

BITS PILANI, DUBAI CAMPUS

Course – MGTS F211 – Principles of Management

2nd Year – Semester I – 2013-2014

Component	Comprehensive Examination	Date	26.12.2013
Maximum Marks	80	Duration	3 hours

Please answer Section A and Section B in separate answer scripts

Section A

I. Answer the following questions on finance and accounting: [1 x 10 = 10]

1. Name the statement that lists assets and liabilities.
2. Which financial statement shows the profit earned or loss incurred by a company in a financial year?
3. Cash payments made by a company to its suppliers of raw materials will appear in which statement?
4. The company has purchased inventory worth Ds. 1,000,000. What type of an asset can it be categorized under?
5. A company has sold goods for Dhs. 50,000 for credit in a year. In which financial statement will this appear?
6. The customer has been given a 45-day credit period for payment of the amount and he pays up the amount. Name the statement in which the amount received is recorded.
7. An organization has paid cash Rs. 10,000 on paying wages and salaries to employees for the month of December. Name at least one statement in which this will be recorded.
8. Give an example for intangible asset of a company.
9. The amount of income tax that is due to be paid to the government is shown in which financial statement?
10. The company has invested \$1m in construction of factory. Will this be treated as expense? Why or why not?

II. Identify what is being marketed by the highlighted companies: [1 x 5 = 5]

1. DLH Developers Mumbai (Dev Land & Housing Limited) are offering residential apartments for sale in Andheri West.
2. At Walt Disney World's Magic Kingdom customers visit a fairy kingdom, a pirate ship or a haunted house.
3. Carrefour Hypermarkets offer customers the largest selection of fresh produce (fruits & vegetables, baked breads, meat cuts, fish etc.) and household goods available in the region.
4. Etisalat is the Middle East's leading telecommunications operator and one of the largest corporations in the six Arab countries of the GCC.
5. Oprah Winfrey is the only female billionaire among the Forbes 400 richest Americans based on the success of her personal brand.

III. Marketing Mix comprises of 4 P's. Which component of the marketing mix does each of the following situation cater to: [1 x 7 = 7]

1. Hyatt Residency conducted a survey to assess the quality of service offered to customers.
2. While deciding on the location of its store, Wal-Mart asks itself this question: 'Are members of the target market willing and able to travel this distance to buy the product?'
3. Discounts are given to customers for placing bulk orders.
4. Pepsi advertises its brand in all major television channels
5. Nokia ensures that its mobile phones meet the required quality criteria
6. LuLu has a computerized inventory management system so that customers do not face shortage of goods.

7. Unique Glassware focuses on packaging to ensure safety of its fragile goods

IV. Read the following case and answer the questions: [4.5]

Founded by Ben Cohen and Jerry Greenfield in 1978 in Burlington, Vermont, Ben and Jerry's have grown from humble beginnings to a huge multinational company. With products ranging from ice cream, frozen yogurt to sorbets, Ben and Jerry's have flavors of about 46. The Vermont Dairy Farm Sustainability Project, which was launched by Ben & Jerry's in 1999, sought to develop practical methods that could be used on typical dairy operations to safeguard water quality from nitrogen and phosphorus run-off. This helps the company to ensure that they meet the quality standards put forward by the Government. The company has based the use of the term 'all natural ingredients' on guidelines issued by the US Food and Drug Administration. The company is quite involved in supporting community projects in Vermont. This year the company assessed the need for microfinance and provided grants of \$500 to \$1000 to support people below poverty line. Procurement of Fair Trade ingredients has been adopted by various socially responsible businesses who exemplify corporate citizenship. This is part of its wider Framework for Corporate Social Responsibility. Fair Trade products such as fair trade coffee, fair trade clothes and fair trade chocolate are meant to solve some of the problems associated with regulating factory and workplace conditions of companies that produce goods and services in foreign countries and import their products into their home countries. Fair Trade standards ensure that employees have good and safe working conditions, work reasonable hours and are paid a fair amount for their work. Ben & Jerry's began using Fair Trade Certified ingredients in 2005. The ice cream giant announced a plan in February 2010 to go fully Fair Trade by 2013.

Identify the three levels of Social Responsibility by picking out appropriate sentences from the case.

V. Comment on the following: [4 x 4 = 16]

1. Marketing and Selling are two different functions
2. Organizations that are closed systems will not be able to survive in the long run.
3. In interpersonal communication, verbal factors often play an equally influential role as non-verbal factors.
4. Planning and Controlling are two sides of the same coin

Section – B

I. Read the following case and answer the questions given at the end (14.5 marks)

After Completing her University degree Sara Abraham joins SingInfotech LLC which offers goods and services for insurance, banking and online shopping. With net profit of around \$1 billion it has become one of the largest outlets for IT-products and solutions in Singapore. This growth has resulted in a workforce of 3200 employees. CEO Mr. Christopher believes in employee motivation is important for the continued growth of the company. He is supported by a dynamic Human Resource Manager who primarily seeks to have a motivated workforce that will work harder and achieve greater output in less time, therefore reducing labor costs. They require less supervision and demonstrate pride in the work, making a greater impact on the customer. SingInfotech is supported by motivated, flexible and well-trained staff members who recognize customer needs. Employees have high levels of concentration and are less likely to make mistakes. They are also likely to show greater loyalty to the company and have less absenteeism. An unmotivated workforce will be the opposite, being dissatisfied with its role in the work environment. This can negatively affect both the quality of the work as well as how efficiently employees carry out their jobs.

SingInfotech employees are supported by the company in their various roles and at different levels from customer assistants in stores to department managers; from warehouse employees to office and logistics staff. It supports employees by increasing their knowledge, skills and job satisfaction through training and development and

Abu Dhabi unit receives orders from Domestic Customers, Foreign Customers, Wholesale customers and Retail customers and as per the requirement, specifications are sent to the concerned divisions to further process the work.

Draw an organizational chart for SRS. Identify the types of departmentation seen.

III Differentiate the following give at least 2 points for each side (2 x 4 = 8)

- a) Unity of Command and Chain of Command
- b) Liaison role and Spokeperson role
- c) Recruitment and Decruitment
- d) Autocratic and Democratic Leadership

IV Answer the following in not more than four to five words. (1 x 7 = 7)

- a) The number of employees that managers can effectively and efficiently manage
- b) The type of organizational structure that violates the Fayol principle of unity of Command.
- c) A type of production system in which specifications vary from one customer to another and therefore production cannot be standardized.
- d) The type of ratio that is applied to measure the Organizational short term obligations
- e) The stage of control where managers give the product specifications to the suppliers in advance in order to control the quality of inputs it receives from its suppliers
- f) The degree to which decision making should be concentrated at the upper levels of the organization
- g) The last link in the interpersonal communication process

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Component	Test 2 (Open book)	Date	18.11.2013
Maximum Marks	40	Duration	50 minutes

I. Which performance appraisal method is being described in each of the given situations? Briefly explain in a sentence why you think so: [2 x 5 = 10]

1. A production supervisor's job can be broken down into several dimensions, such as equipment maintenance, employee training or work scheduling. The following diagram is an appraisal given by his supervisor in the dimension of work scheduling.

Has no plan or schedule of work and no concept of realistic due dates		Makes a list of due dates and revises them but gets frequently surprised by unforeseen events	✓	Develops a comprehensive schedule, observes target dates, makes schedule modifications as quickly as necessary
1	2	3	4	5
	Has a sound plan but neglects to keep track of target dates or other problems as they occur		Usually satisfies time constraints, with time and cost overruns coming up infrequently	

- The appraisal group consists of co-workers, supervisors, customers and the concerned employee himself.
- Managers at Ford Motor Company evaluates his or her direct subordinates relative to one another and categorizes each on a scale such A = Outstanding performance, B = High-middle performance, C = in need of improvement and fire those employees who fall in the bottom 10 percent of the ranking.
- A Customer Care supervisor evaluates his subordinates by identifying certain dimensions such as communication, team work, and initiative and giving them scores on each dimension ranging from 1 to 5, where 1 = very poor, 5 = excellent.
- A supervisor maintains a log of positive and negative examples of a subordinate's work-based behavior that goes into his appraisal report at the end of the period.

II. Answer in one or two appropriate words from the management literature:

[7 x 10 = 7]

- An in-basket exercise in selection where the candidate has to play the role of a manager and take appropriate action on the given reports, memos, notes of incoming phone calls, letters etc. within a limited time span.
- The newly recruited employee excels in his job but does not fit in with the organization culture. Identify the selection error.
- The type of structure using permanent teams that cut across functions to support specific products and projects
- In order to keep a pace with changing times Canara Bank has adopted a policy of not filling the vacancies created due to superannuation and resignations. Identify the managerial action.
- Use of technical language that forms barrier to communication

6. An employment test that yields different results over time when taken by the same person should be replaced because?
7. The systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job that is carried out before recruitment is called?

III. Comment on the following: (3 x 3 = 9)

1. Recruitment process ends with hiring a suitable candidate
2. A tall structure tends to have narrow span of control.
3. Organizational structure may act as a barrier to communication

IV. Read the following passage and answer the questions following it: (14)

Books 'R' Us, is one of the leading multinational book stores headquartered in Germany. It has expanded to different countries in Africa, Asia and Middle East headed by Regional managers. Dubai serves as the commercial hub due to its strategic location for distribution in the Middle East.

The General Manager of "Books R Us", Mr. Michael had sent a mail to the Middle east Regional Manager Al-Faisal regarding the participation of Book R Us in the International book fair of Sharjah from November 6th -16th 2013. Meanwhile, Mr. Al-Faisal discussed the details with Marketing Manager Mr. Gupta and allocated the task to him. Since the Warehouse Manager was on a long medical leave, Mr. Sharma, the Warehouse-keeper, was instructed to send the details regarding availability of books, magazines, periodicals, CDs and other stationery materials to be displayed at the book fair, to the Sales Manager Ms. Katherine. Katherine also sent a formal requisition to Mr. Al-Faisal to approve the budget for purchase of stock for the impending book fair. The Purchase Manager, Mr. Banerjee, listed the items which are insufficient to meet the demand forecasted. He worked with his team of assistants who were allocated various jobs involved in purchasing. Quotations were to be called for and followed up. After finalization of terms of purchase and approval by the purchase committee, orders were placed. The books procured were classified, catalogued and price tags were fixed.

Katherine leads a successful and cooperative team of sales representatives and as a team they decided on the following mode of exhibition display. Encyclopedia, dictionaries, thesaurus of different publications are displayed in Hall 1, textbooks & journals relating to arts, literature, general science, management, medical, engineering in Hall 2, CDs, e-books and other e-resources in Hall 3. To understand and meet the demand of customers and avoid stock-out situation the sales men were asked to give a report on a daily basis to Katherine. At the end of the first day of the book fair the sales representatives reported to Katherine that some competitors have set display in the following manner: cartoons, story books and toys for Kids under age of 12, text books; reading material and game tabs for teens; books on health, cooking, fiction, politics, sports and childcare for both men and women with a sales man catering to each division to serve the customers and avoid huge queue. This set Katherine thinking about the pros and cons of different types of departmentation.

1. Identify the types of departmentation by picking appropriate sentence from the case. (7.5)
2. Identify the direction of communication flow with the support of statements.(6.5)

Books R Us", is one of the leading Book stores with its headquarters in Germany and is expanded in different countries like Africa, Asia and Middle east with managers for each country –Regional . Dubai serves as the hub due to its strategic location for the distribution in the Middle east .

The General Manager of 'Books R Us'. Mr. Michael had sent mail to the Middle east Manager Al Faisal regarding the participation of Book R Us in the International book fair of Sharjah from November 6th -16th 2013. Meanwhile, Mr. Al-Faisal called Marketing Manager Mr. Amit, Gupta to discuss the details of it and allocated the task to him. Mr Gupta held a meeting with Mr Alfred John the accounts manager to know the availability of budget for the payment of fee towards the stall and other expenses. Mr Rakesh Sharma the warehouse manager was asked to send the details like the availability of the books, magazines, periodicals, CDs and other stationery materials to be displayed in the book fair to the sales manager Ms Katherine. Based on this information, Katherine listed the items which are insufficient to meet the demand forecasted and intimated the purchase manager, Mr. Banerjee. Mr. Banerjee in turn with the help of his assistants had called for quotations and after order fulfillment details, books procured were classified and catalogued and pricing was done according to discounts.

Two days before the book fair Ms. Katherine sends a request to Cashier Mr. Roy to release the budget approved for the book fair. She leads a successful and cooperative team of sales representatives who came up with the idea of displaying in the book fair according to subjects such as arts, general science, management, medical and literature Encyclopedia, dictionaries, thesaurus of different editions as separate stall in Hall 1, Textbook magazines and journals in Hall 2, Compact Disc, e books and other e-resources in Hall -3 separately. On the first day of the book fair the sales representatives reported to Ms Katherine that display needs to be modified according to cartoons, story books and toys for Kids under age of 12, text books, reading material and game tabs for teens, books on health, cooking, fiction, romantic and comedy attracting both men and women with a sales man catering to each division to serve the customers and avoid huge queue. To understand and meet the demand of customers and avoid stock out situation the sales men were asked to give a report at the end of the day to Ms. Katherine. .

V. True or False

1. Grapevine tends to generate harmful rumors if not used properly true
2. Feedback can be used to evaluate communication effectiveness true
3. Since formal communication is the most important type of communication within an organization, managers must restrict its flow if the organization is to be successful. true
4. In interpersonal communication, verbal factors often play a more influential role than non-verbal factors. false
5. Grapevine is much slower than formal communication channels false
6. Feedback is solely verbal false
7. The following is a theory Y assumption – an average person prefers to be directed true
8. Human Resource Management is the process of attracting a high quality work force.

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2nd Year – Semester I – 2013-2014

Component	Test 1 (closed book)	Date	23.09.2013
Maximum Marks	50	Duration	50 minutes

I. Read the following case and answer the question given at the end: [2 x 10 = 20]

Gap Inc. is a leading international specialty retailer having 4200 stores offering casual clothing, accessories and personal care products for men, women, children and babies under three brand names. As Store Manager with Gap Inc., New York, Bonnie Montgomery begins her day with reading the Wall Street Journal and internal business reports. She is quick to wean information and make calculated analysis. Her Assistant Manager, Jan Martin is often seen giving direction to employees to maintain floor coverage and counseling them to find creative ways to help customers in choosing their products. Matthew Rose, Senior Superintendent is in charge of assigning sales associates to the various zones throughout the store depending on the shoppers' crowd. The Purchases Manager, Victor Hall is in Malaysia right now to finalize a deal with a major supplier to decide on price, quality, terms of delivery, penalties for late/faulty supplies etc. The Marketing Chief – Harry Ryan has sent the approved marketing budget this week to all the store managers including Bonnie so that they were aware of all the proposed cost reduction measures.

The company was recently in the news facing allegation regarding child labor and sweat shops. As part of an in-depth investigative report, Al-Jazeera had broadcast the disturbing footage of Asian girls as young as 12 working on jeans with "Old Navy" labels, of Gap Inc. Hugh Murphy, Manager- Supply Chain, posted a lengthy statement online stressing the company's intolerance towards child labor and concern for the children in Al Jazeera's footage, while holding contractors responsible for severe breach of policy. Stakeholder Relationship Officer Andrew White went on a goodwill tour to all the countries where the company has its offices meeting and talking with government, local authorities and international advocacy agencies to strengthen the company's ties with them. Hugh Murphy also tightened legal stipulations in vendor contracts and conducted training sessions on work ethics to salvage the company's reputation and to avert such disasters in future.

Today the president of Gap North America, Martha Hansen, will welcome a foreign delegation from South Africa, with whom the company plans to tie-up for future expansion and will host a luncheon in their honor. This meeting is the result of a report sent by Bonnie Montgomery in March outlining the need for initiating changes and highlighting steps to garner higher market share. She was highly appreciated for being proactive in her approach.

From the above case, identify which manager suits best for which role from among the 10 managerial roles of Mintzberg? Use the format given below for your answer.

Name of person	Name of managerial role	Appropriate Sentence from the case
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II. Name the management functions by picking out appropriate sentences from the case. [9]

With Dubai is bidding for Expo 2020, the construction industry is set for a huge boom in the coming months. RAAS Constructions CEO Robert Allen in consultation with his divisional heads wants to decide on long term objectives that will help them tap market opportunities. Sharma the HR Manager came up with the suggestion of linking with a consultancy in India to hire few specialists who work with the designing of the buildings, equipments and preparation of submittals so that the cost will be cheaper. At the end of the first year, Ronaldo the projects manager presented a detailed comparative report on the purchase and use of the materials with respect to its allocated budget. As General Manager, Fred Smith has delegated authority to the lowest level in the organization to empower people. This year he has decided to reengineer the process in two areas that had not met the planned target due to obsolete work methods. To increase productivity, work facilities were improved and additional bonus rewards were offered to workers.

III. Comment on the following: [12]

1. Set of rules, regulations and procedures are required in an organization.[4]
2. Meg Whitman, Project Leader, believes 'the ability to energize everyone to work towards a common goal' is her most important contribution to the organization. Which skill is exhibited here and why is it important? [4]
3. Taylor's contribution to the evolution of Management. [4]

IV. Identify the appropriate term using management literature: [9]

1. Name the person who introduced the concept of bureaucracy in management.
2. An organization that succeeds using the least amount of resources is being?
3. Management exists in all organizations irrespective of size, level and types of departments. What is this called?
4. "Doing the right things" refers to which management term?
5. Which management theory focuses on increasing productivity by defining the one best way to get a job done?
6. Suggest a term that explains how work can be divided into small and repetitive tasks.
7. Conceptual skills are also required by the lower level managers State True or False?
8. Which function of management is seen in the Interpersonal role?
9. A head nurse in a pediatric department having a group of nurses reporting to her can be categorized under which managerial level?

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Read the following case and answer the question given at the end: [2 x 10 = 20]

Andrea Jung, CEO of Avon is sitting in her office on the 27th floor of Avon's New York headquarters considering an obvious question: what are the changes that I need to make in order to keep my organization growing? She had just concluded a meeting with her data analyst Heather Lublin. Heather had the capacity to pour over reams of technical data and industry reports. She had announced that in the past two years sales growth has climbed from 1.5% to an expected 6% this year and revenues should hit \$6 billion. Operating profits are expected to climb from 4% to 7%, their highest level in a decade. Andrea felt that these statistics would be important for her marketing manager Mark Whitman, when he issues a newspaper report this weekend about the company's half-yearly performance and its projections for the next half of the financial year.

Andrea had been chewing on the idea of expanding to parts of Africa. Her rational thinking coupled with intuitive insight made her look at it as a land of opportunities. She considered Jack Mitchell, a South African, to be sent for interacting with the government and getting license clearance done. Her finance manager, Scott Madison had once helped her ride through liquidity crises by arranging for finance through bank overdrafts. He was a wizard at numbers and has presented her with a budget of how much is required for this expansion, from where it is to be got and how it is to be disbursed. The only disturbing news has been from her HR manager Andrew Hill who had met her couple of days back. He had been holding talks with sales representatives who have been demanding a 100% hike in commission rates. His view was that the company should hike up the commission that they are paying their salespeople by at least 50%, if Andrea wants them to continue functioning as efficiently as ever. Both of them were well aware that with personal selling being the focus of the company, sales representatives were the backbone of the organization.

She quickly chalked out plans of holding a thanks giving dinner during the holiday season for her army of salespersons. She thought it would be a good idea to invite Charles Goodman, founder and chairman of Avon, who was widely respected within and outside the organization to speak at the gathering. He was excellent not just in delivering speeches that motivates everyone who care to listen, but his life and career would be a role model for several aspiring youngsters. Her personal secretary, Irene Smith, immediately sent out mails to the functional department heads announcing the impending meeting and the matters that Andrea wants discussed in there.

From the above case, identify which manager suits best for which role from among the 10 managerial roles of Mintzberg? Use the format given below for your answer.

Name of person	Name of managerial role	Appropriate Sentence from the case
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How many of Mintzberg's managerial roles can you find in the Andrea Jung case?

Ans:

Figurehead and leader -- Charles Goodman

Liaison – Jack Mitchell

Monitor – Heather Lublin

Disseminator – Irene Smith

Spokesperson – Mark Whitman

Entrepreneur – Andréa Jung

Disturbance handler & resource allocator – Scott Madison

Negotiator – Andrew Hill

V. Answer in one or two appropriate words from the management literature:

[0.5 x 10 = 5]

1. Identify a system with a rigid structure and having impersonal relationship.
2. Management exists in all organizations irrespective of size, level and types of departments. What is this called?
3. Name the studies which examined the effects of various illumination effects and contributed to the field of Organizational Behavior.
4. According to which theory of management is an organization a set of interrelated and interdependent parts arranged in a manner that produces a unified whole?
5. Who suggested that management is a science and not a thumb rule?
6. Which theory of management states that different ways of managing are required for different situations?
7. An Organization is bound to carry on its activities with the least amount of resources. Name the concept.
8. Identify Fayol's principle which describes the line of authority from top management to the lowest management.
9. Which theory of management is involved in application of statistics, optimization models, and information models to the management activities?
10. Which principle of Fayol talks about equality and fair treatment of employees?

VI. 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, John Hill had just

concluded a meeting with the Chief of Business Development Unit, Anne Hanks. Anne 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%. In consultation with Hill, Anne Hanks sent the data relating to sales report to the marketing manager David Graham. They both felt it important for Graham 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. Michael Lewis, 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. John Hill's discussion with Lewis 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', Lewis said, 'India is the country for the future and we do not want to be left behind'. As an initial step, Hill 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 Kris Lynn, who had in a couple of earlier instances, helped him ride through a liquidity crisis by arranging short term finance at reasonable rates. Lynn 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 Hill has been from his HR Manager Jonathan Gary, regarding the demand from sales representatives who form the backbone of the company. Gary 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. Gary was trying to get them to agree to a 5% raise, but the possibility of losing some key salesmen was looming large. Gary's suggestion to John Hill 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.

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VII. Comment on the following statements: [2 x 3 = 6]

1. Technical skills are not required by the top level managers.
2. Staffing and Directing are closely related to each other.
3. Organizations that are closed systems will not be able to survive in the long run.

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