

Question Paper

Exam Date & Time: 23-May-2023 (02:30 PM - 05:30 PM)



MANIPAL ACADEMY OF HIGHER EDUCATION

SIXTH SEMESTER B.TECH END SEMESTER EXAMINATIONS, MAY 2023

ESSENTIALS OF MANAGEMENT [HUM 3052]

Marks: 50

Duration: 180 mins.

A

Answer all the questions.

Instructions to Candidates: Answer ALL questions Missing data may be suitably assumed

- 1) General manager Mr. Das Gupta, production of Arihant Co. Ltd. appointed Mr. Aryan as his production manager and gave him the charge of whole unit. He told Mr. Aryan, "from today onwards, I give you charge of the entire production unit. I have full faith in you and believe you can solve your problems. Most of the supervisors here are self-directed to work. Seldom ever have they come to me for getting their problems solved and no worker has ever complained against them. They are efficient in doing their jobs and I don't even think they need to undergo any management training programme. I am sure you can also handle your problems on your own. You don't need to consult me every time you deal with a problem-solving situation. You learn by doing mistakes. Nevertheless, feel free to approach me whenever you like." (4)
- A)

Questions to be answered

(i) Would you characterize Mr. Das Gupta as a theory X leader or a theory Y leader? State reasons.

(ii) List the four systems of management as proposed by Rensis Likert. Describe, in these circumstances, the best leadership style according to Likert's four systems of management.

- B) MSR University asked UNIKUL Solutions Pvt. Ltd. to develop, install and maintain SLCM (Student Life Cycle Management) portal for its constituent institutes - Engineering, Medical and Pharmacy Colleges. Mr. Peter, Projects in-charge from UNIKUL has asked Mr. Ram, Mr. Abdullah and Mr. George to head SLCM projects for Engineering, Medical and Pharmacy colleges of MSR University respectively. These three projects require services simultaneously from JAVA and ASP.NET departments. The services provided by the Medical Data Base department are required for only Medical and Pharmacy College SLCM projects. Projects need to be carried out simultaneously. (4)

Questions to be answered

(i) Design and draw a departmentalization structure for UNIKUL Solutions Pvt. Ltd. in handling MSR University given projects that enable management to pinpoint project/product - profit responsibility.

(ii) List any one main advantage and one main disadvantage with this type of departmentalization.

- C) The supervisor in-charge of residents housing of XYZ, a construction company has allotted the work to its construction workers at 4.30pm on Wednesday and gives all the required instructions. He visits the construction site at 10am on the next day (Thursday) to ensure that the workers are carrying out their work as per the instructions given. (2)

Identify the managerial function (core function) that the supervisor performed on Wednesday at 4.30pm and tried to perform on Thursday at 10am. List the steps involved in the managerial function performed on Thursday theoretically/practically (pertaining to the case).

- 2) Alan has started an advertising agency in Gurgaon. One of the pages on his company's website contains the following information, "Welcome to all the visitors of this page who are looking for an (4)

- A) opportunity to make a career in the field of advertising. The openings are available in the company at various levels, so don't miss the chance." This page includes a link to provide further details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on. Through a continuous assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organizational objectives and in relation to the number and type available, he gets the information on this page updated.

Questions to be answered

(i) Identify and explain the steps in the staffing process by quoting lines from the paragraph.

(ii) Name the concept that relates to the details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on.

- B) Differentiate between US and Japanese styles of management. (3)

- C) The shape of Manipal has changed drastically in the last 13 years with respect to food joints, shopping malls, and multiplexes. With the help of proper examples, explain how various business units in Manipal are using the three generic strategies given by Porter. (3)

- 3) Four business units A, B, C and D of a firm X have been characterized as follows, after carrying out Business Portfolio Analysis: (4)

A)

| | | | | |
|---------------|-----|----------|------|---------------|
| Business unit | A | B | C | D |
| Category | Dog | Cash Cow | Star | Question Mark |

Answer the following questions with respect to the above analysis

(i) What is the basis of the above classification and how it is done?

(ii) A competitor firm Y is keen to acquire firm X's business unit 'C' and is willing to pay an attractive amount for this purpose. Should firm X accept this offer? What are the pros and cons to firm X for selling business unit C to competitor firm Y?

(iii) What are the recommended strategies for business units 'A' and 'B' as per the Business Portfolio Analysis?

- B) With the help of a neat sketch, explain Systems Approach to Staffing and explain its importance in recruitment/selection process. (3)

- C) In industries, we always find some employees with unethical behaviour on their jobs. State and discuss briefly the three categories of moral issues (problems) that arise in a profession. (3)

- 4) Communication between managers and their subordinates takes place in many different ways. List them. (4)

- A) What are the difficulties associated with upward communication?

- B) Ford Motors recorded a loss of \$13.3 billion in 2006. Its board of directors realized that they needed an outsider to change the way company operated, and in 2006, they recruited Alan Mulally as Ford's new CEO. After assuming his position at Ford, Mulally attended hundreds of executive meetings to meet his new managers and know about the performance of each division. He decided to change Ford's structure and culture radically. He issued direct order that the managers of every division should share with every other Ford division a detailed statement of the costs they incurred to build each of its vehicles. Mulally insisted that each of Ford's division presidents should attend a weekly rather than a monthly meeting to discuss openly the problems all the company's divisions faced. He emphasized on interdivisional openness and norms of cooperation within. (3)

Answer the following questions based on Mintzberg's managerial roles

(i) Citing lines from above case, identify and list the different managerial roles (main role and sub

role) played by Alan Mulally.

(ii) Identify and list the roles (main role and sub role) of division managers that Mulally insisted.

C) Briefly explain the "stages of moral development" as proposed by Kohlberg. What is the application of this theory in management? Provide suitable examples. (3)

5) Raman came with a good proposal and discussed it with his six friends. Under the changing social, economic and political environments, these seven entrepreneurs would like to start a firm to manufacture copper wire in an innovative method. All the seven entrepreneurs have an engineering background in Mechanical and Manufacturing and are financially sound. They are having adequate knowledge in designing and manufacturing aspects. They are planning to raise the required capital from three different sources: (i) promoter's capital (ii) loan from banks (iii) general public in the form of shares and debentures, and, wishing to register their firm as a public limited company. (4)

A)

Questions to be answered

(i) Entrepreneurs can be classified on different criteria. List any four criteria these seven entrepreneurs can be classified as observed in the case.

(ii) Discuss briefly the contents of their business plan.

B) With the help of proper examples, explain briefly any six types of budgets prepared by managers for a Building Construction Company. Classify those six budgets into monetary and non-monetary type budgets. (3)

C) "Our problems of control are over," said Venkatesh, the director of information systems, to Ramajayam, president of Elumalai Enterprises Ltd. "With our new computer installation, data gathering, departments and plant terminals, high speed printers, and cathode-ray-tube display stations, every responsible manager can find out what is happening in his or her area as it happens. Delayed reports can now be a thing of the past. I am sure you will find that the investment we have made in these systems is the best expenditure this company ever made. We will soon have real time control and we can manage to a desired standard, in exactly the way a thermostat keeps our offices at a desired temperature. (3)

"I hope you are right," responded Ramajayam. "But I wonder."

Questions to be answered

(i) Exactly what is real-time control?

(ii) What other two types of control can be used in the above case?

(iii) Briefly explain all the three types of control with proper examples.

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