

**BITS, Pilani- Dubai Campus
Knowledge Village, Dubai**

**II Year I –Semester
Comprehensive Exam**

Course: Management
Test: Comprehensive Exam
Max Marks: 70

Course No: MGTS UC211
Date: 08/01/04
Duration: 3 hours

Read the question paper carefully before answering the questions. Answer briefly and to the point. The emphasis will be on quality and depth of understanding and not quantity.

Section I has objective type of questions. Answer all questions.

Section II has 7 questions out of which any 5 have to be answered. Each question carries 3 marks.

Section III has 4 questions. Each question carries 5 marks.

Section IV is compulsory and has 2 case studies. Answer all the questions following the case studies. Each case study carries 10 marks

SECTION I

1X15=15Marks

- 1) Perceived fairness or discrepancy between personal contributions and rewards, relative to what others receive, are components that define the _____ of motivation:
 - a. Two factor theory
 - b. Expectancy theory
 - c. Equity theory
 - d. Role theory
- 2) American managers are frequently accused of having an _____ perspective, meaning that they tend to regard the American way as the "best way".
- 3) When entering foreign markets most firm begin with _____ and work towards _____.
 - a. Licensing & exporting
 - b. Franchising & joint ventures
 - c. Acquisition & licensing
 - d. Exporting & direct investment.
- 4) The systemic process through which managers regulate organizational activities to make them consistent with the expectations established in plans and to help them achieve all predetermined standards of performance is organization_____.
- 5) A chain of restaurants would be an example of _____ interdependence, where the individual restaurants share financial resources from a common source but do not interact with each other.

- 6) One of the dilemmas with _____ is that it is very difficult for managers to give up authority and for employees to translate that surrender of power by supervisors into lasting improvement in quality and productivity.
- Motivation factors
 - Behavior modification
 - Process theory of motivation
 - Participative management.
- 7) The attitude and demeanor of an employee speaking with his boss in the boss's office is different than if both are on a golf course. This change in attitude and demeanor is because of the _____ of the individual situations.
- 8) When a movie theater owner gives the manager on duty the authority to decide whether or not to refund the price of admission to customers who complain about the quality of the movie, this is an example of
- Horizontal division of labour
 - Span of control
 - Empowerment
 - Downsizing
- 9) The two factors that form the BCG matrix for evaluating business units are _____ and _____.
- 10) Businesses using a _____ strategy attempt to be efficient and offer a standard, no-frills product.
- Differentiation
 - Concentric diversification
 - Low-Cost
 - Focus
- 11) The archived data and information used by an organization is called its
- Software
 - Database
 - Feedback
 - Output
- 12) It is Mary's job to read all the correspondence from customers about the company's products. She then decides if the customer is complaining, asking for a rebate, or praising the company's products. Mary is
- Encoding the messages
 - Sending the message
 - Decoding the message
 - Deciding the channel for communication

- 13) The fall of the Nikkei Index (a measure of Japan's stock market) affects many U.S. organizations. In which segment of general environment does it belong
- Economic
 - Legal/political
 - Social
 - Technological
- 14) The practice of working at a remote site by using a computer linked to a central office or other employment location is referred to as _____
- Telecommuting
 - E-mail
 - Kinesic behavior
 - A medium of communication
- 15) The receptionist at XYZ Company often had nothing to do so her supervisor added to her job by giving her the tasks of sorting the office mail each day and handing out office supplies to personnel as the supplies were needed. This change in job design is referred to as
- Job enrichment
 - Job enlargement
 - Job Rotation
 - Reengineering

SECTION II

5 X 3 = 15 Marks

- 1) Explain the three types of interdependence and give an example of each.
- 2) What are the three growth strategies —concentration, integration and diversification?
- 3) Explain the concept of recruitment and selection and reliability and validity in the selection tests.
- 4) What are the three types of control and the stages at which they are used? Explain with an example.
- 5) State the difference between trait, behavioral and situational leadership theories.
- 6) What is the difference between the selection and placement approach?
- 7) What is the similarity and difference between liaison and cross-functional teams?

SECTION III

4X 5 = 20 Marks

- 1) Describe the elements of the communication process. Give an example of each part of the model, as it exists in the classroom between teacher and students.
- 2) A small company recognizes the employee of the month who is given a parking place next to the president's parking place. Which theories would explain the positive motivation associated with this policy?
- 3) Discuss the effect of strategy, technology, environment and human resources on the structure of an organization.
- 4) Summarize the implications of a multicultural and diversified workforce with respect to staffing, leading, motivating, organizing and controlling.

SECTION IV

2 X 10 = 20 Marks

- 1) Axon systems practically owns the market for pattern generation equipment-expensive machines that use lasers and electron beams to print intricate patterns onto silicon wafers. When Stephen Cooper took over a Axon's new president, the company was running losses at I million dollars a month. Even the press was pointing to Axon as a decline of US industry. Everyone thought Cooper was crazy when he announced a goal to generate 500 million in revenues by the year 2000. Four years later, Axon was being hailed as one of the most remarkable comebacks in Silicon Valley. Revenues increased by 75% and kept going up, while profits are also steadily growing. At Axon, managers spend most of their time dealing with short-time crises, yet Cooper turned Axon around by getting back to the basics of planning. "When a company has a clear mission and people know how their individual mission fits into the big picture, everyone paddles in the same direction", he says. The company is well on its way to reaching Cooper's goal, thanks to a specific step by step plan that helps employees maintain clarity in the face of rapid change. To be successful, Cooper says people need to understand two fundamental issues "What is expected of me and how do I accomplish it? "

a. How did Stephen Cooper get everyone at Axon moving in the same direction?

5

b. If you were in Cooper's position how would you help employees who spend most of their time reacting to daily crises keep their eye on the future.

5

2) NeoData is the nation's largest fulfillment house, providing delivery and customer service for direct mail products. The undisputed leader in the magazine market, the organization gets more than 400 titles into the hands of 112 million readers every year. NeoData provides fulfillment for books, financial services and consumer products. Some years ago the company faced an ongoing struggle for cash. The customers were also hesitant in future dealings as there were rumours, performance problems and declining service. Larry Jones, its CEO initiated a massive restructuring to help the company recover. The functional structure had worked well initially when NeoData was into fulfillment of books only, was now posing problems. As NeoData had become so large and departmentalized that an employee at the beginning of the fulfillment process had no idea what was going on at the other stages. The telemarketing operation, lettershop warehouses and distribution centers were separated physically from one another and the clients were beginning to feel that their business was lost in a gigantic shuffle. To stabilize the customer base and build new businesses, Jones wanted to increase the coordination between functions and restructure NeoData.

a. What advice would you give to Larry Jones about Structural Design?

4

b. What structural changes might help NeoData solve its customer service problems?

6

_____ *Good Luck* _____

BITS PILANI – DUBAI CAMPUS
FIRST SEMESTER 2003-2004: Principles of Management
MGTS UC211

Test 1: Closed Book

Time: 10 –10.50 am

Date: 26.10.03

Max Marks: 20 (20%)

Duration: 50 min

Answer all questions.

No marks will be awarded if reasoning not provided, wherever asked.

1. Strategy formulation is a multilevel activity. Explain with an organizational example. (3)
2. Group decision-making causes more issues than it solves. Suggest some techniques that can be used improve group decision-making. (2)
3. Would a more formal or flexible structure be appropriate for
 - a. Carrefour (hyper mart)
 - b. Arthur Anderson (a big five accountancy firm)
 - c. A Biotech firmExplain your reasoning (3)
4. Differentiate between the following
 - a. Stakeholder and shareholder
 - b. Uncertainty and risk
 - c. Effectiveness & Efficiency
 - d. Chain of command and Unity of command(4)
5. Explain the rationale for conducting an industry and competitive situation analysis. (1)
6. When and under what circumstances might managers change from a functional structure to
 - a. Product structure
 - b. Geographical structure
 - c. Customer structure.Explain with an example (3)
7. Answer the following questions:
 - a) In turbulent environments where operating conditions change constantly, it is important to have _____ plans.
 - b) _____ is the process through which managers identify and resolve problems and capitalize on opportunities.
 - c) A freewheeling technique for generating creative ideas, which allows no criticism during the process, is called _____.
 - d) When a CEO announces that sales and profits rose during the current year, she is performing her _____ role.

- e) The ability to analyze complex situations and respond effectively to the challenges faced by the organization is referred to as _____ skill.
- f) Organizational structure, integrating mechanisms, and _____ are the three primary components of an organization's overall design.
- g) Three core job dimensions affect the meaningfulness of the work by an employee. Two of those dimensions are task identity and task significance. What is the third dimension that affects the meaningfulness of work?
- h) Joan Woodward found that bureaucratic management was most suitable for _____ technology

(4)

BITS, Pilani- Dubai Campus
Knowledge Village, Dubai

II Year I –Semester

Course: Management
Test: Test II (OB)
Max Marks: 20

Course No: MGTS UC211
Date: 07/12/03
Duration: 50 min

Section I

Answer any two questions:

- QI.** You are the manager of a restaurant. If you were to use Herzberg's two-factor theory to motivate your employees, enumerate the motivators and the hygiene factors (with examples) you would ensure for your employees (5 each). (2.5+2.5)
- QII.** You are the HR Manager of HP and are visiting the IIT-Mumbai Campus for recruiting 6 fresh Graduate Engineers. You seek good software professionals with an excellent academic background as well as having prior exposure to simulation, synthesis, memory design, optimizing for embedded software, object oriented paradigm for software development and windows programming. To verify the claims of students about their knowledge and skills of the above, team skills and their latent ability for job performance,
a) What tests would you use for selection?
b) What kind of interview would you conduct and what kind of questions would you ask?
Give reasons. (2+2+1)
- QIII.** GSP Corp., a maker of readymade garments was facing a desperate situation in the market, with intense competition and fall in their profit and market share. The company CEO, Cogan plans to introduce new machines and methods of production. The factory workers are apprehensive of the change and are resisting it. What would you advise Cogan about introducing this change, as per Lewin's model and the techniques he should use to overcome the resistance of his employees? (2+3)

Section II

Read the case below and answer the questions following it. This case is compulsory

- QIII.** Betty Ford has been in charge of production as a supervisor for eight years. She has come up through ranks and has the reputation of a tough and diligent supervisor. Kristin Cole has also been a production supervisor for about the same length of time and is known is the

organization as a nice hardworking supervisor. Considering the past few years' records, these two supervisors have been above the other eight sections on the hard performance measures. This is true in spite of the different approaches both of them take on handling their workforce. Betty explains her approach as follows

"The only way to handle workers is to come down hard on them whenever they make a mistake. As a matter of fact I call them together every once in a while and give them heck whether they deserve it or not, just to keep them on their toes. If they are doing a good job I tell them that's what they are being paid for". By taking this approach, all I have to do is walk to my area and everyone starts working like mad.

Kristin explains her approach as follows:

"I believe that a worker deserves some recognition and attention from me if he does some good job. If anyone makes a mistake, I do not jump on them, unless it's already occurred twice or thrice before. I simply point out what the mistake was and how to correct it. Some of these guys sometimes make good suggestions, which I try to keep in mind."

Though both Betty and Kristin's sections are on the top, the HR records show that there is four times as much turnover in Betty's section than Kristin's. The quality control records show that Betty's section has been able to meet quality standards only twice in the past eight years while Kristin's has missed attaining the quality standards only once in the past eight years.

- A) Based on Likert's classification, describe what according to you is the leadership style of Betty & Kristin. (2.5)
 - B) Locate their styles on the Blake & Mouton Grid. (2.5)
 - C) What are the assumptions of the two supervisors, as per Mc Gregor's theory? (1.5 + 1.5)
 - D) If instead of Betty, another supervisor following the country club management was appointed, will her section perform better? Why or why not? (2)
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BITS PILANI – DUBAI CAMPUS
Quiz: Principles of Management
MGTS UC211

Quiz 1

Date: 11.11.03
Time: 9 –9.50 am

Max Marks: 30 (10%)
Duration: 50 min

Answer all questions.

1. New Technologies, Inc. is in a high-growth, weak-competitive-position business. According to the BCG Matrix, it would be classified as
 - a. Question mark
 - b. Star
 - c. Cash cow
 - d. Dog
2. If Dell Computers acquires Intel, the chipmaker, it represents which strategy?
 - a. Conglomerate diversification
 - b. Concentration strategy
 - c. Concentric diversification
 - d. Vertical Integration
3. At Fast Response, Inc, each manager supervises between 80 to 100 employees and there are three layers: employees, managers, and the president. Which of these best describe the span and structure at Fast Response
 - a. Wide span with tall structure
 - b. Wide span with flat structure
 - c. Narrow span with tall structure
 - d. Narrow span with flat structure
4. The assignment of new or additional responsibilities to a subordinate is called
 - a. Coordination
 - b. Integration
 - c. Span of control
 - d. Delegation
5. At Top Pots, Inc, jobs are specialized and grouped according to business functions and skills they require: production marketing R&D, human resources, and finance. Top Pots can be described as a _____ organization
 - a. Divisional
 - b. Functional
 - c. Product
 - d. Matrix
6. Which of these is not a recommended method of dealing with change?
 - a. Facilitation and support
 - b. Command and control
 - c. Manipulation and cooptation
 - d. Participation and involvement

7. According to Porter, Amtrak Railway, which offers a relaxing sleeper cabins for Coast-to-Coast traveling, would represent which competitive environment component for United Airlines?
 - a. Substitute
 - b. Supplier
 - c. Competitor
 - d. New Entrant
8. As uncertainty increases all of these horizontal processes may be used to foster coordination except
 - a. liaison roles.
 - b. task forces.
 - c. span of control
 - d. matrix organizations
9. An organization using decentralized authority tends to have greater flexibility and efficiency than organizations that use centralized authority
 - a. True
 - b. False
10. If Procter & Gamble were to place a single manager in charge of all of the activities necessary to produce and to market detergents, this would be an example of: reporting to each manager is an example of what type of organization?
 - a. departmentation by geographic region.
 - b. departmentation by product
 - c. departmentation by customer
 - d. departmentation by type of account
11. The assembly line in an automobile manufacturing plant is an excellent example of
 - a. Pooled interdependence
 - b. Sequential interdependence
 - c. Reciprocal interdependence
 - d. Coordination interdependence
12. Job analysis involves determining .
 - a. The tasks that make up a job
 - b. The knowledge required to perform the job
 - c. The pay level a job will require
 - d. Both a and b above
13. Once managers have decided which tasks to allocate to which jobs, they face the next organizing decision: how to group jobs together. A divisional structure would be chosen by managers who wish to their current and future human resource needs.
 - a. produce a variety of products for specific kinds of customers
 - b. place each distinct product line or business into its own self-contained unit
 - c. produce a single product for a variety of different customers
 - d. produce a variety of products for international markets
14. Once managers develop a pool of applicants for open positions through the recruitment process, they then need to determine if each applicant is qualified for the position. One effective technique for assessing potential hires is the situational interview. Which of the following interview questions represents a situational interview question?

- a. What are your unique qualifications for this position?
 - b. How would you handle a customer who is indecisive?
 - c. What characteristics of this job are the most important to you?
 - d. What new skills do you want to develop in your first three years on the job?
15. Michael Porter argued that when analyzing opportunities and threats, managers should pay particular attention to five forces that are the major threats that an organization will encounter. Which of the following forces would be affected by your customers' loyalty to your products?
- a. the level of rivalry among organizations in an industry
 - b. the potential for entry into an industry
 - c. power of suppliers
 - d. substitute products
16. An example of backward vertical integration is a car company's decision to open company owned stores to sell its cars.
- a. True
 - b. False
17. Typical mass production or assembly operations are examples of _____ where a _____ structure is most appropriate
- a. non-routine technology, formal
 - b. routine technology, flexible
 - c. non-routine technology, flexible
 - d. routine technology, formal
18. When Solelectron posts digital signs flashing the day's production goals and quality yields for each production line and posts the results of weekly customer satisfaction surveys, the management of Solelectron is trying to show employees their .
- a. skill variety
 - b. task identity
 - c. task significance
 - d. autonomy
19. Liaisons or task forces created to help coordinate activities among different units of an organization are referred to as _____.
- a. sequential interdependence.
 - b. boundary spanning roles
 - c. reciprocal interdependence.
 - d. pooled interdependence
20. The stage of Kurt Lewin's change model where employees need to be helped to integrate changed attitudes and behaviors into their normal ways of doing things is called _____.
21. Non-routine or complicated technologies are characterized by _____ task variety and _____ task generalizability
22. A pre-screening devise that is the first source of information about a potential employee is _____

23. In which step of SWOT analysis would "slower market growth" be most likely to arise? _____
24. In order for delegation to work, managers must also delegate three factors-authority, responsibility and _____.
25. When a marketing research company assigns a research specialist to report jointly to the head of advertising and also to the head of research, this is an example of:
- a. Line-staff structure
 - b. Matrix structure
 - c. Functional structure
 - d. Geographic Structure
26. The degree to which a selection test predicts or correlates with job performance is called
- a. Validity
 - b. Job analysis
 - c. Reliability
 - d. Selective Selection
27. In the military, as well as in corporate life, the legitimate use of power is known as _____
28. Duplication of resources is why the _____ structure is not as efficient as the _____ structure
- a. Network, divisional
 - b. divisional, functional
 - c. functional, divisional
 - d. matrix, divisional
29. When a manager interviews a job candidate by asking questions "based on his gut feeling," what type of interview is this
- a. Structured
 - b. Stress
 - c. Testing
 - d. Unstructured
30. _____ Structure is also known as the "Grid "
- a. Product
 - b. Customer
 - c. Geographic
 - d. Matrix

_____ Good Luck _____