

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -1 EXAMINATION- 2023

B.Tech-I Semester (CSE/IT/ECE/CE)

COURSE CODE (CREDITS): 22BB1HS112(4)

MAX. MARKS: 15

COURSE NAME: Principles and Practices of Management

COURSE INSTRUCTORS: Triambica Gautam

MAX. TIME: 1 Hour

Note: (a) All questions are compulsory.

(b) Marks are indicated against each question in square brackets.

(c) The candidate is allowed to make Suitable numeric assumptions wherever required for solving problems

Answer question 1 on the basis of the following caselet.

One of his most difficult decisions at Aetna was cutting more than 10,000 jobs. "The result was that we became a healthier organization," he says. E. Wright, senior vice president of human resources at Aetna, says Williams' understanding of people greatly improved the corporate culture. Adds Mark T. Bertoloni, executive vice president of regional businesses, "It was a very poisonous environment before. It had gone from internal sniping, politics, and self-promotion to one of real team environment focused on getting things done."

Walking through Aetna, one finds Williams' guiding principles displayed on its walls: "Deliver bad news early and personally." "Own your plan, and quick, proactively act on variances," "Attack the issue, not the person," and "Assume positive intent." They're not just mantras. They represent key elements of the company's operational model. Most employees know them by heart. William lives by them.

To give employees better understanding of the competitive landscape and how Aetna earns and spends money, Williams introduced a business literacy program. He also conducts a series of quarterly manager's meetings, regular site visits, and town hall meetings. "We spend a lot of time educating employees about the condition of the business, what our plans were and their roles in helping us to be successful," he says. "It's really to create an environment in which people know its OK to ask the difficult, tough questions."

As Williams moves into the chairman's seat, some believe letting go of the reins will be difficult. He is undoubtedly a micro manager, involved in every minute detail of running the company. "At heart, he's an engineer and mechanic and now he is a pilot," quips Bertoloni. "He shouldn't be screwing around with the engine." Rowe believes that "the Ron years are going to be marked by true industry leadership," and a continued emphasis on customer service.

Q1. Identify several of the management roles that Ronald A. Williams is carrying out? [5] CO2

Q2. "Bureaucracy is usually associated with slow decision making and red tape". Comment on this in context of Max Weber's contribution to management theory. [5] CO1

Q3. Explain the hierarchy of plans in context of a new restaurant opening in the campus. [5] CO2