

MID SEM 2025 PME

MID TERM EXAMINATION - Answer Key (Brief Points - No Left Space)

Paper Code: MS-302

Subject: Principles of Management for Engineers

Max. Marks: 30

Note: Attempt Q. No. 1 which is compulsory and any two more questions from remaining.

Q. No. 1

a) Interpret the statement "Management is getting things done from others." (Max. Marks 2)

- Highlights core managerial role: Achieving goals not by personal effort alone, but by directing, coordinating, motivating efforts of other people (team members, subordinates).
- Emphasizes functions like directing, leading, delegating.
- Manager acts as a facilitator and enabler of others' work.

b) What do you understand by the term managerial effectiveness? (Max. Marks 2)

- "Doing the right things."
- Achieving organizational goals and desired outcomes.
- Focuses on results and impact, e.g., market share, customer satisfaction, product innovation.
- Distinct from efficiency (doing things right/resource minimization).

c) Define the term social audit. (Max. Marks 1)

- Systematic evaluation of an organization's social performance and impact.
- Assesses how well a company is fulfilling its social responsibilities towards various stakeholders (community, employees, environment, etc.).
- Goes beyond purely economic/financial performance.

d) Examine the statement "Planning is essentially forward looking". (Max. Marks 2)

- True. Planning fundamentally involves deciding future courses of action.
- It requires anticipating future conditions, setting future goals, and determining how to achieve them.
- Connects present decisions with future desired states.

e) Differentiate between policies and strategies. (Max. Marks 2)

- **Policies:** General guidelines for decision-making; provide boundaries for action; often standing plans for recurring situations; more operational.

- **Strategies:** Comprehensive, long-term plans for achieving major objectives in a competitive environment; dictate overall direction and major resource allocation; more directional and outward-looking.

f) Comment True/False and support your answer on the following statement: "The period of a plan is generally decided after taking into account the time required to recover the investment outlay." (Max. Marks 1)

- **True.**
 - **Support:** The planning horizon, especially for significant investments (capital projects, new product lines), often considers the "payback period" or the time it will take for the returns from the plan/investment to cover the initial costs. Long-term plans are needed for long-term investment recovery.
-

(Attempt any two from Q.2, Q.3, Q.4)

Q.2

a.) Elaborate on your understanding of the concept of social responsibility among businessmen and why fostering such a sense of responsibility is crucial. (Max. Marks 5)

- **Concept:** Business obligation beyond profit-making to act in ways that benefit society and stakeholders (employees, customers, community, environment).
- Includes ethical conduct, environmental protection, community involvement, fair labor practices.
- **Why Crucial:**
- **Long-term Sustainability:** Builds trust, positive reputation, customer loyalty.
- **Societal Well-being:** Contributes to a healthier society where businesses can thrive.
- **Risk Management:** Mitigates reputational damage, legal issues, boycotts.
- **Employee Morale/Attraction:** Attracts and retains talent who value ethical employers.
- **Stakeholder Expectations:** Meets growing demands from consumers, investors, and the public.

b.) Discuss the types of decisions managers typically make within organizational contexts, providing examples to differentiate between programmed and non-programmed decisions. (Max. Marks 5)

- **Types of Decisions (General):** Strategic (long-term, overall direction), Tactical (medium-term, departmental), Operational (short-term, day-to-day).
- **Programmed Decisions:**
- Repetitive, routine, well-structured problems.
- Handled by established procedures, rules, or policies.
- Low uncertainty, often made at lower management levels.
- *Example:* Reordering standard office supplies when inventory reaches a certain level; processing a customer refund according to a clear company policy.

- **Non-Programmed Decisions:**

- Novel, unique, ill-structured, infrequent problems.
- Require custom-made solutions, judgment, creativity.
- High uncertainty, often made at higher management levels.
- *Example:* Deciding to enter a new international market; responding to an unexpected major competitor's product launch; handling a sudden public relations crisis.

Q.3

a.) Briefly explain each step in the process of management with the help of an example. (Max. Marks 5)

1. **Planning:** Defining goals and means. *Example:* A software company plans to launch a new app by setting user acquisition targets (goal) and outlining marketing campaigns and development timelines (means).
2. **Organising:** Arranging resources and structuring activities. *Example:* The company organizes by creating a development team, a marketing team, and allocating budget and personnel to each.
3. **Staffing (often included within Organising or as separate):** Acquiring and developing human resources. *Example:* Hiring skilled developers and marketers for the app launch.
4. **Directing (Leading):** Guiding, motivating, and influencing employees. *Example:* The project manager directs the app development team, motivates them to meet deadlines, and facilitates communication.
5. **Controlling:** Monitoring performance and taking corrective action. *Example:* Tracking app downloads against targets and, if below, adjusting marketing strategies or app features.

b.) What are the steps involved in rational decision making? Explain with the help of diagram. (Max. Marks 5)

- **Steps:**

1. **Define the Problem/Opportunity:** Clearly identify the issue.
2. **Identify Decision Criteria:** Determine relevant factors for evaluation.
3. **Weight the Criteria:** Assign importance to each criterion.
4. **Develop Alternatives:** Generate possible solutions/courses of action.
5. **Analyze Alternatives:** Evaluate each alternative against the weighted criteria.
6. **Select an Alternative:** Choose the best option.
7. **Implement the Alternative:** Put the decision into action.
8. **Evaluate Decision Effectiveness:** Assess outcomes and learn.

- **Diagram:** (A simple flow chart would be drawn here)

```
[Define Problem] --> [Identify Criteria] --> [Weight Criteria] --> [Develop Alternatives] --> [Analyze Alternatives] --> [Select Alternative] --> [Implement] -
```

-> [Evaluate]

^

|
| _____ (Feedback
Loop) _____ |

Q.4

a.) Define the term social responsibilities of business. Briefly explain all the different views on social responsibility. (Max. Marks 1+4=5)

- **Definition:** The obligation of a business to make decisions and take actions that will contribute to the welfare and interests of society as well as its own, beyond just profit-making and legal compliance.
- **Different Views:**
 1. **Classical/Capitalist View (e.g., Friedman):** Primary responsibility is to maximize shareholder profit while obeying laws. Social issues are government/individual concerns.
 2. **Socioeconomic/Pragmatic View:** Businesses have a responsibility to society beyond profit; social involvement can be in long-term self-interest (e.g., better environment, educated workforce). Profit is still key.
 3. **Trusteeship View (e.g., Gandhi):** Businesses are trustees of society's resources and wealth, should use them for community benefit, retaining only what's necessary.
 4. **Communist View (Conceptual):** Business is inherently exploitative; social responsibilities should be dictated and enforced by the State.

b.) Outline the differences between strategic planning and tactical planning. Also list the steps involved in strategic planning by a large organization. (Max. Marks 5)

Differences (Strategic vs. Tactical):

Feature	Strategic Planning	Tactical Planning
Primary Focus	Overall organizational direction, long-term goals, "What" & "Why"	Implementation of strategy, shorter-term actions, "How"
Time Horizon	Long-term (typically 3-5+ years)	Short-to-medium term (typically 6 months - 2 years)
Scope	Broad, organization-wide	Narrower, department/function-specific
Level of Detail	General, broad outlines	Specific, detailed actions and steps
Developed By	Top Management (CEO, Board, Senior Executives)	Middle Management (Department Heads, Functional Managers)
Concern	Long-term survival and growth of the entire organization	Achieving specific departmental goals that support strategy

Feature	Strategic Planning	Tactical Planning
Flexibility	Less flexible, major changes are significant	More flexible, can be adjusted to operational feedback
Output	Strategic plan, mission, vision, broad objectives	Tactical plans, specific projects, budgets, schedules
Environment	Focuses more on the external environment and major trends	Focuses more on the internal environment and resources
Question Answered	"Where do we want to be?"	"How do we get there (in the shorter term)?"

- **Steps in Strategic Planning (Large Organization):**

1. **Define/Reaffirm Vision, Mission, Values:** Overall purpose and guiding principles.
 2. **Environmental Scanning (External Analysis):** Identify Opportunities and Threats (PESTEL, Porter's Five Forces).
 3. **Internal Analysis:** Assess Strengths and Weaknesses (Resources, Capabilities, Core Competencies).
 4. **SWOT Analysis:** Consolidate internal and external findings.
 5. **Formulate Strategic Objectives:** Set specific, measurable, long-term goals.
 6. **Generate Strategic Alternatives:** Develop different broad courses of action.
 7. **Evaluate and Choose Strategies:** Select the best strategies to achieve objectives.
 8. **Implement Strategies:** Translate strategies into actionable plans (often via tactical planning).
 9. **Evaluate and Control:** Monitor progress and make adjustments.
-