**UBA3355 Principles of Management for infrastructure projects**

**Assignment -1**

**Given Date: 20-03-2023 Submission Date : 21-03-2023**

1. Radhika opens a jewellery 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 specialised 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 of 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 honour her commitment. However, when it comes to settling the conflicts among her employees, she tends to be more biased towards her female employees. In context of the above case:

a. Identify and explain the various principles of management that are being applied by Radhika by quoting lines from the paragraph.

b. Identify and explain the principle of management which is being violated by Radhika by quoting lines from the paragraph.

State any one effect of the violation of the principle of management by Radhika as identified in part (b) of the question.

2. Sanchit, after completing his entrepreneurship course from Sweden returned to India and started a coffee shop ‘AromaCoffeeCan’ in a famous mall in New Delhi. The specialty of the coffee ship was the special aroma of coffee and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen to find out the reason. He appointed Sandhya, an MBA from a reputed college, as a Manager to find out the causes for the same. Sandhya took feedback from the clients and found out that though they loved the special unique aroma of coffee but were not happy with the long waiting time being taken to process the order. She analysed and found out that there were many unnecessary obstructions in between which could be eliminated. She fixed a standard time for processing the order. She also realised that there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours. As a result, within a short period Sandhya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Sandhya to solve the problem.

**UBA3355 Principles of Management for infrastructure projects**

**Assignment -2**

**Given Date: 21-03-2023 Submission Date : 22-03-2023**

1. Laxmi Chemicals Ltd., a soap manufacturing company, wanted to increase its market share from 30% to 55% in the long-run. A recent report submitted by the Research & Development Department of the company had predicted a growing trend of herbal and organic products. On the basis of this report, the company decided to diversify into new variety of soaps with natural ingredients having benefits and fragrances of Jasmine, Rose, Lavender, Mogra, Lemon Grass, Green Apple, Strawberry etc. The Unique Selling Proposition (USP) was to promote eco-friendly living in the contemporary life style. The company decided to allocate 30 crores to achieve the objective.

Identify the type of one of the functions of management mentioned above which will help the company to acquire dominant position in the market.

2. Hritik is desirous of setting up a small factory to manufacture different kinds of eco-friendly packaging materials. He proposes to adopt a logical approach to his business rather than hit and trial method as he knows that this can result in tremendous saving of human energy as well as wastage of time and materials. He plans to adopt paternalistic style of management in practice in order to avoid any kind of class-conflict that may emerge between him and the workers. Moreover, he plans to seek the opinion of his workers before taking any important decisions and also offers incentives to them for providing valuable suggestions for the business.

In context of the above case:

Identify and explain the various principle of scientific management that Hritik plans to apply in his business.

List any two values that he wants to communicate to the society by offering eco-friendly packaging material.

**UBA3355 Principles of Management for infrastructure projects**

**Assignment - 3**

**Given Date: 22-03-2023 Submission Date: 23-03-2023**

1. Ramdas, aged 49 is working in an aviation company. He is the senior most employee in his division. He is even senior to the division manager, Kanaputti. Ramdas is considered one of the most committed, capable and hard-working employees. As a result of his abilities and seniority, he generally received the work assignments of his choice. Although there was no formal designation of various special projects assigned to Ramdas, he handled them as a matter of routine. A problem developed when an able and intelligent person Nagarjuna, aged 33, was appointed by Kanaputti. Nagarjuna’s previous three years’ experience in the closely related work, made it possible for him to catch on to the routine work of his new job more rapidly than was customary for a new employee. On several occasions, Kanaputti noticed the tension developing between the two employees. However, he didn’t want to get involved in their personal issues as long as the work was completed effectively and efficiently by them. One day, the tension between them reached the boiling point and Ramdas complained to

Kanaputti stating that his duties were being largely taken over by Nagarjun. Kanaputti issued the order stating the clear allocation of the jobs and related duties between the two. He further clarified the working relationship between them by specifying who was to report to whom. This helped in reducing the workload, enhancing productivity and removing ambiguity.

1. Identify and state the step of organizing process which has not been carried out properly and contributed to this problem.

2. State the two steps of the organizing process which have been taken by Kanaputti to respond to the complaint of Ramdas.

3. Also state two points of importance of organizing as reflected in the above case.

2. Shan Spices Ltd. are the manufacturer of different food specific spices like Rajmaa Masala, Cholley Masala, Aaloo Paratha Masala etc. Mr. Raghav, the owner of the company has created different departments for purchase, production, marketing, finance and human resource. There are thirty employees working in the organisation. Planning is of paramount importance to the company as Mr. Raghav believes that effective planning leads to achievement of organisational objectives. So, in order to make employees focus on objectives, he issued instructions that during working hours only official matters will be discussed. He made certain rules and code of conduct for the employees to follow, according to which employees are not allowed to visit and talk to the employees of other departments except for official work. He emphasized on work performance which resulted in smooth functioning of the organisation.

1. Identify and state the type of organisation mentioned in the above para.

2. State one feature of the concept identified in part (a) as mentioned in the above para.

3. What was the purpose behind the formulation of rules for the employees that restricted their personal communication with the employees of other departments?

4. State two values violated by Mr. Raghav.

**UBA3355 Principles of Management for infrastructure projects**

**Assignment - 4**

**Given Date: 23-03-2023 Submission Date: 24-03-2023**

1. Dr. Sundaram is the new office manager of Sun Pharma Ltd., He has been appointed on the condition that he has to make every effort to reduce expenditure. Data collected on the working of the office show that almost all departmental heads have personal assistants attached to them. The personal assistants sit overtime in case of an occasional pressure of work but are grossly underworked during the rest of the period. According to an office order issued by Dr. Sundaram, all personal assistants were required to maintain a diary recording the work done by them daily. This was seen as a ruse to spot and ease out surplus hands and for this reason it created resentment among the staff in general. To assuage the ruffled feelings, Dr. Sundaram issued another order transferring all personal assistants to the stenographers’ pool where their services could be used by all officers. Those volunteering for this were to be given an extra increment in their wages.

Questions: a) Do you see evidence of motivation in two measures taken by Dr. Sundaram? b) Which of the two measures is likely to extract better performance from personal assistants?

2. The demand for managers with good background is great. Mrs.Vedavathi Malhotra was one of the most sought-after executives in India in 1990s. She was the first women to head an industrial undertaking ATLAS & Co., in India. this Company is biggest one in making cycles spare parts. The background of Mrs.Vedavathi Malhotra is really interesting. After receiving her degree in Economics and Business Administration from IIM Calcutta, she worked for Rallies India Ltd. When Rallies sold its spare parts division to BSA cycles, she worked as a Marketing Executive for BSA. While ATLAS Company is in loss, her services as Chief Executive were called on. She helped in achieving “turn around” and the Company is getting small profits. An International Company like IBM would like to hire the services of Mrs.Vedavathi Malhotra at a slightly higher pay but she rejected the offer.

Questions:

1) Why was Mrs.Vedavathi Malhotra a much sought-after Executive?

2) What factors might have motivated her to be in ATLAS?