

SET - A

BITS, Pilani-Dubai Campus
 Knowledge Village, DUBAI
 2nd Year – Semester I - 2006-2007
 Course: MGTS UC 211 - Principles of Management

Component: **QUIZ - 2**
 Maximum Marks: 30 (weightage 10%)

Date: 29.11.2006
 Duration: 30 minutes

Student's ID No.: _____

Student's Name in Full: _____

Section 1

Below are given three columns. Try to match the columns and write the number of Column A that matches the column B in the Match column- [0.25 x 12 = 3]

Column A	Column B	Match
1. Limiting Factor	Herbert Simon	
2. Marginal Analysis	Line	
3. Experience	Departments	
4. Network of personal/ social relationship	Narrow Span	
5. Immature subordinates	Staff	
6. Advisory relationships	Alex Osborn	
7. Authority relationships	Evaluation of Alternatives	
8. Units functioning as independent businesses	Untrained Managers	
9. Smaller units in a large organization	SBU's	
10. Narrow Span	Selection of Alternatives	
11. Bounded Rationality	Development of Alternatives	
12. Brainstorming	Informal Organisation	

Section 2

Identify the bases of power in the following cases- [0.5 x 5 = 2.5]

1. A traffic police officer issuing a ticket for traffic violation –
2. A recommendation letter from your professor for admission in a foreign university. –
3. A manager withholding the promotion of a supervisor. –
4. Amitabh Bachchan requesting the people of Mumbai to maintain calmness and have patience during series bomb blast. –
5. A manager declaring a holiday package for the best employee –

Section 3

In the following questions fill in the gaps by writing appropriate answers- [1 x 13 = 13]

1. While taking decisions we have to consider sometimes factors such as risk of technological change, international political climate etc., which are very difficult to be measured numerically. These factors are known as _____ factors.
2. Decisions that require subjective judgements and are non-recurring in nature are called _____ decisions.
3. The term Organisation, for practicing managers implies a formalized _____ structure of _____.
4. _____ organization arises spontaneously as people associate with one another.
5. A distinct area, division, or branch of an organization over which a manager has authority for the performance of specified activities is known as _____.
6. When there are unclear plans for non-repetitive operations the span of management shall be _____.
7. The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service and speed is known as _____.
8. When we combine a functional and a project or product pattern of departmentation in the same organization structure it will become a _____.
9. The tendency to disperse decision making authority is known as _____.
10. The controller of examination asks all the academic staff to change the pattern of question paper and answering scheme. This is an example of _____ authority.
11. The notion underlying _____ is that those closest to the task are best able to make decisions.
12. SBU stands for _____.
13. _____ is the most expensive approach while selecting an alternative.

Section 4

Questions below have alternate answers. Please tick against the one, which you think as the right answer or nearest to it-
[0.5 x 8 = 4]

1. In a brainstorming session which of the following is not a rule-
 - a. Ideas are never criticised
 - b. As many ideas as possible are produced
 - c. Others are encouraged to improve upon ideas
 - d. Radical ideas are avoided
2. Decision making can be understood as-
 - a. problem solving
 - b. choice making
 - c. Both the above
 - d. None of the above
3. Which of the following is not a characteristic of an SBU
 - a. it has its own distinct mission
 - b. it has definable group of competitors
 - c. it has a small size
 - d. it prepares its own integrative plans
4. When two or more managers pool their authority together to solve a problem or make a decision then their authority is said to be
 - a. splintered authority
 - b. joint authority
 - c. functional authority
 - d. decentralized authority
5. While making decisions, which of the following approaches we use when we select an alternative
 - a. judgement
 - b. reference
 - c. cost benefit analysis
 - d. research & analysis
6. Something that stands in the way of accomplishing a desired objective is known as
 - a. limiting factor
 - b. obstructive factor
 - c. competitive factor
 - d. conflicting factor
7. In a decision making situation we can use objective probability based on mathematical model under conditions of
 - a. certainty
 - b. uncertainty
 - c. risk
8. In a decision making situation we can use subjective probability based on judgement and experience under conditions of
 - a. certainty
 - b. uncertainty
 - c. risk

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Component: **COMPREHENSIVE EXAM** Date: 27.12.2006
Maximum Marks: 40 (weightage 40%) Duration: 3 Hours
Student's ID No.: _____

Student's Name in Full: _____

INSTRUCTIONS: *There are two parts in your question paper. Use separate answer scripts for each part.*

PART - A
20 Marks

I. Distinguish between [1 x 3 = 3]

1. Authority and Power
2. Policy and Strategy
3. Leader and Manager

II. Write the appropriate term used in management literature for the following expressions- [0.5 x 10 = 5]

4. The whole is greater than the sum of its parts.
5. Managers tend to be promoted to the level of their incompetence.
6. Emphasizing the area of agreement and common goals and de-emphasizing disagreements.
7. The attempt to build into jobs a higher sense of challenge and achievement.
8. Performing social and ceremonial duties as enterprise's representative.
9. Achievement of ends with the least amount of resources.
10. Plan that gives no room for thinking and guides action.
11. A systematic, integrated and planned approach to improving enterprise effectiveness.
12. Comparing actual performance with planned performance.
13. Interchange of ideas, expressions and beliefs in organisations.
14. The ability to understand the feelings of another person and to deal with the emotional aspects of communication .

III. Read the following cases and answer the question given at the end- [0.5 x 5 = 2.5]

15. Indian Railways has its head office at New Delhi. There was a minor problem for the Indian Railways at Nagpur. A decision on it required the consolidated authority of the traffic department, the operating department and the public relations department. It could have been referred to the head office at New Delhi where the Chairperson of Indian Railways has sufficient authority to take a decision. However if such cases are always forwarded upward then chairman's office will be loaded with such silly problems. Considering this the managers of the three departments sat together and quickly took a decision.

What was the authority involved in this case?

16. Ambience group of hotels in UAE has 3 hotels in Dubai, 2 in Sharjah, 2 in Abu Dhabi, and 1 each in Al Ain, Ajman and Ras Al Khaima. These 10 hotels run profitably and are always in demand. This has been made possible because of the standard maintained by the hotels. They use the best quality of sterilised disposable plastics in their everyday cooking, cleaning, serving and packaging. Everyday there used to be a lot of plastic garbage generated through use of disposables, which were thrown to the garbage baskets. The new manager Dr. Somaya after joining the group decided to reduce the use of plastics and to go for a recycling plant for the used plastics. He thought this would definitely generate some employment. And as plastic is biodegradable it is better to be reused than thrown elsewhere. However, the management was not interested to reduce the usage as this was giving them an edge in comparison to other hotels. They were also not ready to invest further for a recycle plant as they could not foresee any profit involved in it. Secondly, it was for sure that the recycled plastics will not be up to the standard to be used by Ambience group hotels. So they asked Dr. Somaya to concentrate more on other work than keep wandering about plastics. Dr. Somaya thought a lot about it and then came with a proposal where he found a promoter to invest for the recycling plant and also the same distributor who supplies them the sterilised plastics as a full buyer for the entire recycled plastics as the sole distributor. The Ambience group only has to lend a space and run the operations which he volunteered to undertake. With all the overhead expenses he calculated a clear 10% return on investment every month. The management agreed to his proposal and he was very happy.

How will you view the actions of Dr. Somaya? What he was trying to fulfil? Answer in one sentence.

17. Sri Ram Dholakia started a soft drink manufacturing company in 2003 on the eve of a breaking news of Coca Cola and Pepsi having pesticides found in their cold drinks. He named his drinks as 'Amrit' and it captured the entire Gujarat market in a year time. By 2006 Amrit has further captured the market in Rajasthan, Haryana, Punjab, Delhi, Madhya Pradesh and Maharashtra posing a big threat to Pepsi and Cola. He was very particular about the quality of his product and image. During July last he tested a sample of his product and found some difference in taste. He immediately started examining the product and found that the difference in taste was due to use of tube well water as the supply water was not available. He also found that the tube well water that was used was completely purified and does not contain any dangerous substance. He still wanted to withdraw the entire product from the market. The marketing manager suggested him not to do so as it will create a very bad image for him in the market and all his market standing will go. The finance manager also warned him the implications of such act on the profit as unsustainable. The production manager assure him that such difference in taste would not be marked by consumers. However, Mr. Dholakia gave a full page advertisement on the national newspaper, made public apology for the difference in the taste and promised full refund for the used bottles and recalled the unused bottles even though it cost him very very dearly.

How will you view the actions of Sri Ram Dholakia? Answer in one managerial term.

18. The divisional manager had recently heard a lecture on management by objectives. He decided to introduce the concept and see what headway he could make in his next staff meeting. He also asked his subordinate and staff to think about adopting it. On the meeting day when he was asked by the finance manager about any divisional goal being assigned to him by the head office, his answer was negative. 'What is the division to do then' – asked the production manager hoping that no action will be taken. "I intend to list my expectations for the division" – the divisional manager said. "There is not much of mystery about them. I expect \$30 million in sales; a profit on sales before taxes of 8 percent; a ROI of 15%; an ongoing programme on effect by June 30, with specific characteristics I will list later, to develop our own future managers; the completion of our development work on our XZ model by the end of the year and stabilisation of employee turnover at 5 percent." The subordinates and staff were stunned at his reply.

What the divisional manager has done as per MBO? Answer in one sentence.

19. 'Amidst' is a 100% export orient unit manufacturing ingredient for production of anti-histamine drugs. Initially it was supplying its product to drugs manufacturers at Hongkong. Slowly but steadily, its owner Mr. Baheja has been able to create a customer base in other places like Taiwan, Bangkok, Thailand, Malaysia and Singapore. Even if he knew no one, he took help from internet, contacted the manufacturers of drugs, sent them the specifications of his own product and was able to get bulk orders. What type of E-Business transactions he was doing?

IV. Comment on the following- [1 x 4 = 4]

20. while recruitment is a positive process selection is a negative one
21. if planning is to look ahead controlling is to look back
22. the essence of leadership is followership
23. people hear what they want to hear

V. Name the various critical-point standards for the SkyBlue airlines- [0.5 x 6 = 3]

24. average return of AED 2 per trip per passenger per airmile
25. average expenditure of AED 50 per meal per person
26. minimum durability of 5 years for the fabric to be used for passenger seats
27. the ratio of current assets to current liabilities not to exceed 1:2
28. the morale of the cabin crew to be maintained at satisfactory level
29. a five percent increase in productivity for the group after training programme is over

VI. Answer the following- [0.5 x 5 = 2.5]

30. Horizontal and Diagonal communication together is called what communication?
31. Mention any two critical dimensions of the leadership situation as suggested by Fiedler.
32. When people experience frustration on one level, they may focus on the needs at lower level category. Which theory says so?
33. A selection technique that is designed to reveal the personal characteristics of the candidate is known as what?
34. A society where there are various groups showing divergent interests is known as what?

PART - B
20 Marks

[ANSWER IN SEPARATE SHEET]

I. In each of the following situations select the appropriate strategy from the following that is being adopted by the organization: [0.5 x 6 = 3]

(Strategic Alliance, Diversification, Overall Cost Leadership, Joint Venture, Differentiation, Focused(low cost, differentiation), Retrenchment, Liquidation)

1. Sylvia Boutique manufactures fashion wear exclusively for higher income customers
2. DLF one of the top builders of India tied up with EMAAR properties Dubai to get the contract for Burj Arab City in Abu Dhabi
3. Big Bazaar, one of the large scale retail stores in India sells articles at the cheapest rate possible
4. Armstrong Rubber has specialized in making superior tyres for farm equipment vehicles
5. Etisalat provides an international roaming service to its customers while in India. In Mumbai it is through Orange, in Delhi it is through Hutch and in Chennai it is through Airtel.
6. Sony closing down the manufacturing of its flash drives on the eve of extreme competition and high production cost.

II. Answer the following [1.5 + 1 + 1 = 3.5]

7. Enlist at least three tasks that you will be doing as a manager while organising.
8. Productivity in organisation is known as the output-input ratio within a time period with due consideration for quality. Keeping this view mention any two ways of improving productivity.
9. Mention any two reasons why interview can be used as a single selection technique while recruiting.

III. Write down the answer that is most appropriate from among the alternatives given- [0.5 x 4 = 2]]

10. According to Herzberg, which of the following factor is not a motivator?
 - a. Achievement
 - b. Recognition
 - c. Advancement
 - d. Status

11. The anticipated environment in which the plans are expected to operate are known as
 - a. uncertain environment
 - b. planning premises
 - c. forecasts
 - d. none of the above

12. A leader who clarify organizational roles, set up organization structure, reward performance, identify what subordinates need to do to and is considerate for social needs of his followers is called a
 - a. transactional leader
 - b. middle of the road leader
 - c. instrumental leader
 - d. transformational leader

13. When a manager is controlling by comparing his company performance with that of other companies he is
 - a. setting standards
 - b. making performance appraisal
 - c. making comparative analysis
 - d. benchmarking

IV. Identify the motivational theories in the following questions- [0.5 x 3 = 1.5]

14. In Climate Control Company each office has at least one supervisor to check the work of the staff. The employees are set a target of work to complete each day and a diary is kept to make entry of what is completed each day. Each process is broken into its different tasks and these are assigned to individual employees to complete.

15. Kapil has been working in the sales division of a multinational for two years as sales executive when he was promoted to head and train a team of newly joined sales representatives. He was extremely proud and happy, more so because he was the only one to have received this honour among the group of twenty others who had initially joined with him. He attributed his success to his intelligence, hardwork and dedication to the organization which he felt was much more than the others.

16. In BMTC there are a few group supervisors whose job it is to help the other staff if work builds up. The employees are encouraged to complete what they can. If a task needs more time than anticipated, the employee is encouraged to take the time required to do a good job. Employees are given a whole task to complete and they can choose how it is completed.

V. There are two columns given. Match them and write down in your answer scripts [0.5 x 12 = 6]

17.

<u>Column A</u>	<u>Column B</u>
Rule of Thumb	Career Strategy
Ethics	Claimants
Enterprise profile	Decision Making
Focused Strategy	Instrumental Leadership
Marginal Analysis	Leadership Continuum
Organising	Legitimate Power
Authority	Michael Porter
Personal Profile	Performance Appraisal
Leader sells a decision	Reengineering
Path-Goal theory	Scientific Management
Suppliers	Strategic Intent
Continuous Monitoring	Utilitarian theory

VI. Read the following case and answer the questions given at the end [2 + 1 + 0.5 + 0.5 = 4]

Cozy Corner Public Limited Company is a busy departmental store. Bill Murray is the chairman and chief Executive of the company. He opened 4 further stores in other GCC countries – Kuwait, Bahrain and Lebanon. The functions of production, finance, marketing, purchasing and personnel were handled by managers who report to the respective directors heading each function. The directors had taken the step of opening a food processing factory to provide some of the goods sold by the Cozy Corner stores. It was found to be cheaper to produce these goods than to buy them from outside suppliers. The factory employed 100 workers who were managed by 5 factory supervisors reporting to the factory manager. Specialist Product buyers were in charge of purchases of stock for the departmental store. The Marketing Director had a sales manager who had store managers from all the GCC countries reporting to him. Store managers had assistant store managers and shop sales representatives to handle the routine tasks. There were other departments which do not have a typical function and which employ specialists in particular areas. Apart from the personnel department there was also the Information Technology and Economic Forecasting Departments that provide specialist advice and support to Bill and his Board of Directors. The IT Manager and Economic Forecaster in charge of these areas report directly to the Board of Directors. The company is now planning to decentralize its operations in the GCC countries and have them as separate regional divisions. In such a case its organization structure would undergo a huge change.

18. Draw an organization chart for the existing company mentioning job positions only.
19. Identify the line and staff authority in the present company.
20. What are the various types of departmentation that would be present after the change is incorporated?
21. What is the average span of control for each factory supervisor?

***** Good Luck *****

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2nd Year – Semester I - 2006-2007
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Component: **TEST – 2 [OPEN BOOK]** Date: 10.12.2006
Maximum Marks: 40 (weightage 20%) Duration: 50 minutes
Student's ID No.: _____

Student's Name in Full: _____

1. Put forth your arguments as to why would you consider staffing as a separate management function?
[4]
2. *Identify the following personnel actions— [4]*
 - a. Tom Hardy the marketing manager of Al Hamoodha technology had asked his field sales people to report to him directly suggesting changes required in the software as perceived by the clients.
 - b. After the orientation of the five newly inducted management trainees one is posted at the sales unit, the other at client relations and the third at creative thinkers group.
 - c. Mr. Jonathan Joshi, the HR manager of Strategic Systems is preparing a chart of the company employees as far as their promotability and training are concerned.
 - d. Mr. Ramanna is preparing a list of the important duties, authority relationships attached to various job positions in organisations.
3. When Institute for Technology and Education came to Dubai from South Africa to impart technical training to the semiskilled workers of the region some five years back, it did not have the capacity to provide accommodation to its employees and staff. They were offered some house rent allowance which was not sufficient to fetch them a decent accommodation in Dubai. The employees suffered a lot of hardship in finding accommodation for themselves and were managing with great difficulty. They had to reside at far off places and spend a lot of time on commutation. Over the years as ITE made a mark in Dubai as an institution of repute its Executive Director Mr. Anthony wanted to provide suitable accommodation to all its staff and employees to take care of them. He asked his employees to give applications in writing so that he can know the exact figure. He discussed the issue with many big construction companies and other property consultants as he was worried about how to find so much accommodation for his staff which had touched more than 100 in number by that time. However, he found not a single application from his staff asking for company accommodation. When he tried to talk to them regarding why they are not applying he found a lot of resistance from them. Even many of them straight way refused to go for company accommodation.

Discuss the factors causing resistance to change. How Mr. Anthony can overcome this resistance to change? [3 + 3 = 6]

4. *Answer the following- [0.5 x 2 = 1]*
 - a. What action shall you take when you are planning for the human resource when the demand for managers is low and at the same time the supply of managers is scanty?
 - b. In a conference Mr. Ronald who is the production manager of DSF limited that produces systems software come across John, a dynamic young manager of a very small software company presenting a paper on ERP. Ronald was impressed with John and wanted to have him in his organisation. Which approach of selection should he adopt for John?

5. In the following questions some statements are given. Read them carefully and evaluate its meaning. Depending upon its implications write **TRUE** or **FALSE** against each statement. [0.5 x 8 = 4]

6.

- a. Promotion is a form of internal recruitment.
- b. Periodic reviews are a formal method of performance appraisal
- c. Development programmes are formulated depending on the forecast made for new skills required for the future.
- d. The purpose of interview is to get as much information as possible about the candidate.
- e. A policy of open recruitment is better than the policy of promotion from within.
- f. After recruitment one must go for job design.
- g. We can avoid shortage of staff by means of human resource planning.
- h. Candidates are always interviewed on an individual basis.

7. Identify the most appropriate need from the theories of Maslow, Alderfer and Maclelland involved in the following cases – [3]

- a. Ramesh was a successful marketing manager for a fast food company 'Wimpy' in Delhi. Recently he came across an advertisement in Sharjah for a food manufacturing company 'United Foods' that manufactures bakery items and packaged half cooked foods. He applied for a job. After screening his CV the company people took a telephonic interview and he was asked to join. Ramesh joined the job and it was a new experience for him. He was extremely involved and was working much more than what he used work in Delhi. He was setting his own targets and was able to show the company how he was achieving those targets. However, he was always tense and worried about being failed. Once he suggested the management to start exporting the products to other European countries as he could foresee a market potential there. The management was impressed and asked him to look after the European market also, if he wants or to suggest any other name. Ramesh, already overloaded and tense, took two days to think over it and finally accepted the task in addition to his present workload. What was the need for Ramesh to accept the extra load?
- b. One day, Salim the new production manager in the assembly line of union steels was on a round. He found the workers constantly busy in the works at 8 am. At 12 o'clock, they had a lunch break where they just sat on the stool given to them near the assembly line and started eating the food that they have brought from their respective homes. By 4 pm Salim found the workers visibly tired and intermittently looking at other workers at a distance. After this observation Salim designed a space for the workers inside the assembly line itself where the workers can sit and have their lunch together. Which need of the workers Salim was trying to fulfil?
- c. When Rahul was allotted a PS station in his final year BE (Computer Science) he was thrilled. He joined the organisation and was given a good project to work through. The company became very happy and provided him a stipend of 1500 dhs per month. After one month when he received his first pay cheque Rahul went to another technical institute and gave all the money to get registered for learning some more application oriented software. What need Rahul was trying to fulfil?

8. Find out the appropriate motivational theory in the following cases- [3]

- a. Jane after passing out her MBA got married and settled down. After four years she had a two year old child and she wanted to join a job to have some extra income. She fortunately managed to get a job which is nearer to her place of stay and she was happy. She proved to be efficient and intelligent. Whatever was told to her she was getting it done. She never stayed back in the office after office hours nor she volunteered for extra work. When she was asked to go for outstation work she wanted to avoid it as she had a small child at home. However she was never arrogant and always politely pleading not to involve her in crucial decisions and policy making which called for long hours of discussion and work. When her boss resigned and

joined another job she was the one left as best suitable for promotion. However the management went for open recruitment and appointed another individual from outside.

- b. Arshad belonged to a middle class family where getting employed was the main source of livelihood. To get a good employment he laboured hard and completed his studies with very good results. He got employment at the first chance during campus placements and joined a company. He was always apprehensive about his performance and put his maximum efforts to get the best result possible in his work. Within a span of two years he was recognised as a sincere manager and he was given more responsibilities in the organisation. He was appreciated for his work and sometimes was monetarily rewarded for his contributions. By the end of five years he got a promotion was extremely happy about it. One day he was invited to an alumni meet of his university and he went there where he found most of his batch mates. While interacting with them he came to know that most of his friends had already three to four promotions in these years and are getting more salary than what he was getting. One of his friends suggested to him to change his job. He came with a heavy heart and was all the time thinking to apply for a new job. Next day when he reached the office he found that some extra assignments are ready for him. He forgot about going for a new job and concentrated more on completion of the new assignment.
- c. When Dr. Qarram took charge as the Vice Chancellor of Manavsthal University, the university was in very poor state of affairs. The faculty and staff used to remain absent for the university and also for the classes. They were not at all satisfied and hence Dr. Qarram wanted to bring some changes. First he framed some academic guidelines for faculty as well as students. He improved the classrooms by furnishing them with good teaching aids. For every additional work that the faculty will be doing he recommended some extra pay. He arranged for regular meetings with the staff and faculty related to improvement in the academic standard. With all these he found that the classes and other routine functions continued smoothly but he could not find any one volunteering for creativity or providing new ideas.

9. Read the following case carefully and answer the following questions-

Richard Johnson newly appointed president of Century Airlines knew that the company survival depended on customer service, which in turn depended on motivating employees. So he created the Century Spirit program to build team spirit by encouraging employee participation, individual initiative and open communication. Among the program's early successes was a newsletter named 'The Plane Truth' started by a group of flight attendants. The Plane Truth published information about benefits and work conditions as well as feature stories and humorous articles. It quickly became popular not only with flight attendants but with pilots, machinists and baggage handlers.

As time went on, though, the Plane Truth began to run articles critical of the company. When management cut back workers' hours, the newspaper questioned what sacrifices the executives were making. When technical services department released figures showing long turnaround time, the paper questioned the machinists' work ethic.

Worried that customers might see the newsletter, Johnson wanted to cancel it. The President of the flight attendants' union also wanted to see it go because it was stirring up trouble with the machinists.

Joan Raffin, Century's human resources director, was to stop the publication. But she hesitated. She knew that employee morale was on the brink, but she didn't know whether the newspaper was venting workers' frustrations and reinforcing team spirit or stirring up old animosities and bringing the whole company down.

- a. Was it creating more tension than unity or vice versa? Discuss. [2]
- b. How to manage this conflicting situation? Discuss the techniques you feel appropriate and substantiate by your logic. [3]

10. Match the following- [0.5 x 20 = 10]

<u>Column A</u>	<u>Column B</u>
1. Preparing personal profile	1. Alderfer
2. Continuous monitoring	2. Aptitude Tests
3. Adjustment to the norms and values of the work group	3. Assessment Centre
4. A technique of selection	4. Change Process
5. Accuracy and consistency of measurement	5. Conflict management
6. The Peter principle	6. Formulating career Strategy
7. Multiple Management	7. Herzberg
8. Interdependence of task	8. Job Enlargement
9. Job Content Factors	9. Job Enrichment
10. Restraining Factors	10. Management Development
11. Perceived effort → reward probability	11. Kurt Lewin
12. Horizontal Loading	12. Organisation Conflict
13. Vertical loading	13. Organizational socialisation
14. Refreezing	14. Performance Review
15. Smoothing	15. Porter & Lawler
16. Attracting candidates for the job	16. Promotion
17. Relatedness Need	17. Recruitment
18. Equity theory	18. Reliability
19. To measure what it is supposed to measure	19. Stacy Adams
20. To measure the potential for acquiring skills	20. Validity

***** Good Luck *****

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 Course: MGTS UC 211 - Principles of Management

Component: **TEST – 1** Date: 29.10.2006
 Maximum Marks: **30 (weightage 20%)** Duration: 50 minutes
 Student's ID No.: _____

Student's Name in Full: _____

I. Answer the following (0.5 x 8 = 4)

Questions-

1. A plan that clearly spell out our specific required actions or non actions are known as what?
2. In a strategic planning process what is usually the starting point for determining where the company is and where it should go?
3. A commitment to win in a competitive environment is known as what?
4. The anticipated environment in which plans are expected to operate are known as what?
5. There are two functions of management which are said to be inseparable. What are they?
6. The objective of 'Hitachi' is to become a market leader in FMCG (Fast Moving Consumer Goods) products in the next 20 years. Is it a verifiable objective?
7. While taking decisions managers often settle down for good enough solutions. It is known as what?
8. The areas in which performance is essential for the success of the enterprise is known as what?

II. Draw a BCG Matrix for Unilever based on the following information (1 x 4 = 4)

Question - 9

Product Line	Business Growth Rate	Market Share
Toiletries	10%	Unilever – 83% Proctor & Gamble – 7%
Ready to Eat	5%	Unilever – 14% Food Specialities – 52%
Juices	32%	Unilever – 67% Tropicana – 22%
Healthcare	45%	Unilever – 25% Reckit & Coloman – 62%

III. Answer the following (1 x 3 = 3)

Questions-

10. Mention any **two** environmental areas that are frequently chosen to make forecasts.
11. Mention any **two** key result areas as suggested by Drucker.
12. Michael Porter suggested focusing on some factors while going for industry analysis. Mention any **two**.

IV. Identify the strategy (from among Focussed, Specialised, Diversification, Differentiation, International, Liquidation, Retrenchment, Cost Leadership) adopted in each of the following cases-

(1 x 6 = 6)

13. Dabur India Limited planning to come to Dubai to launch its famous 'Pudin Hara' product.
14. Big Bazaar in India, one of the most successful supermarkets in India is planning to add book stores within its premises where they provide places for senior citizens to even read the books before buying them.
15. Reliance India Limited plans to launch CDMA technology based mobile service in UAE for the expatriates at a much affordable lower price.
16. KIA Motors is famous for manufacturing cars that can suit the budget of many being lowly priced. It is planning to come out with five new variant of inexpensive cars to be launched in third world countries like India, Pakistan, Srilanka, Bangladesh and Nepal.
17. Karnataka Soaps and Detergents Limited planning to give more thrust to its main product 'Mysore Sandal Soap' and temporarily withdrawing manufacturing of its another product 'Mysore Sandal Classic Soap'.
18. Hindustan Lever Limited had launched a product 'DOVE' in its product line for soaps.

V. Write TRUE or FALSE (0.5 x 6= 3)

19. Cash Cows should adopt a retrenchment strategy
20. Rasis Group of Companies, on their Board of Director's meeting decide to set up Strategic Business Units inside the organisation itself to foster healthy competition as well as to synergise the business in general. They are said to be engaged in a Business Level Strategy.
21. Purpose of an organization is considered as an end point towards which activities of the organizations are directed.
22. A programme can not include a policy .
23. MBO makes controlling effective.
24. Human rationality is bounded because of the complexities of the world.

VI. Read the following case and draw a SWOT Analysis for TISS- (1 x 4 = 4)

Question 25.

Tata Institute of Social Sciences (TISS) is a reputed institution in India that imparts professional education to students at Post Graduate level. It has got excellent infrastructure, very good faculty and talented students coming from all over India. It is a very old and established institution having its own campus, adequate infrastructure and zero liability. The pedagogy, the teaching aids, the academic environment, the academic industry interface are world class. The faculty are very good at research and development also.

The Ministry of South Africa recently asked Government of India to provide some counselling and consultancy to the academics as well as industry there. The Government of India referred the case to Educational Council of India Limited (Ed. CIL) which advertised an open invitation to any institute in the government, semi-government or in the private sector to apply with detail proposal and justifying why they should be given a chance to provide consultancy in South Africa. South Africa as a country is not very conducive for free living. There is always a problem of safety and security even though one does not find it much inside any campus.

There are many institutions in India who do engage in educational consultancy and are specialised in it. Even Ed. CIL itself has long history of providing educational consultancy in African nation.

VII. Differentiate between (1.5 x 4 = 6)

Questions

26. Forecasting and Planning Premises
27. Policy and Strategy
28. Programmed and Non-programmed Decision making
29. Uncertainty and Risk

*****Good Luck*****

BITS, Pilani-Dubai Campus
Knowledge Village, DUBAI
2nd Year – Semester I - 2006-2007
Course: MGTS UC 211 - Principles of Management

Component: **QUIZ – 1** Date: 04.10.2006
Maximum Marks: 30 (weightage 10%) Duration: 30 minutes
Student's ID No.: _____

Student's Name in Full: _____

Section 1

(Read the following passage carefully and then answer the questions given at the end)

Ramesh Rao, the MD of ABC Construction Co. in Dubai was evaluating the performance of his company during the past one year. It was found that the profit margin had reduced because of increased cost of the steel being used and slow work progress in the welding/ fabrication unit due to shortage of labour. He asked his chief production engineer Mr. Sunil to enquire and find out any other manufacturer and supplier of steel, which they can use. Mr. Sunil contacted various manufacturers and suppliers of steel all over the world and mostly those who were nearer to UAE. He considered the locations, prices, quality, experiences and all other details of the steel manufacturers and suppliers and then presented before Mr. Ramesh ten such cases whose prices were cheaper than the current steel supplier. All these ten cases were located in Gulf and some neighbouring countries. However, the lowest price quoted was from a reputed steel manufacturer in India, whose product was qualitatively same. The only problem involved in this case was the availability of steel on time as it has to be imported from a far off country. The MD Mr. Ramesh evaluated all these cases and then finally decided to undertake some risk and get steel from India. Regarding shortage of labour issue he asked his personnel manager Mr. Venkat, who explained him the current position of availability of labour. Mr. Venkat suggested the MD to allow him to bring workers from Bangladesh to avoid high expense on labour front even though this involved a great amount of risk as far as the quality of labour was concerned. However, Mr. Ramesh asked him to go ahead and get all workers from Bangladesh not only for the welding division but also for other divisions who require manpower.

In this case, as per Mintzberg's Managerial Roles Approach, what are the roles performed by-

1. Mr. Ramesh
2. Mr. Sunil
3. Mr. Venkat

Section 2

(Questions below have alternate answers. Please tick against the one, which you think as the right answer or nearest to it)

1. The Director of XYZ Institute of Technology is recently busy in finding and relating similar tasks and then grouping them as various job positions like Dean (Student's Welfare), Dean (Training & Placement), Dean (Laboratories & Workshops) etc. He is said to be busy in
 - a. Planning
 - b. Organizing
 - c. Coordinating
 - d. Allocating

2. Leading as a function takes most of the time of
 - a. First-line supervisors
 - b. Top Level Managers
 - c. Middle Level Managers
 - d. All of the above

3. 'Management should not be by a rule of thumb'. It relates to which theory?
 - a. Systems
 - b. Situational
 - c. Scientific Management
 - d. Process Management

4. According to Fayol, which one of the following is not a type of industrial activity?
 - a. Legal
 - b. Technical
 - c. Security
 - d. Financial

5. What is understood by the principle of Equity as stated by Fayol?
 - a. equal pay for equal work
 - b. equal share to all in decision making
 - c. equality in resource allocation
 - d. equality in treatment & behaviour

6. A manager will be called efficient when he is able to
 - a. achieve the objectives of the organization
 - b. achieve the objectives all by himself
 - c. achieve the ends with least amount of resources
 - d. all of the above

7. Management is best described as a process of
 - a. efficiently accomplishing selected aims by working together in groups
 - b. using best use of scarce resources to maximize output
 - c. coordinating activities of the organization to achieve goals
 - d. personally completing the tasks to achieve ends

8. From the following actions find out which is a proactive behaviour
- company X is waiting for its product to be totally obsolete and the sales falling to zero before improving the product or coming out with a new product
 - company Y is monitoring the latest fashion in the market and making necessary changes in its product at regular intervals even if the demand is there
 - company Z immediately comes up with a new product or upgrade the existing product as soon as there is a fall in the demand
 - company A has a through planning of when to upgrade or to come up with a new product and it sticks to that time slot irrespective of the demand
9. When managers performs functions like planning and controlling they are basically following-
- Taylor
 - Fayol
 - Weber
 - Mintzberg
10. Which of the following statements about social responsibility is TRUE
- by fulfilling its social responsibility a firm does not yield any benefit
 - social responsibility refers to the capacity of a firm to respond to social pressures
 - social responsibility and its benefits can be measured
 - social responsibility involves doing things to make society better and not to harm it

Section 3

(In the following questions fill in the gaps by writing appropriate answers)

- The _____ approach lays emphasis on behaviour of people in groups.
- According to Koontz the aim of all managers is to _____.
- According to Henri Fayol _____ arises from authority.
- Fair competition between two enterprises can be termed as _____ ethics.
- Ensuring that everything is going as per plan is _____ function of managers.
- In a pluralistic society like India when the RBI lowers the bank interest rate, it affects the business organization. This is an example of _____ force.
- Mark is a conscientious finance officer with a flair for numbers. However, he is unable to work as a part of a team and achieve group goals. He lacks _____ skills.

Section 4

(In the following questions some statements are given. Read them carefully and evaluate its meaning. Depending upon its implications write TRUE or FALSE against each statement.)

1. As one goes up in the managerial hierarchy his technical skills become more valuable.
2. Productivity is the output-input ratio within a time period and with not much consideration for quality.
3. Technical system has a great effect on social system.
4. Fayol's main focus was on maximum output.
5. In an organization, the plans are the ends that must be achieved.
6. Claimants are also known as stakeholders.
7. Ethics can be institutionalized by establishing a code of ethics in the organization.
8. The principle of order states that one person should be given instructions by one superior.
9. Opportunities are normally considered external variables.
10. Swami Krishnananda, the Head of ISCON Temple at New Delhi is also a manager.

Good Luck
