

SVKM's NMIMS
NMIMS Global Access – School for Continuing Education

Programme: DBM/PGDBM/DMM/PGDMM/DFM/PGDFM/DHRM/PGDHRM/DITM/PGDITM/
DSCM/PGDSCM/DBFM/PGDBFM

June 2013 Examination
Subject: Management Theory & Practice

Semester: I
Course New
Marks 70
Time: 11.00 a.m. to 2.00 p.m.

Date: 15.06.2013

Instructions: 1. Answers to new questions to be started on a fresh page.

2. Answer numbers should be clearly written.

Q.1 Answer in brief-Any 2 (10 marks) (Discuss)

a. Explain Management as an Art.

b. Systems approach

c. Organization designs

d. Intranet.

Q.2 Write Short Notes on -Any 2 (10 marks)

a. Variations in culture

b. Henry Gantt.

c. Co-operation.

d. Gang plank.

e. Decision support systems

Q.3 Answer any 3 of the following .(30 marks)

a. What are the Key functions of management?

b. " The workers are not mere cogs in the machine." Discuss this statement with reference to the contributions made by Prof. Elton Mayo.

c. Sony corporation with Columbia pictures was a sour deal due to the differences between the Japanese and the American management. Explain how culture can act as a liability.

d. Write a note on the contemporary management models.

e. Teams are different from groups. How to buildup teamwork competency?

Q.4 Case Study: (20 marks)

Maharashtra Engineering Works is surviving on its past glory. Of late, numerous administrative problems have surfaced & management feels it is getting serious because the top position has remained vacant for quite some time. They appointed Mr. Sunil Aphale as a CEO with clear understanding that he would sort out the problem to set the business on right track.

Soon after his appointment Aphale reviews the working of the plant. On production front he finds the cost is rising along with the increase in complaints about quality & the department is not able to maintain its delivery schedule. He calls the works managers and he admits charges of poor performance and defends himself by saying that delivery schedules are delayed because marketing departments makes its promises without consulting us. Regarding problem of quality he points out that R& D department introduced engineering changes without considering our constraints. Further he remarks that due to tight cash position, finance department has not been able to pay the suppliers in time. Consequently, the supplies have been erratic. Mr. Aphale realizes that he must chalk out an aggressive plan otherwise the situation will go out of his control. Moreover he has to show results to the management because that is the basis of his appointment.

Questions-

- a- Identify the major problems in Maharashtra Engineering Works. [5marks]
- b- What role should Mr. Aphale perform to review the business?-[8marks]
- c- Suggest measures to help Mr. Aphale in his mission. [7 marks]

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