

**Subject Code: MB911**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY::KAKINADA**

**MBA I Semester [R09] Regular Examinations, January 2010**

**MANAGEMENT THEORY & PRACTICE**

**Time: 3 Hours**

**Max Marks: 60**

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**Answer any FIVE questions All questions carry EQUAL marks**

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1. Discuss major changes in management practices in the era of globalization.
2. Explain the contributions of Henry Fayol to Management theory.
3. Explain the principles of planning.
4. What is Span of Management? Discuss the ways in deciding the Span.
5. Discuss various approaches to Leadership
6. Explain modern controlling mechanisms.
7. Discuss the evolution of total quality management.

**8. Case Study – Compulsory. Read the following case and analyze it.**

Lake Industries is a small textile mill in northern Mumbai that manufactures woolen clothing. For many years Lake has had a reputation for high-quality, long-lasting sportswear. Most of the employees were hired right after World War II. Most had fought in the war, returned home, and gone to work for Lake, the biggest employer in the small town. In recent years, these employees have begun to retire and are being replaced by young men and women from Pune, the largest city in the state, which is 300 miles south. The labour pool in town dried up by many years ago, and Pune people who cannot find jobs at home migrate north to fill the openings at Lake Industries.

In recent years the quality of the clothing has badly deteriorated. The materials are still the best that money can buy, but the workmanship on the clothes is very sloppy and getting worse. Customers in the immediate region are beginning to cut back on their purchase of Lake Industry's apparel, and the company's hard-earned reputation is beginning to crumble. The Chief Operating Executive has held several meetings with his staff, and the problem seems to be that the production controls are breaking down. The older production supervisors complain that

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the new, younger workers refuse to be controlled, and spot-checks with rank-and-file employees (old and young) indicate that the existing quality control has seemed to become an end in itself. Many of the old-timers mention that self-controls have been replaced by tight, bureaucratic controls in recent years. The Chief Executive is determined to turn the situation around. He feels that the company will have to reexamine the whole concept of control and institute some new control techniques to improve the quality of clothes.

**Questions:**

1. What do you think are some of the problems contributing to the quality deterioration of this company's products?
2. Analyze the finding that "Older production supervisors complain that the new, young workers refuse to be controlled". What does this have to say about the control process at Lake? What about the statement that 'self-controls have been replaced by tight bureaucratic controls'?