**Solution of 2412081101-Management Principles and Application**

**Question 1.**

**(a) "Management is guiding human and physical resources into dynamic organizational units which attain their objectives to the satisfaction of those served and with a high degree of moral sense of attainment on the part of those rendering service." Discuss this statement and explain the importance of management.**

* **Approach:**
  + **Discuss the statement:** Break down the definition provided.
    - "Guiding human and physical resources": Explain how management directs both people and tangible assets.
    - "Dynamic organizational units": Discuss how organizations are not static and management must adapt.
    - "Attain their objectives to the satisfaction of those served": Focus on goal achievement and stakeholder satisfaction (customers, clients, etc.).
    - "High degree of moral sense of attainment on the part of those rendering service": Emphasize the ethical and motivational aspects for employees.
    - You can relate this to various management functions like planning, organizing, staffing, directing, and controlling.
  + **Explain the importance of management:** Detail why management is crucial for any organization.
    - Achieving group goals.
    - Efficient use of resources.
    - Optimum utilization of resources.
    - Reducing costs.
    - Establishing a sound organization.
    - Establishing equilibrium.
    - Essentials for prosperity of society.
    - Innovation and growth.

**(b) What are the five basic dimensions of Coordination Mechanisms in organisation identified by Henry Mintzberg? Elaborate by giving examples.**

* **Approach:** Identify and explain Mintzberg's five coordination mechanisms, providing examples for each:
  + **Mutual Adjustment:** Coordination through informal communication. (e.g., two people in a small business coordinating directly).
  + **Direct Supervision:** One person taking responsibility for the work of others. (e.g., a supervisor giving instructions to subordinates).
  + **Standardization of Work Processes:** Specifying the content of the work. (e.g., assembly line instructions, standard operating procedures).
  + **Standardization of Outputs:** Specifying the results of the work. (e.g., sales targets for a sales team, quality standards for a product).
  + **Standardization of Skills:** Specifying the training required for the work. (e.g., doctors, lawyers, skilled craftspeople whose training dictates their work).

**OR**

**(a) What are the main conclusions that can be drawn from the Hawthorne experiments? Discuss critically the relevance of these experiments for management and organisational behaviour today.**

* **Approach:**
  + **Main conclusions of Hawthorne experiments:**
    - **Social factors and group norms:** Emphasize the significant impact of social factors, informal groups, and group norms on productivity, more so than physical working conditions.
    - **Employee morale and satisfaction:** The importance of employee morale, job satisfaction, and a sense of belonging.
    - **Informal organization:** Recognition of the informal organization and its influence on employee behavior.
    - **Supervision:** The role of sympathetic and effective supervision.
    - **Hawthorne Effect:** The phenomenon where subjects improve an aspect of their behavior in response to their awareness of being observed.
  + **Critical discussion of relevance today:**
    - **Human relations movement:** Its foundational role in shifting management focus from purely technical aspects to human and social aspects.
    - **Motivation:** How it highlighted non-financial motivators.
    - **Teamwork and group dynamics:** Continuing relevance in understanding team performance.
    - **Employee engagement and communication:** Modern management practices like open communication, feedback, and employee involvement.
    - **Limitations/Criticisms:** Discuss criticisms such as methodological flaws, overemphasis on social factors, and manipulation by management. Despite criticisms, its historical significance and contribution to organizational behavior are undeniable.

**(b) Discuss the nature of managerial competencies. Also elaborate the two major managerial competencies approaches.**

* **Approach:**
  + **Nature of managerial competencies:** Define what managerial competencies are (e.g., a set of observable behaviors, skills, knowledge, and abilities that enable managers to perform effectively). Discuss characteristics like being measurable, learnable, and linked to performance.
  + **Two major managerial competencies approaches:**
    - **Behavioral Competency Approach:** Focuses on observable behaviors that lead to successful performance. This often involves defining specific actions managers should take (e.g., active listening, delegating effectively, providing constructive feedback). Often derived from studying high performers.
    - **Skills-Based Approach:** Focuses on specific skills or capabilities. This might categorize skills into technical, human/interpersonal, and conceptual skills (Katz's framework is a classic example).
    - You can compare and contrast them, noting how they might overlap or be used together.

**Question 2.**

**(a) What is Management By Objectives? What are its features? What are the steps involved in MBO programme?**

* **Approach:**
  + **What is Management By Objectives (MBO)?** Define MBO as a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees.
  + **Features of MBO:**
    - Joint goal setting (manager and subordinate).
    - Clear, measurable, time-bound objectives.
    - Performance reviews based on objectives.
    - Emphasis on results rather than activities.
    - Employee participation and commitment.
    - Feedback mechanism.
  + **Steps involved in an MBO program:**
    - Setting organizational objectives.
    - Setting departmental/individual objectives (cascading).
    - Formulating action plans.
    - Implementing plans.
    - Periodic review of progress.
    - Appraisal of performance.
    - Providing feedback.

**(b) What is Group Decision-Making? Briefly discuss Group Decision-Making Techniques.**

* **Approach:**
  + **What is Group Decision-Making?** Define it as a situation where decisions are made by a group of people rather than a single individual. Discuss its potential advantages (more information, diverse perspectives, higher acceptance) and disadvantages (time-consuming, conformity pressures, groupthink).
  + **Briefly discuss Group Decision-Making Techniques:**
    - **Brainstorming:** Idea generation without criticism.
    - **Nominal Group Technique (NGT):** Structured process for idea generation and decision-making, reducing dominance by certain members. Involves individual idea generation, sharing, discussion, and private ranking/voting.
    - **Delphi Technique:** A forecasting or decision-making method based on multiple rounds of questionnaires sent to a panel of experts, with anonymous feedback and iteration until a consensus is reached.
    - **Devil's Advocate:** Assigning someone to challenge the majority opinion to identify potential flaws.
    - **Dialectical Inquiry:** Presenting two opposing viewpoints (thesis and antithesis) to foster a more comprehensive understanding and synthesis.

**OR**

**(a) What is business level strategic planning? Explain the different business level strategies that can be adopted by the firm to gain competitive advantage.**

* **Approach:**
  + **What is business level strategic planning?** Define it as focusing on how a single business unit within a diversified firm, or a single-product firm, will compete in its specific market. It's about achieving competitive advantage in a particular industry or market segment.
  + **Different business level strategies to gain competitive advantage (Porter's Generic Strategies are highly relevant here):**
    - **Cost Leadership:** Aiming to be the lowest-cost producer in the industry.
      * *Examples:* Walmart, Southwest Airlines.
      * *Requirements:* High efficiency, economies of scale, tight cost controls, process innovation.
    - **Differentiation:** Offering unique and superior value to customers that is perceived as distinct from competitors.
      * *Examples:* Apple, Rolex.
      * *Requirements:* Strong R&D, marketing capabilities, product innovation, quality.
    - **Focus (Cost Focus / Differentiation Focus):** Concentrating on a specific narrow market segment (niche) and either pursuing cost leadership or differentiation within that niche.
      * *Examples:* (Cost Focus) Discount airlines for a specific route; (Differentiation Focus) High-end luxury cars for a specific demographic.
      * *Requirements:* Deep understanding of the niche, ability to serve it uniquely.

**(b) "A Meso factor is the setting between Macro and Micro environment of a business." Explain this statement and briefly discuss the Meso environmental factors of business firm.**

* **Approach:**
  + **Explain the statement:**
    - **Macro Environment:** Broad societal forces (PESTLE: Political, Economic, Social, Technological, Legal, Environmental) that affect all firms.
    - **Micro Environment:** Factors directly related to the firm's operations and immediate interactions (customers, suppliers, competitors, internal environment).
    - **Meso Environment:** Explain that meso factors operate at an industry or sector level, bridging the gap between broad societal trends and specific firm interactions. They are more specific than macro but broader than micro. They affect a group of firms within a specific industry.
  + **Briefly discuss the Meso environmental factors:**
    - **Industry structure and dynamics:** (e.g., Porter's Five Forces – threat of new entrants, bargaining power of buyers/suppliers, threat of substitutes, rivalry among existing firms).
    - **Industry associations and regulations specific to the industry.**
    - **Technological shifts specific to the industry.**
    - **Supplier networks within the industry.**
    - **Customer segments specific to the industry.**
    - **Labor market conditions for specific skills required by the industry.**
    - **Competitor analysis within the industry.**

**Question 3.**

**(a) Distinguish between delegation and decentralization. How to measure the degree of decentralization? What are the factors which determine the degree of decentralization?**

* **Approach:**
  + **Distinguish between delegation and decentralization:**
    - **Delegation:** The process of assigning authority and responsibility to a subordinate for a specific task. It's a managerial tool for distributing work. It's usually from one superior to one subordinate. It's reversible.
    - **Decentralization:** The systematic dispersal of authority to lower levels of management throughout the organization. It's a philosophy of management that affects the overall organizational structure. It's a policy decision, not just a tool. It's generally not easily reversible.
  + **How to measure the degree of decentralization:**
    - **Number of decisions made at lower levels:** The more decisions made by subordinates, the higher the decentralization.
    - **Importance of decisions:** The significance of decisions made at lower levels.
    - **Number of functions decentralized:** How many different areas (e.g., finance, marketing, production) have decision-making authority pushed down.
    - **Control mechanisms:** The nature of controls (e.g., outcome-based vs. process-based) – less process control implies more decentralization.
    - **Access to information:** Availability of information at lower levels to make decisions.
  + **Factors which determine the degree of decentralization:**
    - **Size and complexity of the organization:** Larger, more complex organizations often need more decentralization.
    - **History and culture of the organization:** A history of centralized control can make decentralization difficult.
    - **Competence of lower-level managers:** Trust in their ability to make good decisions.
    - **Dispersion of operations:** Geographically dispersed operations may necessitate more decentralization.
    - **Environmental dynamism:** Rapidly changing environments often benefit from faster, localized decision-making.
    - **Control systems:** Effective control systems are needed to monitor decentralized operations.
    - **Management philosophy and leadership style:** Top management's willingness to delegate.

**(b) What is Organisational Design? Discuss the factors affecting organisational design.**

* **Approach:**
  + **What is Organisational Design?** Define it as the process of configuring the organization's structure to achieve its objectives. It involves decisions about departmentalization, span of control, centralization, formalization, etc.
  + **Factors affecting organisational design:**
    - **Strategy:** "Structure follows strategy" – a differentiation strategy might need a more organic structure, while a cost leadership strategy might need a more mechanistic one.
    - **Size:** Larger organizations tend to be more complex and formalized.
    - **Technology:** The nature of the technology used (e.g., routine vs. non-routine) can influence design.
    - **Environment (Uncertainty):** Stable environments may suit mechanistic designs, while dynamic/uncertain environments may require organic designs.
    - **Human Resources (People):** Skills, capabilities, and preferences of the workforce.
    - **Organizational Culture:** Values and norms can influence the choice of design.

**OR**

**(a) Differentiate between Project and Matrix organization. Explain the suitability, merits and demerits of project organization.**

* **Approach:**
  + **Differentiate between Project and Matrix organization:**
    - **Project Organization:** A temporary structure created to achieve specific project goals, typically dissolved upon project completion. Project managers have full authority over project team members.
    - **Matrix Organization:** A hybrid structure that combines functional and project structures. Employees report to both a functional manager and a project manager. It's a permanent overlay.
    - **Key Differences:** Dual reporting (Matrix), permanence, authority lines, resource allocation.
  + **Explain the suitability, merits and demerits of project organization:**
    - **Suitability:**
      * For unique, complex, and time-bound tasks.
      * When specific expertise is needed from various functional areas.
      * For rapid innovation or new product development.
      * When tight control over a specific outcome is required.
    - **Merits (Advantages):**
      * Clear responsibility and accountability for the project.
      * Better coordination and communication within the project team.
      * Faster decision-making.
      * Enhanced team cohesiveness and motivation.
      * Better focus on project goals.
    - **Demerits (Disadvantages):**
      * Duplication of resources (potential inefficiency).
      * Lack of career path for project team members after project completion.
      * Potential for conflict with functional departments over resources.
      * Security anxiety for employees once the project ends.
      * Can be expensive for small projects.

**(b) What is Formal Organization? What are its features? Discuss the advantages and disadvantages of formal organization.**

* **Approach:**
  + **What is Formal Organization?** Define it as a deliberately planned and structured system of roles and responsibilities, designed to achieve specific goals. It is based on a hierarchy of authority, division of labor, and a system of rules and procedures.
  + **Features:**
    - Well-defined rules and procedures.
    - Hierarchy of authority.
    - Division of labor.
    - Impersonal relationships.
    - Goal-oriented.
    - Stability.
    - Formal communication channels.
  + **Advantages:**
    - Clarity in roles and responsibilities.
    - Order and stability.
    - Efficient achievement of objectives.
    - Facilitates coordination and control.
    - Impartiality in decision-making (due to rules).
    - Predictability and consistency.
  + **Disadvantages:**
    - Rigidity and inflexibility.
    - Slow decision-making due to bureaucracy.
    - Lack of initiative and creativity.
    - Neglect of human relations/informal aspects.
    - Potential for red tape and inefficiencies.
    - Communication barriers (due to hierarchical layers).

**Question 4.**

**(a) What is Motivation? Discuss the factors affecting motivation.**

* **Approach:**
  + **What is Motivation?** Define motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. It's the psychological force that determines the direction of a person's behavior, their level of effort, and their level of persistence.
  + **Factors affecting motivation:** Categorize these into intrinsic and extrinsic, and then discuss various theories.
    - **Individual Factors:**
      * Needs (e.g., Maslow's Hierarchy: physiological, safety, social, esteem, self-actualization).
      * Goals (Goal-setting theory: specific, measurable, achievable, relevant, time-bound).
      * Expectations (Expectancy theory: effort-performance, performance-reward, valence).
      * Perception of fairness (Equity theory: comparing inputs/outputs with others).
      * Personality traits.
    - **Job Factors (Intrinsic):**
      * Job design (Job Characteristics Model: skill variety, task identity, task significance, autonomy, feedback).
      * Responsibility and challenge.
      * Opportunity for growth and learning.
      * Recognition and achievement.
    - **Organizational Factors (Extrinsic):**
      * Rewards and compensation (salaries, bonuses, benefits).
      * Working conditions.
      * Company policies and culture.
      * Supervision and leadership style.
      * Peer relationships.
      * Promotion opportunities.

**(b) What is Followership? How is it different from leadership? Discuss the Robert Kelley model of followership.**

* **Approach:**
  + **What is Followership?** Define followership as the behaviors of individuals who are influenced by leaders and contribute to the achievement of group or organizational goals. It emphasizes the active role followers play in the leadership process.
  + **How is it different from leadership?**
    - **Focus:** Leadership focuses on influencing and guiding; followership focuses on being influenced and contributing.
    - **Role:** Leaders typically initiate vision and direction; followers implement, support, challenge, and execute.
    - **Authority:** Leaders often hold formal authority; followers primarily use their influence through commitment and engagement.
    - **Interdependence:** Both are interdependent, but their primary functions differ.
  + **Robert Kelley model of followership:** Explain Kelley's two dimensions and the resulting five follower types:
    - **Two Dimensions:**
      * **Independent, Critical Thinking:** The extent to which followers think for themselves and challenge ideas.
      * **Active Engagement:** The extent to which followers participate and take initiative.
    - **Five Follower Types:**
      * **Sheep:** Passive and uncritical. Low independent thinking, low active engagement.
      * **Yes-People:** Active but uncritical. High active engagement, low independent thinking.
      * **Alienated:** Critical but passive. Low active engagement, high independent thinking.
      * **Pragmatic:** Adaptable and flexible; tend to wait and see. Moderate on both dimensions.
      * **Exemplary (Star):** Active and critical thinkers. High on both independent thinking and active engagement. (Ideal follower).

**OR**

**(a) What is controlling? Discuss the main principles of an effective control system.**

* **Approach:**
  + **What is Controlling?** Define controlling as the management function of monitoring organizational performance and activities to ensure that they are consistent with goals and standards, and taking corrective action as needed. It's the process of ensuring that actual activities conform to planned activities.
  + **Main principles of an effective control system:**
    - **Forward-looking (Feedforward Control):** Should anticipate deviations before they occur.
    - **Timeliness:** Information should be available quickly enough to take corrective action.
    - **Flexibility:** Adaptable to changing conditions.
    - **Economy:** Benefits of control should outweigh its costs.
    - **Accuracy:** Information must be reliable.
    - **Strategic Placement (Critical Point Control):** Focus on key areas where deviations are most likely or have the greatest impact.
    - **Understandability:** Easy for managers to comprehend and use.
    - **Responsibility:** Clear assignment of who is responsible for deviations.
    - **Action-oriented:** Should suggest corrective actions.
    - **Reflects organizational structure:** Aligned with lines of authority.
    - **Objective:** Based on verifiable criteria, not subjective judgments.

**(b) Explain the Balance Scorecard Approach to managerial control.**

* **Approach:**
  + **Explain the Balance Scorecard (BSC) Approach:** Introduce BSC as a strategic performance management framework that goes beyond traditional financial measures to provide a holistic view of organizational performance. It translates an organization's vision and strategy into a comprehensive set of performance measures.
  + **The four perspectives of the BSC:**
    - **Financial Perspective:** How do we look to shareholders? (e.g., profitability, revenue growth, ROI).
    - **Customer Perspective:** How do customers see us? (e.g., customer satisfaction, retention, market share).
    - **Internal Business Process Perspective:** What must we excel at? (e.g., operational efficiency, quality, innovation, time-to-market).
    - **Learning and Growth Perspective:** How can we continue to improve and create value? (e.g., employee skills, organizational culture, technological capabilities).
  + **Benefits:** Provides a balanced view, links performance to strategy, improves communication, facilitates strategic learning.
  + **Implementation:** Setting objectives, measures, targets, and initiatives for each perspective.

**Question 5. Read the following case carefully and answer the questions given below: (LNJ Bhilwara Group Case Study)**

**(a) Attempt any three:**

**(i) What are the core values of Bhilwara Group of Companies? Discuss.**

* **Approach:** Extract values directly or infer them from the case.
  + "The marriage of traditional values and foresight has been Group's guiding business principle." (Implies traditional values, foresight/vision).
  + "Self-reliance is the mantra." (Self-reliance).
  + "The LNJ Bhilwara Group is a band of upstanding corporate citizens who have devoted themselves to fulfilling their commitment towards society." (Corporate citizenship, commitment to society).
  + "People, society and environment have been the company's focus areas for sustainable development in an all-round approach." (Focus on people, society, environment, sustainable development).
  + "The group's vision includes actively contributing to the social and economic development of the communities in which the company operates and to provide the best products and services to customers and build strong and long-term relationship with them." (Social and economic development, customer focus, long-term relationships).
  + "Opportunity is the window to the future and Bhilwara Groups are looking out of it." (Implies forward-looking, seizing opportunities).
  + "Sheer determination, conviction and vision of Mr. Jhunjhunwala" (Determination, conviction, vision - though this is about the founder, it influences the group's culture).

**(ii) Give a brief overview of CSR initiatives of Bhilwara group of companies.**

* **Approach:** Summarize the various CSR activities mentioned.
  + Commitment towards society.
  + Focus on People, society, and environment for sustainable development.
  + Applying best industry practices in ecological consciousness, CSR, and social measures.
  + Initiatives in education, public health, and local infrastructure development.
  + Specific facilities delivered: drinking water, basic sanitation, roads, primary health care centers.
  + Aim to ensure holistic development of communities and prioritize inclusive growth.
  + Actively contributing to social and economic development of communities.
  + Efforts primarily mediated towards improving the quality of life around facilities.
  + Key areas of focus: healthcare, education, environmental conservation.
  + Activities conducted directly and via dedicated trusts.
  + *Specific examples (detailed in subsequent sections of the case):* Running schools, renovating government primary schools, vaccination camps, skill development centers (cutting and tailoring, medical assistant), medical facilities, health check-ups, clean drinking water, tree plantation, environmental awareness, promoting gender equality, setting up homes for women/orphans, support for veterans/widows, promotion of rural/Paralympics/Olympic sports, national heritage preservation, contribution to PM's National Relief Fund, clean energy projects, responsible production (recycling).

**(iii) What are the initiatives taken by Bhilwara Group in the field of Education, Health Care, Environment and other areas? Elaborate.**

* **Approach:** Detail the specific initiatives from the case for each category.
  + **Education:**
    - Operates four schools (Vivekananda Kendra Vidyalaya - Hurda, Vivekananda Kendra Vidyalaya - Rishabhdev, Graphite Higher Secondary School - Mandideep, Vivekananda Vidya Vihar - Maral), educating over 5000 students annually.
    - Constructed a new building and equipped labs at Graphite Higher Secondary School.
    - Waived all educational expenses for hearing-impaired students at Asha Niketan School, Bhopal.
    - Renovated government primary school building.
    - Jawahar Foundation runs 20 cutting and tailoring centers for women (500+ trained) to make them job-ready.
    - Imparts medical assistant skill and training to rural women in Rajasthan.
    - Working to start vocational programs to help drop out students.
  + **Healthcare:**
    - Arranges medical facilities by expert doctors and establishing dispensary/OPD centers.
    - Aims at reducing child mortality.
    - Regular health check-ups for children in neighboring schools.
    - Initiatives for eradicating hunger, poverty, and malnutrition.
    - Promoting preventive health care and sanitation.
    - Making available safe drinking water; provided potable water at Mandideep via water coolers with RO filters.
    - Foundation aims to produce 4 lakh sanitary pads annually, initially provided free to women/girls.
    - Distributes medicines among indigenous people.
    - Conducted vaccination camps for livestock development and artificial insemination.
  + **Environment:**
    - Environmental conservation is a key area of focus.
    - Precautionary approach to environmental challenges.
    - Encourages tree plantation and creates awareness of cleaner, greener environment and global warming issues.
    - Initiatives for environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources, maintaining quality of soil, air and water[cite: 50].
    - Conducted afforestation drive at Tawanagar near NH#12 to lessen air pollution.
    - Invested in a state-of-the-art water filtration plant at Ekant Park, Bhopal, under Madhya Pradesh Pollution Control Board.
    - Clean energy: Two hydro and three wind power projects, two solar power plants. Aggregating over 360 MWs. Reduces GHG emissions by 9,27,362 tCO2e. Generates over 1,200 million units of clean energy annually.
    - Responsible production by recycling: RSWM Limited offers recycled yarns. Denim fabric manufacturing division converts waste into new usable fibres and eliminates excess waste from landfills, saving 30 tons/month.
    - Environment friendly sustainable fibers from post-consumer waste PET bottles.
    - Sustainable water management: LNJ Denim offers fabrics dyed with advanced techniques that use less water and chemicals; effluent treatment plant and reverse osmosis for purified water.
  + **Other areas (Community Service, Sports, Heritage):**
    - **Community Service:** Promotes gender equality, empowers women, sets up homes and hostels for women and orphans, old age homes, day care centers, facilities for senior citizens. Measures for reducing inequalities faced by socially and economically backward groups. Benefits for armed forces veterans, war widows and their dependents.
    - **Promotion of sports:** Training to promote rural sports, nationally recognized sports, Paralympics sports and Olympic sports. Invested in renovating sites of historical importance, promoting traditional art forms. Training aspirants to promote Paralympics and Olympic sports in rural areas.
    - **Other initiatives:** Protection of national heritage, art and culture, restoration of buildings and sites of historical importance, setting up public libraries, promotion of traditional arts and handicrafts. Contributes to Prime Minister's National Relief Fund and other central government funds. Major contributor to rural development.

**(iv) What has been done by Bhilwara group in sustainable development? Elaborate.**

* **Approach:** Synthesize information from the case that specifically addresses sustainability.
  + "People, society and environment have been the company's focus areas for sustainable development in an all-round approach."
  + Aim of CSR initiatives is to ensure holistic development of communities and prioritize activities pertaining to inclusive growth of society.
  + Actively contributing to social and economic development of communities.
  + **Environmental Sustainability (detailed examples):**
    - Clean energy projects (hydro, wind, solar power plants) reducing GHG emissions and generating clean energy annually.
    - Responsible production through recycling: RSWM Limited recycling yarns, converting waste from denim manufacturing into usable fibres, saving 30 tons/month from landfills.
    - Use of environment-friendly sustainable fibers made from post-consumer waste PET bottles.
    - Sustainable water management: LNJ Denim uses advanced dyeing techniques that use less water/chemicals; treats effluent and purifies water via reverse osmosis.
    - Tree plantation and environmental awareness programs.
    - Investment in water filtration plant.
    - Conservation of natural resources, soil, air, water quality.
  + **Social Sustainability (detailed examples):**
    - Comprehensive CSR initiatives covering education, healthcare, community development (gender equality, homes for vulnerable, support for veterans), skill development, and basic infrastructure (drinking water, sanitation, roads).
    - Ensuring holistic development and inclusive growth of communities.

**(b) Write brief notes on any two of the three provided questions:**

**(i) Impact of Digitalisation on business firms.**

* **Approach:** Discuss how digitalization affects various aspects of business.
  + **Efficiency and Productivity:** Automation of processes, faster operations.
  + **Innovation:** New business models, products, and services (e.g., e-commerce, cloud computing).
  + **Customer Experience:** Personalized services, improved communication, online support.
  + **Global Reach:** Easier access to international markets.
  + **Decision Making:** Data analytics provides insights for better decisions.
  + **Competitive Landscape:** Increased competition, need for constant adaptation.
  + **Workforce Transformation:** New skill requirements, remote work possibilities.
  + **Security Concerns:** Increased cyber risks.

**(ii) Reasons for Internationalisation.**

* **Approach:** Explain the motivations behind a firm expanding globally.
  + **Market Seeking:** To access new markets, expand customer base, overcome stagnant domestic growth.
  + **Resource Seeking:** To gain access to cheaper raw materials, skilled labor, or specialized knowledge.
  + **Efficiency Seeking:** To achieve economies of scale, lower production costs, or optimize supply chains.
  + **Strategic Assets Seeking:** To acquire technological know-how, brands, or distribution networks.
  + **Risk Diversification:** To reduce reliance on a single market and mitigate economic or political risks.
  + **Following Customers/Competitors:** To maintain relationships with existing global clients or respond to competitive moves.
  + **Government Policies/Incentives:** Favorable trade agreements, tax breaks, or subsidies.

**(iii) Role of Value in management.**

* **Approach:** Discuss the importance of values at individual, organizational, and strategic levels in management.
  + **Ethical Decision-Making:** Values provide a moral compass for managers and employees.
  + **Guiding Behavior:** Core values influence how employees behave, interact, and perform.
  + **Organizational Culture:** Values are the foundation of an organization's culture.
  + **Employee Motivation and Engagement:** When employees' personal values align with organizational values, it increases motivation, commitment, and job satisfaction.
  + **Reputation and Brand Image:** Strong values contribute to a positive public image and trust.
  + **Strategic Direction:** Values can inform and shape strategic choices (e.g., a value for sustainability affecting product development).
  + **Conflict Resolution:** Shared values can help resolve internal conflicts and promote cohesion.
  + **Talent Attraction and Retention:** Values-driven organizations often attract and retain top talent.