

Max. Marks: 50

- ✍ Answer any **FULL FIVE** questions.
- ✍ Answer all parts of a question.
- ✍ Assume suitable data wherever necessary.

1A. How does the skill requirement in managers vary across the levels of management? Explain with a neat diagram.

(5 marks)

1B. Explain the following Henry Fayol's principles of management with examples:

- i) Division of labour                      ii) Unity of command                      iii) Stability of tenure

(5 marks)

2A. What is management by objectives? Draw a neat diagram for two approaches used in MBO showing relationship of objectives and the organizational hierarchy.

2B. What are the different types of decisional roles given by Henry Mintzberg? Explain with examples.

(4+6 = 10 marks)

3A. With a neat sketch explain the planning tool used for business portfolio analysis along with different strategies used.

3B. What is human resource management? Explain the various components of staffing.

(6+4 = 10 marks)

4A. What is span of control? What are the different factors affecting span of control?

4B. Explain the process of delegation. Write the advantages, disadvantages of centralization and decentralization.

(4+6 = 10 marks)

5A. Carter Cleaning Company

Jennifer Carter graduated from State University in June 2005 and joined her father, Jack Carter in his coin laundry business. Carter Cleaning Company consisted of 6 stores named "Carter Cleaning Centres" which had dry cleaning and pressing services along with coin

laundry activities. Each store had its own on-site manager and, on average, about seven employees and annual revenues of about \$500,000. Jennifer served as a trouble-shooter/consultant with the aim of both learning the business and bringing to it modern management concepts and techniques for solving the business's problems and facilitating its growth. Based on her review of the stores, Jennifer concluded that one of the first matters she had to attend to involved developing job descriptions for her store managers.

As Jennifer tells it, her lessons regarding job descriptions in her basic management and HR management courses were insufficient to fully convince her of the pivotal role job descriptions actually played in the smooth functioning of an enterprise. Many times during her first few weeks on the job, Jennifer found herself asking one of her store managers why he was violating what she knew to be recommended company policies and procedures. Repeatedly, the answers were either "Because I didn't know it was my job" or "Because I didn't know that was the way we were supposed to do it". Jennifer knew that a job description, along with a set of standards and procedures that specified what was to be done and how to do it, would go a long way toward alleviating this problem.

In general, the store manager is responsible for directing all store activities in such a way that quality work is produced, customer relations and sales are maximized, and profitability is maintained through effective control of labour, supply, and energy costs. In accomplishing that general aim, a specific store manager's duties and responsibilities include quality control, store appearance and cleanliness, customer relations, bookkeeping and cash management, cost control and productivity, damage control, pricing, inventory control, spotting and cleaning, machine maintenance, purchasing, employee safety, hazardous waste removal, human resource administration, and pest control.

- i) What is Job analysis? How can you make use of the information it provides?
- ii) Write a Job description and a Job specification for store manager.

5B. What are the steps in controlling?

(7+3 = 10 marks)

6A. What is Theory Z of business management? Write the different managerial practices followed in Theory Z type organization.

6B. Explain the different leadership styles based on use of authority.

(4+6 = 10 marks)

