

BITS, PILANI – DUBAI
International Academic City, DUBAI
2nd Year – Semester I – 2010-2011
Course – MGTSUC211 – Principles of Management

Component	Comprehensive Exam	Date	30.12. 10
Maximum Marks	120	Duration	3 Hrs.

Write Section-A in blue and Section-B in green answer scripts

SECTION – A

I. Read the following case and answer the questions given at the end: (30 marks)

I, Rohit, joined CVS Caremark project at TCS-Noida in November after a successful stint at Aviva in TCS-Bangalore, where I had worked as a trainee. I had always wanted to go back to my hometown and live with my parents and when I got a transfer to Delhi I didn't waste a single moment in saying yes to the new project and heading towards Delhi. Many of my friends were also moving out from Bangalore at the same time which only made my decision easier. I felt that Caremark offered better career prospects, as it was a new project and we were offered to work on the current technologies that were in demand in the market. I was sure I would excel in my new position at Caremark, just as I had done in my old job at Aviva. I joined as Assistant Systems Engineer at Caremark, with a handsome pay hike for becoming a confirmed employee of the company. Caremark also had international operations and there was more than a slim chance that I would be sent to USA or the UK on a project. Knowing that this would give me a lot of exposure, besides looking good on my resume, I was quite excited about the new job.

I joined Ashish Mehta's five-member team at Caremark. The work atmosphere seemed great, we even got to play lawn tennis in the evenings and over weekends, my wife's office was located close by and we could travel to and from work together. I had met Ashish during the interview sessions, and was looking forward to working under him. My team members seemed warm and friendly, and comfortable with their work. I introduced myself to the team members and got to know more about each of them. Wanting to know more about my boss, I casually asked Shobha, one of the team members, about Ashish. Shobha said, "Ashish does not interfere with our work. In fact, you could even say that he tries to ignore us as much as he can." I was surprised by the comment but decided that Ashish was probably leaving them alone to do their work without any guidance, in order to allow them to realize their full potential. At Aviva, I had worked under Sudhir Reddy and had looked up to him as a guide and mentor - always guiding, but never interfering. Sudhir had let me make my own mistakes and learn from them. He had always encouraged individual ideas, and let the team discover the flaws, if any, through discussions and experiences. He rarely held an individual member of his team responsible if the team as a whole failed to deliver - for him the responsibility for any failure was collective. I remembered telling my colleagues at Aviva that the ideal boss would be someone who did not interfere with his/her subordinate's work. I wanted to believe that Ashish too was the non-interfering type. If that was the case, surely his non-interference would only help me to grow.

In my first week at work, I found the atmosphere at the office a bit dull. However, I was quite excited. The team had been assigned a new project and was facing a few glitches with the new software. I thought about the problem till late in the night and had come up with several possible solutions. I could not wait to discuss them with the team and Ashish. I mailed the possible solutions to the problem to Ashish as well as to my colleagues. I smiled to myself as I thought of how Ashish would react when I meet him the next day. I was sure he would be happy with me having put in so much effort into the project, right from day one. I was dreaming about all the appreciation that I would be getting from him. Next day after Ashish reached office, I was desperately waiting for his call. When I did not get any call from him I called his secretary for an appointment. She asked me to meet him after ten minutes. When I went inside, he looked at me blankly and asked, "Yes?" Not sure whether he had recognized me, I introduced myself. He said, "Ok, but why did you want to meet me?" I started to tell him about the problems we were having with the software and about the mail I had sent him last night. But before I could even finish, he told me that he had seen my mail but as he was busy with other things, he would send an email with the solution to all the members of the team by the end of the day, and that we could then implement it immediately. I was somewhat taken

aback. However, ever the optimist, I thought that he had perhaps already discussed the matter with the team. I came out of Ashish's cabin and went straight to where my team members sat. I thought it would still be nice to bounce ideas off them and also to see what solutions others might come up with. I told them of all the solutions I had in mind. I waited for the others to come up with their suggestions but not one of them spoke up. I was surprised, and asked them point-blank why they were so disinterested.

Sanjay, one of the team members, said, "What is the point in we discussing these things? Ashish is not going to have time to listen to us or discuss anything. He will just give us the solution he thinks is the best, and we will just do what he tells us to do; why waste everyone's time?" I felt my heart sink. Was this the way things worked over here? However, I refused to lose heart and thought that maybe, I could change things a little. But as the days went by, I realized that Ashish was the complete opposite of my old boss. While he was efficient at what he did and extremely intelligent, he had neither the time nor the inclination to groom his subordinates. His solutions to problems were always correct, but he was not willing to discuss or debate the merits of any other ideas that his team might have. He did not hold the team down to their deadlines nor did he ever interfere. In fact, he rarely said anything at all! If work did not get finished on time, he would just blame the team, and totally disassociate himself from them. Time and again, I found myself thinking of Sudhir, my old boss, and of how he had been such a positive influence. Ashish, on the other hand, even without actively doing anything, had managed to significantly lower my motivation levels. I gradually began to lose interest in the work - it had become too mechanical for my taste. I didn't really need to think; my boss had all the answers. I was learning nothing new, and felt my career was going nowhere. As I became more and more discouraged, my performance suffered. From being someone with immense promise and potential, I was now in danger of becoming just another mediocre techie. I am contemplating quitting the job to find another that provides me with motivation to excel at work.

1. What are the reasons for Rohit's demotivation? Explain Rohit's motivational hierarchy using Maslow's Theory. [8]
2. Identify the various satisfiers and motivators as per Herzberg in this case. [10]
3. Ashish's style of functioning resembles which leadership style? Do you think this style is appropriate in this case? Can another style be better? Discuss. [12]

II. Answer the following questions in not more than five words [10 marks]

1. A team leader clarifying the desired work targets to his team members and fixing several deadlines for the work flow, based on which work progress can be evaluated at a future date, can be referred as what type of managerial function? [1]
2. How would you name the strategy of Pepsico acquiring Tropicana, the maker of fruit juices? [1]
3. Which studies for the first time emphasized the importance of human factor in output? [1]
4. Which organization structure combines the best elements of the functional and divisional forms? [1]
5. Mention the two main components of Job Analysis? [2]
6. A team leader gives the following rating about his team members – '10% of my team members are excellent, 80% are good, 10% are unacceptable for their performance on a project'; this is an example of which type of performance appraisal? [1]
7. Vision, charisma, integrity, symbolism are all associated with which type of leaders? [1]
8. A leader who provides leadership only when asked can be categorized under which leadership style? [1]
9. Why an employment test that yields different results over time when taken by the same person should be replaced? [1]

III. Answer the following questions as directed [22 marks]

10. Mention the two leadership dimensions as suggested by Blake & Mouton in their Managerial Grid? [2] Write the five leadership types as suggested by Blake and Mouton [5] along with their respective degree of leadership dimensions. [5]
11. Match the needs as suggested by Maslow in his Need Hierarchy theory with Herzbers's satisfiers and Motivators. [10]

Section – B

I. Clearly identify the Strengths, Weaknesses, Opportunities & Threats from the following case: [20]

Nestle, having headquarters in Switzerland, was founded by Henri Nestle in 1866. It is renowned as the world's leading nutrition and health based global food producer has its franchises spread over 100 countries with variety of quality products, quality brands and their extensions according to the needs of various customers. They have major competitors, like Hershey's, Cadbury-Schweppes (owned by Pepsi), Lindt and Ghirardelli, Kellogg's, Post, Starbucks, Beech-Nut, Quaker, Kraft Foods, Dannon, Del-Monte. Nestle is world's largest producer of food products, with \$10 billion sales only in USA in 2008 and also named as one of "America's Most Admired Food Companies" by Fortune magazine for the twelfth consecutive year.

Dannon entered the market with a health-based yogurt, and become the top selling brand of yogurt, later when Nestle tried to enter with yoghurt it was behind the product life cycle curve in an already captured market and could not compete. Nestle was forced to reduce the amount of sugar in their products, as parent's advocates groups claimed they were contributing to the diabetes epidemic among American children. The company can invest in snacks that would further diversify its product portfolio. Growth in the organic food sales division was not significant even though the industry grew at 8%.

The main reason for their success is due to the ability to keep major brands consistently in the forefront of consumer's minds by renovating existing product lines. In addition to its already existing large distribution network, Nestle has a superior access to distribution channels. Its top professional brands are sold to restaurants, colleges, hotels, and food professionals including Jenny Craig meals, Impact liquid meals for trauma patients, Liquid meals for diabetics, and Opti Fast weight loss products. Raw chocolate ingredient prices are soaring; dairy costs alone rose 50% in 2008, this cuts heavily into their profit margins and often gets passed on to consumers

In 2007 the pet food was recalled by FDA due to the food contamination with rat poison contaminants in vegetable proteins imported into the United States from China and used as ingredients in pet food. House brand cookie dough was recalled in March of 2009 because of e-coli. Outbreaks were linked to 28 states and the product had to be recalled globally. In today's health conscious societies there is a need to introduce health based products as they are already market leaders in the food industry they can also enter into the anti allergic products which are gluten free. The R&D department lacked innovation on the booming health food craze and was behind in creating new, niche products. Nestle India may hold the position of being the export hub due to the low cost of labor comparatively to developed countries.

II. There are errors in the following sentences which are written in italics. Correct them. [14]

1. Michigan State University studies on leadership has identified two leadership dimensions as *concern for task* and *consideration*. [2]
2. N-Ach, N-Pwr and N-Aff are three needs as suggested by *Alderfer*. [1]
3. *Renis Likert* has talked about only three leadership styles [1]
4. In a *white water metaphor* we have the unfreezing process. [1]
5. Grapevine is a *barrier to communication* [1]
6. Organisation as a system of rules, regulations and procedures is advocated by *systems approach*. [1]
7. Robert Katz talked about *communication skill, decision making skill and people skill*. [3]
8. Social responsibility has two views – *social responsiveness* and *social obligation*. [2]
9. There are two functions of management which are inseparable – *organizing & directing* [2]

IV. State which of the following statements are true and which are false with your justification for the same: [15]

1. Job Analysis is required for performance appraisal.
2. Non programmed decisions are taken at the lower level.
3. Wearing helmet inside the construction site is a safety policy of the organization.
4. Management is not required by the small grocery shops.
5. Recruitment is a process of attracting a high quality workforce.

VI. Match the following: [9]

<u>Column A</u>	<u>Column B</u>
1. Linear programming	Bureaucracy
2. Interdependence between departments	Contingency Approach
3. Discipline	Managerial Roles Approach
4. Rule of Thumb	Theory Y
5. Resource Allocator	Theory X
6. Less ambitious people	Performance Management System
7. BARS	Training & Development
8. Assessment Centre	Scientific Management
9. Knowledge Management	Henri Fayol
	Human Relations Theory
	Systems Approach
	Organising
	Learning Organisation
	Departmentation
	Decision Making Approach

***** GOOD LUCK *****

BITS, PILANI – DUBAI
Dubai International Academic City, DUBAI
2nd Year – Semester I – 2010-2011
Course – MGTS C211 – Principles of Management
Test - 2 (Open Book)

Course : MGTS C 211
Course Title: Principles of Management

Date : 11.12.2010
Marks: 20
Duration: 50 minutes

I. Read the following case carefully and answer the question given at the end of case (7 Marks)

Elite Furniture Company headed by Managing Director Mr. Edward Jones, started in Brazil, has different offices at Dubai, Malaysia. Each of these divisions is headed by the Regional Managers Mr. David John, Mr. Daniel and Ms. Christie respectively. Internal structure in every SBU is having broadly 4 divisions Works, Human Resource, Finance and Marketing. Headquarters at Brazil is engaged in collecting logs from the Amazon forest, warehousing them and exporting those to several countries. It also has a seasoning plant in which logs are seasoned. In another plant X where the logs are cut into different sizes and supplied to various home furnishings retailers like Ikea. Hence Dubai office deals with trading of Laminated Boards, MDF Wooden Boards and Ready-to-use Furniture, each of these divisions is headed by divisional managers. In Malaysia the company has a large manufacturing plant that has several units like laminated heat painting, state-of-art polishing section for furniture, mechanized molding of furniture. Malaysia plant most supplies to Dubai office.

Based on the above information draw an organizational chart and identify in the same chart the various types of departmentation that is adopted by Elite.

II. From the following instances, Identify the flow of communication (0.5 x 4 = 2 Marks)

- a) The warehouse keeper takes stock of the raw materials and tools sends the report to the warehouse manager
- b) The warehouse manager forwards the lists to the purchases managers for the appropriate orders to be placed for materials which are in short supply.
- c) The CEO sends an email to all the departmental managers to share with them the good news that a tender submitted by the company has been accepted and approved.
- d) HR manager asks the production supervisor to send the details of the number of workers required for the extra shift which is been planned from next month onwards.

III. Discuss briefly: (2 x 3 = 6 Marks)

- a. Today's organizations need to be learning organization.
- b. Recruitment a positive process.
- c. Discuss the barriers of communications arising out of globalization.

IV. Write the appropriate term in the management literature for the expressions mentioned below: (1 x 5 = 5 Marks)

1. Sanjeev the customer services executive working at Hyundai service station is getting a feedback from his superiors, assistant, supplier, customers and the customer service manager.
2. In order to keep a pace with changing times SBI has adopted a policy of not filling the vacancies created due to superannuation and resignations.
3. Mr. Steven joins an organization where he is put into accounts, Human resource, administration, purchasing for duration of two weeks each. What is this induction method of training called?
4. The selection device which is a two way process.
5. Recruitment process ends up with hiring a suitable candidate (State True or False)

***** GOOD LUCK *****

BITS, PILANI – DUBAI
International Academic City, DUBAI
2nd Year – Semester I – 2010- 2011
Course – MGTS C211 – Principles of Management

Component	Test – 1 (Closed book)	Date	24.10.2010
Maximum Marks	25	Duration	50 min

I. Read the following case carefully and then answer the questions given at the end: (10)

Heading a multinational company with businesses spread all over the world is a Herculean task. Sitting in his plush CEO chamber at the corporate office in New Jersey, David Watson had just concluded a meeting with the Chief of Business Development Unit Janis Lee. Janis had the capacity to collect a lot of information and produce technical data analysis and industry reports. According to her analysis, the economy is on a boom and inflation rate is steadily rising from 2 – 4% over the years and can reach a figure of 7 – 8% in the next two years. Sales growth which has seen a steady rise up to 2% till last year will climb to a whopping 6% this year and revenues might hit \$ 6 billion. Operating profits were anticipated to move from 4% to 7%. Watson asked Janis to send the data relating to sales report to his marketing manager Rhys Brown. He felt it important for Brown to be aware of these statistical figures when he addresses a press conference on Monday regarding the company's half-yearly performance and future projections. Steve Wright, who is heading one of the company's Strategic Business Units in Switzerland has the capacity to envision a project appropriate to the environment and make things happen. His discussion with Steve on how proactive they could be so that the organization continues to grow, has generated a fresh idea of expanding to the Indian sub-continent. 'If global industry reports are to be believed', Steve said, 'India is the country for the future and we do not want to be left behind'. As an initial step, Watson had decided on sending his trusted aide, Subrata Mukherjee, to interact with the Indian government and get the licence approval for his project. He is banking heavily on his finance director Mark Young, who had in a couple of earlier instances, helped him ride through a liquidity crisis by arranging short term finance at reasonable rates. Young is a wizard at numbers and had already finalized the budget details of the amount required for expansion and the modalities of acquiring funds. He has also finalized on funds to be used by different departments in the expansion plan. So far the only disturbing news for Watson has been from his HR Manager Adam Lenox, regarding the demand from sales representatives who form the backbone of the company. Lenox had held constant talks with a few senior sales representatives who had wanted the company to hike up their salesmen's commission by 10% to be on par with industry standards. Lenox was trying to get them to agree to a 5% raise, but the possibility of losing some key salesmen was looming large. Lenox's suggestion was to hold a dinner for the army of salespeople during the Thanksgiving weekend and to invite the 80 year old Founder Chairman of the company Paul Howell to preside and speak at the function. Howell excelled himself in delivering motivating speeches; moreover his life and career would also prove to be a role model for many an aspiring youngster.

From the above case, identify which manager suits best for which role from among the 10 managerial roles of Mintzberg?

II. Identify actions taken by L & T towards fulfilling their social responsibility and mention their levels. (1.5 x 3 = 4.5)

Larsen & Toubro (L&T) is a technology-driven USD 9.8 billion company that infuses engineering with imagination. It offers range of advanced solutions, services and products across the globe with projects such as process platform complex Mumbai, Lube based oil project in Malaysia, Natural gas power combined plant, construction of dams and airports in India. Two years back it had started its operation in Dubai in the gas power combined plant which was continuously being monitored for maintaining safety standards. Since then it has been certified by JAFZA as one of the best units in UAE as far as safety standards are concerned. Outside the business its other interests include encouragement, involvement and support for the students of the technical educational institutions. In appreciation of one of the recently held technical festivals of the region L& T contributed to almost half of the entire expenditure to support student's academic activities. It has recently started a R&D department which is continuously working towards the improvement of their projects to make their entire construction related projects "Green" to reduce pollution that can be brought to zero level.

III. Read the following case and answer the questions given at the end of the case: (4.5)

Galaxy LLC, involved in manufacturing of various refrigeration products, is headed by General Manager Colin Ingram since its inception from 1998. He has a good knowledge of the working of all the functional divisions, is aware of market fluctuations and new products from rivals. He is appreciated for incorporating the recent trends in advancement of the technologies and has organized a workshop to train the workers. He takes lunch from the canteen mingling with employees from various hierarchical levels. He attends marriages and religious ceremonies of workers, is involved in sorting out conflicts among workers, follows an open door policy and is accessible to all. When a break down occurred in one of the main manufacturing units, the assembly line came to a halt. As the chief mechanic was away, the employees rushed to Colin seeking help. He tried his best to repair the machine by himself and get it working but was unable to do so. This came as a surprise and shock to the employees. Slowly employees started discussing about his inability to solve the problem.

1. Identify the sentences that shows the different managerial skills been possessed by Colin.
2. Which managerial skill did Colin not possess? Discuss the importance of possessing that skill by Colin at his level. (0.5 + 2)

IV. The following captions best describes one of the Management theories. Identify any 6: (1 x 6 = 6)

- a) To be at the right place, at the right time doing the right things.
- b) Maximum output, not restricted ones.
- c) Management is development of people not direction of things.
- d) Everything can be expressed numerically.
- e) Efficiency and effectiveness in management process.
- f) Feature of any large scale organizations
- g) Structuring the organization and its operations.

*****GOOD LUCK*****

BITS, PILANI – DUBAI
Dubai International Academic City, DUBAI
2nd Year – Semester I – 2010-2011
Course – MGTS C211 – Principles of Management
Quiz – 2

Course : MGTS C211
Course Title : Principles of Management
Duration : 20 minutes

Date : 09.12.2010

Name :
Id No :
Section:

Marks: 21

I. Answer the following questions in the space given below the question: (13 marks)

1. Write any one way of sender communicating non verbally

2. The type of departmentation formed by grouping the activities related to a single product is called.

3. Communication that takes place between the production manager and the cashier is an example of what type of communication flow.

4 The principle of unity of command can be violated in which type of organizational structure?

5. Narrow span creates a tall structure. State whether True or False?

6. On the first day of the work John was given orientation through several presentation and as many instructions from each department and divisional heads coming back home John was wondering that he needs to talk to the various department heads again tomorrow. What was the barrier to communication?

7. Market research information sent by a marketing executive to the top management passes through three levels of hierarchy and gets distorted in the process, what is this barrier to communication called

8. What is the term used for informal communication network ?

9. Informal communication takes place between the members of the same department only.
True or False?

10. The necessity to Liaison and communicate with peers in other departments is an example of which communication flow

11. What will be the span of management if the subordinates are well trained and empowered?

12. A Decentralized system has lesser span. True or False?

13. Decision making is slow in a matrix structure. True or False

II. Match Column A with Column B and write your answers in the empty spaces in Column B: [8]

Column A	Column B	Column A	Column B
1. Rules and procedures	a. Product departmentation	1	
2. Jargon	b. Informal communication	2	
3. Product flow	c. Cross functional team	3	
4. Flow of communication both horizontal and vertical	d. Non verbal communication	4	
5. Communication process	e. Formalization	5	
6. No parking signboard	f. Communication barrier	6	
7. Functional specialties	g. Process departmentation	7	
8. Chain of command	h. Two way communication	8	
	i. Non verbal communication		
	j. Formal communication		
	k. Feedback		

BITS, PILANI – DUBAI
Dubai International Academic City, DUBAI
2nd Year – Semester I – 2010-2011
Course – MGTS C211 – Principles of Management
Quiz – 1

Course : MGTS C211
Course Title : Principles of Management
Duration : 20 minutes

Date : 23.11.2010

Name :

Id No :
Section:

Marks: 24

I. Answer the following questions in the space given below the question: (16 marks)

1. Name the two axes in the BCG Matrix?
a.
b.
2. Programmed decisions are taken the most at the upper levels of the organization. True or false?
3. Reliance Petrochemicals, which is into oil refining has acquired Indian Petrochemicals to establish distribution network. Name the strategy.
4. Government of India announces tax saving bonds with a return of 8% per annum. An investor who decides to invest here has taken a decision under conditions of?
5. Mention any two of the competitive forces in an industry analysis suggested by Michael Porter?
a.
b.
6. ABC Automobiles has suffered a setback in the Indian market due to a long strike by the Trade Union. In a SWOT analysis, this will be treated as a weakness or as a threat?
7. The CEO of Global Software Company decides to improve the product process by introducing new technology and restructuring the entire operational process in Bahrain as it was incurring heavy losses. Identify the strategy.
8. Question marks companies must adopt retrenchment strategy to become a star. True or False?
9. A program can also contain policies. True or False?
10. BCG stands for?
11. Right Foods expands its original restaurant business by moving into airline catering, hotels and fast food. Identify the strategy.

12. Name the plan that is an estimate of income and expenditure of an organization for a future period.
13. The home page of RTA states, 'Our aim is to enhance the public transport facilities and improve mobility across the emirate to make travel safer and smoother'. What is the term given to this statement?
14. Settling down for good enough solutions is known as?

II. Match Column A with Column B and write your answers in the empty spaces in Column C: [8]

Column A	Column B	Column A	Column B
1. downsizing to reduce costs	Rule	1	
2. routine approach in decision making	Retrenchment	2	
3. guide to decision making	Competitive level strategy	3	
4. lack of competency in manpower	Policy	4	
5. high market share and low growth rate	External variable	5	
6. guide to action	Question mark	6	
7. SBU	Internal variable	7	
8. concentration	Cash cow	8	
	Bounded rationality		
	Programmed		
	Corporate level strategy		