



MANIPAL INSTITUTE OF TECHNOLOGY

MANIPAL

(A constituent unit of MAHE, Manipal)

VII Semester B. Tech. End Semester Examination November 2018

SUBJECT: ESSENTIALS OF MANAGEMENT [HUM 4001]

Date of Exam: 22/11/2018 Time of Exam: 2 pm to 5 pm Max. Marks: 50

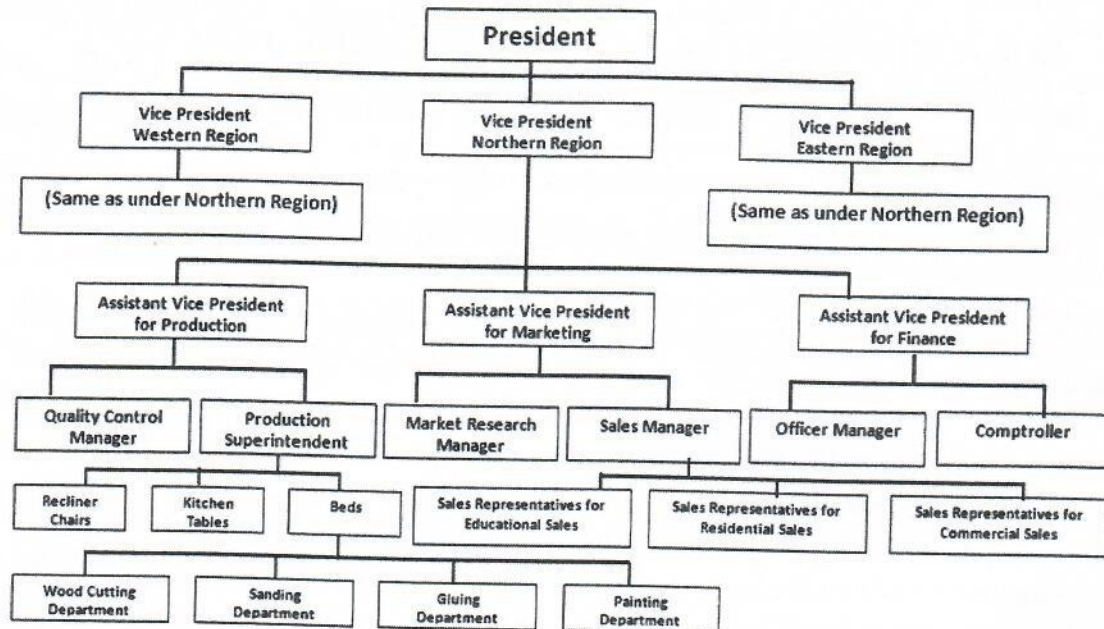
Instructions to Candidates:

- ❖ Answer ALL the questions and missing data may be suitably assumed.

- 1A. Radhika opens a jewelry showroom in Jaipur after completing a course in jewelry designing. She has employed eleven persons in her showroom. For greater productivity, she divides the work into small tasks, and each employee is trained to perform his/her specialized job. The sales persons are allowed to close a deal with a buyer by giving a maximum of 10% discount, whereas the decision to give any further discount rests with Radhika as the final authority. In the earlier days of starting the business, five of her employees were asked to put in extra hours of work. In return, she had promised to give them a special incentive within a year. Therefore, after six months when the business was doing well, she awarded a cash bonus to each of these employees to honor her commitment. However, when it comes to settling the conflicts among her employees, she tends to be more biased towards her female employees. 4
- In the context of the above case:
- a) Identify and explain the three principles of management that are being applied by Radhika in this case.
 - b) Identify and explain the principle of management which is being violated by Radhika.
- 1B. FedEx operates a \$ 23 billion delivery system from its London and six international based hubs. An important part of FedEx system is its ability to track customers' parcels at each stage of collection, shipment and delivery. Also at FedEx, its system helps in identifying the customers who generate maximum profits and eventually leading to costing the company. FedEx closes the accounts that are not profitable to serve. Identify the managerial function in the above case and explain the different steps of the function with respect to it. 3
- 1C. Explain the strategic planning process using a block diagram. 3
- 2A. What are some typical management practices in Japan and how can they be compared to those in the United States? 4
- 2B. The figure shows the organization chart for Charles Furniture Company. This structure is designed and created on the basis of departmentalization by combination. Disintegrate the given chart and redraw those five sub organization structures that are 6

included in the given chart. (E.g.: Title them as organizational chart based on function, territory ...).

List one major advantage and one major disadvantage associated with each of those five sub organization structures.



- 3A. KITS, Goa is one of the reputed institutes for engineering education. On meeting several quality criteria, this institute has obtained Autonomous Status. The institute is known for faculty-student research, customer (internal and external) care. 10

School of Mechanical Engineering of KITS, Goa is presently operating four sections, namely A, B, C and D. Associate Professor Dr. Aman, the faculty teaching 'Applied Thermodynamics' to C section has resigned from the institute in the middle of the semester due to his admission into Post-Doctoral Program. The vacancy needs to be filled immediately in order to ensure the continuity in learning.

Questions to be answered:

- List the different sources and methods of recruitment available theoretically with sub details (no explanation required) and mention the preferred sources for this case? Justify. **(3+0.5= 3.5 marks)**
- Develop Job Description for the job titled 'Associate Professor' in Mechanical Engineering Division so as to fill the above mentioned vacancy. **(2 marks)**

In spite of its reputation, KITS Goa could get a new candidate with PhD qualification but without any teaching experience. Dean, heading the School of Mechanical Engineering has to train the newly selected person into teaching "Applied Thermodynamics" for C section.

Questions to be answered:

- List the different "On-the-job" and "Off-the-job" training methods available theoretically with sub details (no explanation required). **(2 marks)**

- d) Mention the preferred training method if the training objectives are (i) cost effectiveness (ii) training the newly selected candidate for teaching. Give justification. **(1 mark)**

Present students are found to be more sensitive than the previous batch students due to their own priorities and preferences.

Question to be answered:

- e) Explain briefly how 'Sensitivity Training' method is useful to the newly selected inexperienced faculty members. **(1.5 marks)**

- 4A. Explain briefly (a) STP in Marketing (b) Marketing Mix. Develop a marketing strategy by combining (a) and (b). **4**
- 4B. Ken Kutaragi was working in the sound labs at Sony Corporation when he bought his young daughter a Nintendo game console. Ken was displeased with the quality of the sound in the game. Ken concluded that a digital chip, dedicated solely to sound, would significantly improve the quality of the Nintendo gaming system. Because the Sony Corporation was not involved in computer games, Ken Kutaragi negotiated to keep his job at Sony, while working as an outside consultant for Nintendo on their computer gaming devices. Norio Ohga, the Chief Executive Officer of Sony Corporation personally recognized the value of Ken's creativity, entrepreneurial spirit, and innovation. Thus, when Nintendo was reluctant to go forward with Ken's ideas Sony Corporation decided to develop its own gaming system, which became the blockbuster product success "PlayStation". Ken was able to operate as entrepreneur with full independence and autonomy. **3**
- i. If Ken had started his own company, then what are the challenges he would have faced? **(1.5 marks)**
- ii. Explain the concept behind Sony's intention to encourage the entrepreneurial spirit in Ken. **(1.5 marks)**
- 4C. Explain Likert's four systems of management with relevant examples. **3**
- 5A. Explain the business plan process with a flow chart. **3**
- 5B. Manufacturing and marketing of semi-automatic "Pani Puri Vending Machine" business model was one of the successful projects of 2017-18 outgoing batch students of MIT. It has won several prizes in competitions. Project group consists of students from various branches of Engineering - two from E & C, one from IT, one from Computer Science and one from EEE. Idea generation and Model conceptualization took place accidentally. **4**

When two of the team members (EEE and IT students) had to wait long in front of Tiwari Chats to get pani-puri, this idea to make the machine splashed their mind. Social media has helped them in forming the team. This project has attracted hundreds

of visitors when the prototype was exhibited in the Innovation Centre. Dialogues among the team members and a few IP and Mechanical Engineering student visitors that took place on the day of exhibition are given below:

IP students: Are you interested in manufacturing and marketing these vending machines (pointing at EEE and IT student team members)?

EEE and IT team members: No! Not at all. We just thought of applying our Engineering knowledge to create a machine successfully.

IP students: (pointing at a Mechanical Engineering student) He is Mr. Suresh. His father is an IITian. His father is having a medium scale industry in Mumbai city and it was started by him soon after his graduation. His father is the first person in their entire family to start such an industry. Like his father Mr. Suresh also is interested to start his own industry and manufacture the Pani Puri Vending Machine if "your team" permits.

Project Team members: OK.

IP students: one from the IP student visitor group raised the hand and said, "I am Mr Vinay and I'm interested to market those machines."

Question to be answered:

Analyze the interaction between the team members and the visitors given in the above paragraphs. List and identify the different kinds of entrepreneurs (by quoting from the passage) with appropriate categorization of entrepreneurs.

- 5C. Different managerial activities are listed in the table below. With reference to Mintzberg's managerial roles, mention the role category and specific role for the following activities. 3

Sl. no	Activity	Role Category	Specific Role
a)	The manager reads the Wall Street Journal while having coffee first thing in the morning		
b)	The manager shows an employee how to fill out a form		
c)	The manger discusses how much it will cost for a new machine		
d)	The sales manager resolves a complaint with a customer		
e)	The manager develops a new meal for the restaurant		
f)	The manager takes an important customer for lunch		
