

**BITS PILANI, DUBAI CAMPUS**  
**International Academic City, DUBAI**  
**2<sup>nd</sup> Year - 1<sup>ST</sup> Semester 2011-12**  
**Course – MGTS C211– Principles of Management**

Component	Comprehensive	Date	11.01.2012
Maximum Marks	80	Duration	3 hrs

**Answer PART A and PART B in two different answer scripts**

**PART – A**

**1. Read the following and answer the question given at the end-**

Michael is the manager of a production unit. His job include providing proper training and instructions to the workers and supervisors in relation to how to work effectively by using the machine. Periodically, he meets the production manager, Betty, and the human resource manager, Joyce, to discuss complaints filed by one of the employees in the production department. He listens to employees' grievances, sorts out communication problems and maintains harmony among employees. He is also a part of junior board management where his job is to list out the problems and give suggestions about improvements in various production processes, people and structure.

*Identify and name the types of managerial skills shown by Michael by picking up appropriate statements from the above case. 2 x 3 = 6*

**2. Identify the different roles as suggested by Mintzberg for Mr. Sen in the following case 1.5\*10=15**

UAE Medical Equipments has been visualized and established in Dubai in 2000 by its CEO Mr Sen. In a decade's time the company has seen tremendous growth and has catered to clients not just in the UAE but in the European countries too. However, due to the recent recession the sales and profits have gone down substantially. In order to resurrect sales and profits, Mr Sen is now tapping markets in emerging economies such as India, China, and Brazil etc. Last week Mr Sen went on a research tour to Hong Kong to attend seminars and an exhibition to get details and updates regarding the latest technology in microchips that will improve the quality of medical instruments all over the world. On his return he called all his departmental heads and made a presentation of relevant information that he had collected during the course of his tour. Recently the company had a cash crunch due to bankruptcy of a major customer. He immediately arranged finance for payment to suppliers and employees so that the company's reputation was intact. He carried out forecasting of sales for 2012 and accordingly prepared a budget estimate for the next 12 months in order to ensure efficiency and effectiveness. He has been personally involved in recruiting and selecting his employees. He has always been able to influence them with his regular interactions with the employees on work related problems and listening to their grievances. As chief guest at social get-together on New Year's Eve he applauded the efforts of his employees whom he considers to be the most important asset in his company's balance sheet. He maintains excellent rapport with trade association heads and leaders of other business organizations. Today he has a meeting with a new supplier for materials that the company requires to purchase in bulk. He will be finalizing the terms and conditions for purchase such the price, credit and financing, quality, time lag for delivery etc. He is also scheduled for a press conference late in the afternoon. He may have to visit the government utility supplies, and other consultants for his new project.

**3. Give answers to the following questions in not more than 100 words: [16]**

- a) What do mean by organizational change? Describe a change agent? Explain the process of change. (2+2+6=10)
- b) What is satisficing? Why do people go for good enough solutions? (3+3=6)

**PART – B**

**4. Answer the following as asked in not more than five words: [1x10=10]**

- a. There are leaders who not only look after their followers but also lead them in such a way that these followers are able to be leaders themselves. What are these type of leaders called as?
- b. A manager is planning to be a member of the local club, where most other managers are members too. As per Maslow, this manager is trying take care of which of his need?
- c. Decentralisation in organization can be achieved through a management process. What is that called?
- d. Emirates Construction House in UAE had somehow been able to keep itself unaffected by the recession in 2009 and as a result with confidence from customers and suppliers as well as its employees it is in a strong position in the market in 2011-12. It has chalked out its growth plan very strategically. Some of them are – i. buying out sick units at

Al Ain who are into manufacturing Glass, Aluminum and other cement products, ii- Tying up Universal Voltas, Honeywell and other competitors in procuring resources from the same source which will make a huge savings for all of them, iii- Starting its own heavy transport services through which it can carry huge structures manufactured in its own plant to the site, iv- with the expertise of its employees starting a new company Emirates Consulting to provide consultancy services to many construction firms in matters related to finance and labour. Name the strategies as evident in i, ii, iii, and iv.

- e. when a person is able to complete a job with least wastage, he is said to be efficient or effective?
- f. Which type of management style is more appropriate for Theory X type of people in organizations?
- g. In a decision making situation a manager knows the alternative available however does not know what are the consequences. What do you call such a situation?

**5. Read the following case carefully and make a SWOT analysis for RIM. [7.5+4.5+3+6 = 21]**

**Research In Motion Limited** or **RIM** is a Canadian multinational telecommunications company headquartered in Waterloo, Ontario, Canada, that designs, manufactures and markets wireless solutions for the worldwide mobile and telecommunications market. RIM's portfolio includes the BlackBerry wireless solution, the RIM Wireless Handheld product line, software development tools and other software and hardware. It was founded by Mike Lazaridis, who currently serves as its co-CEO along with Jim Balsillie. For the past 40 years, the company's product range feature among the top 10 technologically advanced products of the world. Its target market was the business community who patronized the company's products as it is one of the most trusted phones for the business-class mobile e-mail. Last week Apple announced that it would be pursuing the business segment, which is the stronghold of RIM. The company already faces fierce competition from iPhone 4S, iPad and other products of Apple. Limited amount of physical space restricts the company's ability to function more efficiently. General complaints about customer services due to lack of technical support staff do give cause for concern but employee oriented management and strong corporate culture has contributed towards a lower turnover rate, compared to larger companies, and more happy employees. But of late there is a general feeling among management circles that due to more openings for job opportunities in the telecommunications industry in the Far East countries, there is sharp increase in labor turnover in the West. Moreover at present remaining centered at one place has enabled them to maintain their company culture and current culture may not necessarily be maintained if there is an expansion outside the province. The company has a strategic alliance with major distributors in emerging economies to ensure that it captures key markets. As source code loss, software piracy and product imitations are more common in developing countries where IP protection laws (or enforcement) lag behind developed countries, the company fears that this would have an adverse impact on its sales and profits. R&D has been the backbone of the company. While it is difficult to find research oriented professionals, the company has not only been able to recruit such personnel but also retain them. Statistical figures show that the demand for smart phones has increased exponentially in the past 2-3 years and trend projections show shipments to reach billions by end of 2012. Many smaller firms and technology start ups are struggling financially to sustain themselves. This gives scope to the company to gain control over the latest technology through mergers and acquisitions.

**6. Match the following: [1.5x8=12]**

Column A	Column B
1. Evaluation by self and others connected to the job	Reward & Recognition
2. Given more autonomy in the job	Self Appraisal
3. Leadership Styles	Bureaucracy
4. Leadership Dimensions	Job Enlargement
5. Absence irritates; presence does not as such motivate	Cleanliness & Hygiene in the organization
6. Absence does not as such dissatisfy; presence very much motivates	Development
7. Preparing employees for a future job	IOWA Studies
8. Adherence to rules & regulations	360 degree feedback
	Training
	University of Michigan Studies
	Job Enrichment
	Process Management

**BITS, PILANI – DUBAI CAMPUS**  
**International Academic City, DUBAI**  
**2<sup>nd</sup> Year – Semester I – 2011-2012**  
**Course – MGTS C211 – Principles of Management**

Component	<b>TEST 2 – Open Book</b>	Date	<b>18.12.2011</b>
Maximum Marks	<b>40</b>	Duration	<b>50 minutes</b>

**PART – A**

**1. Briefly answer the following not exceeding 100 words: [5x2=10]**

- a. When a message sent by a sender is received by the receiver, the communication process is said to be complete. Comment.
- b. Is recruitment a continuous process? Justify.

**2. Read the following case carefully and the questions given at the end: (5+4=9)**

A multinational manufacturing company is in the process of restructuring itself and created a new position of Productions Manager who will be reporting to the General Manager. One of the duties of the Productions Manager is to set production plan with support from marketing personnel. He has to provide aid to material management, to plan raw material supply according to production plan. He will be responsible for effective utilization of plant and equipment, to reduce cost and improve quality of output. As far as customer satisfaction is concerned, he will be in charge of timely delivery of goods which meet the required quality criteria and provide efficient after sales service. He will be involved in creating a motivating work environment through constant training and mentoring of employees under him. The organization is looking out for a candidate who is 40-45 years of age, who has the ability to be a strong team player and lead from behind. He must have demonstrated expertise of 20 years in production/ engineering/ operations management in a large organization with at least 5-6 years in a managerial capacity. He must possess an engineering degree in Mechanical from a reputed university, preferably (but not essential) followed by an MBA. He must have previous experience of being a trainer and counselor with excellent interpersonal skills. He must have demonstrated good HR skills as production unit head managing a group of shop floor workers.

- a. Prepare a Job Description for the position Production Manager.
- b. Prepare a Job Specification for the position Production Manager.

**PART – B**

**3. Answer in not more than five words- [4x1=4]**

1. Human Resource Management starts with what?
2. There are organizations, where they have earmarked place where people are evaluated and as well as trained for effective and efficient working in the same organization. What name can be given to such place?
3. Salman, a Service manager at Hyundai Motors is very cautious in his approach. Every feedback about him from the customers is shared with him by his boss. He is also periodically told about how his foremen and workers view him as a leader. How his colleagues see him as a service manager is also equally important, as he remembers how he is being

asked about his colleagues and he has to give his opinion. The impression of his boss, how he assess his performance is undoubtedly crucial. What type of feedback mechanism is practiced at Hyundai motors?

4. Sometimes too much information available to a person prevents him from processing and understanding a message in its true meaning. What do you call it?

**4. From the following instances identify the flow of communication: [1.5x4=6]**

- a) The General Manager of Dubai Paints is making a presentation to all his departmental heads outlining the corporate strategies for 2012.
- b) The R&D Manager is discussing with the Production Manager regarding the design for the new product that is to be introduced in the coming months.
- c) The travelling salesmen submit to the Finance Manager an expense sheet outlining their monthly expenses for reimbursement.
- d) All the shop floor workers put forward their grievances to the Plant Supervisor regarding excessive workload without any increase in compensation package.

**5. Match the following: [11x1=11]**

<b>Column A</b>	<b>Column B</b>
Measures what it is supposed to measure	Receiver
Measures the same consistently	BARS
Not filling up vacancies created by normal retirement/ resignations	Interview
Temporary involuntary termination	Semantics
Providing incentives to retire before normal retirement day	Firing
Can be the only method of selection	Attrition
Simulation Training	Jargon
Rating the employee on the basis of critical incidents	Validity
Decoding the message	Critical Incidents
Special language that some specific group of people use among themselves	Grapevine
Informal Network of communication	Off the job
	On the Job
	Test
	Reliability
	Sender
	Lay off
	Voluntary/ Early Retirement
	Weighing Scale
	Suspension

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2 <sup>nd</sup> Year – Semester I – 2011-2012			
Course – MGTS C211 – Principles of Management			
<b>Component</b>	<b>TEST 1 [Closed Book]</b>	<b>Date</b>	<b>23.10.2011</b>
<b>Maximum Marks</b>	<b>50</b>	<b>Duration</b>	<b>50 mts.</b>

**Answer All the Questions**

**I. Answer the following as instructed: [10x1.5=15]**

1. Under directions of top management, every employee at Johnson & Johnson has been given a document which is intended to serve as a guide to their everyday professional conduct in relation to its stakeholders. Name the document?
2. The foreman at the shop floor has put up on the notice board a list giving details of timings of the workers for all the three shifts for the coming week. Identify the plan?
3. Dr. Frederick Whitehurst, senior sergeant FBI reported FBI fraud and testified against them that during the World Trade Center bombing that the FBI falsified lab evidence and convinced witnesses to give false testimony at the trial. In management terms he can be called as what?
4. The shift manager in the Burger King store, coordinates every day the work of employees filling customer orders at the front counter & drive through windows, directs the delivery and unloading of food supplies and addresses any customer concerns that may arise. Identify the managerial approach in this case?
5. Based on their previous records, the accounts department has prepared a cash inflow and outflow outlining the details of when and how the company would receive or pay cash during the next financial year. Identify the plan?
6. For applying to undergraduate programs at Cornell University in the US, international students must first fill out the online application form, pay the application fee, mail in their TOEFL & SAT scores before the last date for submission and follow it up with their Grade 12 mark sheet to complete their application formalities. Identify the plan?
7. "At Kellogs® we are committed to building great brands." Identify the plan?
8. Which plan is understood as a pattern of organisation's response to its environment?
9. Prof. James is busy detailing the complete plan of action for the International Conference on 24-26<sup>th</sup> November 2011. Identify the plan?
10. Name the plan that guides our action and tells us what to do and what not to do?

**II. Briefly answer the following not exceeding 100 words: [7x2=14]**

11. In a decision situation, what is a condition of Risk?
12. Why decision makers go for "good enough" solutions?
13. What is a programmed decision? When and by whom programmed decisions are taken?
14. What are the purposes of planning?
15. Why non-programmed decisions are taken at the upper level of management hierarchy?
16. How decisions are taken under conditions of uncertainty?
17. In gist what is a situational approach to management?

[P.T.O.]

**III. Read the following statements carefully and categorise each one of them as Social Obligation, Social Responsiveness or Social Responsibility: [1.5x6=9]**

18. Toyota, the Japanese automobile giant recalls 100,000 units of its popular car Camry sold during first quarter of 2011 for a free A/C replacement due to a minor error in the thermostat. It has not caused any problem to any Camry owner so far yet has the potential to cause damage to the car in the long run.
19. GE, has been receiving the prestigious "Environment Specialist" award for the past five years continuously for meeting the statutory standards in environmental protection.
20. After exceeding a capacity of more than 1000 students residing in the hostel, BPDC constructed a sewerage treatment plant and intimated the same to the KHDA and DEWA.
21. Automatic, the popular Lebanese Restaurant in UAE has decided to go for use of total trans-fat free oil in its fries and breed organic chicken in its poultry farms to be used solely by them.
22. Paramount Computers, a reputed IT firm in the Dubai Media City is going for implementation Green IT in their firm.
23. ABCL, the motion cinema production company of the legendary star Amitabh Bachchan has been funding the World Thalassaemia Foundation for the past ten years for medical research on Thalassaemia.

**IV. Match the following: [8x1.5=12]**

<i>Column A</i>	<i>Column B</i>
1. To be at the right place, at the right time doing right things	a. Closed System
2. Social Factors in Output	b. Bounded Rationality
3. Human behavior at work	c. Stakeholder
4. Management is a logical process	d. Programmed Decisions
5. Rules, regulations & procedures, inter-related and inter-connected	e. Conditions of Uncertainty
6. Self-dependent, self reliant and self contained	f. Quantitative Theory
7. Society	g. Behavioural Science Theory
8. Time and cost constraints	h. Hawthorne Experiments
	i. Contingency Theory
	j. Systems Theory
	k. Open System
	l. Scientific Management
	m. Process Management

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**2nd Year – Semester I – 2011-2012**  
**Course – MGTS C211 – Principles of Management**  
**Quiz – 2**

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

Date : 6.12.2011

Name :

Id No :  
Section:

Marks: 14

**I. Answer the following questions in the space given below the question: [10]**

a. Identify the management term that defines the degree to which jobs within the organization are standardized and the extent to which employee behavior is guided by rules and procedures.
b. A team that consists of specialists from finance, marketing, production and R&D is called?
c. ABB contracting company engaged in construction of building residential towers across UAE acquires a cement plant in Ajman as a part of its growth strategy. Name the strategy?
d. Flydubai and AirArabia have decided to share their flights in certain destinations for African sector. Name the strategy?
e. Mention the two axes of BCG matrix.
(i) (ii)
f. The number of employees that a superior can effectively and efficiently manage is called?
g. A pharmaceutical firm pulls out from retail selling to concentrate on institutional selling and reduces the size of its sales force to increase marketing efficiency. Identify the corporate strategy.
h. With which strategy does an organization continue to serve its same market and customers while maintaining its market share?
i. Unilever famous for its toiletries and cosmetics products have acquired Cadbury the chocolate giant. Name the strategy?
j. In an Iron & Steel Plant, the departments are like Blast Furnace unit, Hot Strip Mill, Cold Rolling Mill etc. Identify the type of departmentation?

PTO

**II. Match Column A with Column B and write your answers in the empty spaces [3]**

Column A	Column B	Column A	Column B
a. External analysis	i. cash cow	a.	
b. Cost Leadership	ii. internal analysis	b.	
c. low market share	iii. opportunity	c.	
d. strength	iv. Corporate level	d.	
e. wide span of control	v. Question mark	e.	
f. Employee empowerment	vi. Business Level	f.	
	vii. weakness		
	viii. Centralisation		
	ix. decentralization		
	x. stability		

**III. Mention TRUE or FALSE to the following statements- [2]**

- a. In a Matrix structure there cannot be a dual chain of command.
- b. The financial Institutions do not go for Customer Departmentation.
- c. A cash Cow company may eventually become a Dog.
- d. For a firm having single line of business the corporate level strategies and the business level strategies are same.



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**2nd Year – Semester I – 2011-2012**  
**Course – MGTS C211 – Principles of Management**  
**Quiz – 1**

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

Date : 27.09.2011

Name :

Id No :  
Section:

Marks: 16

**I. Answer the following questions in the space given below the question: [4]**

a. Resolution of conflicts among employees is a part of which managerial function?
b.. Mr.Ahmed, as a Mechanical Engineer had enough knowledge and experience in his field but failed to work as a team as he lacked some skills? Name the skills.
c. Which Management theory suggests that there should be scientific selection and training of workers ?
d. Which management theory suggests that interpersonal relationship in organization shared only be on the basis of positions and not personalities?

**II. Give the managerial term that best explains the following statements ( Answer must not exceed 5 words) [4]**

a. Increasing output by keeping input constant.
b. Promoting team spirit within the organization.
c. The line of authority from top management to the lowest level.
d. For everything there must be a place and everything should be at its right place.

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

Column A	Column B	Column A	Column B
1. The role played by the Chairperson of Dubaichem, a leading pharmacy inaugurating the new branch in Sharjah.	a. Leader	1	
2. The role played reading through the business periodicals to keep a track on the latest consumer trends and the strategies adopted by the competitors.	b. Disseminator	2	
3. The role played by manager who formulates the overall strategy for the organization for new product development	c. Figure head	3	
4. The role played by purchase manager of ABC Company when calling a meeting with the suppliers to explain the terms and conditions of supply.	d. Liason	4	
5. One best way of doing things	e. Bureaucracy	5	
6. The role played by the manager in sending the mails to the staff members	f. Negotiator	6	
7. Strict adherence to a formal set of rules and regulations	g. Entrepreneur	7	
8. The role played by the manager addressing the press conference	h. Monitor	8	
	i. Taylor		
	j. Planning		
	k. Spokesperson		
	l. Fayol		
	m. Resource allocator		