



MANIPAL INSTITUTE OF TECHNOLOGY

MANIPAL

(A constituent institution of MAHE, Manipal)

V SEMESTER B.TECH. IN SEMESTER EXAMINATIONS NOV 2021

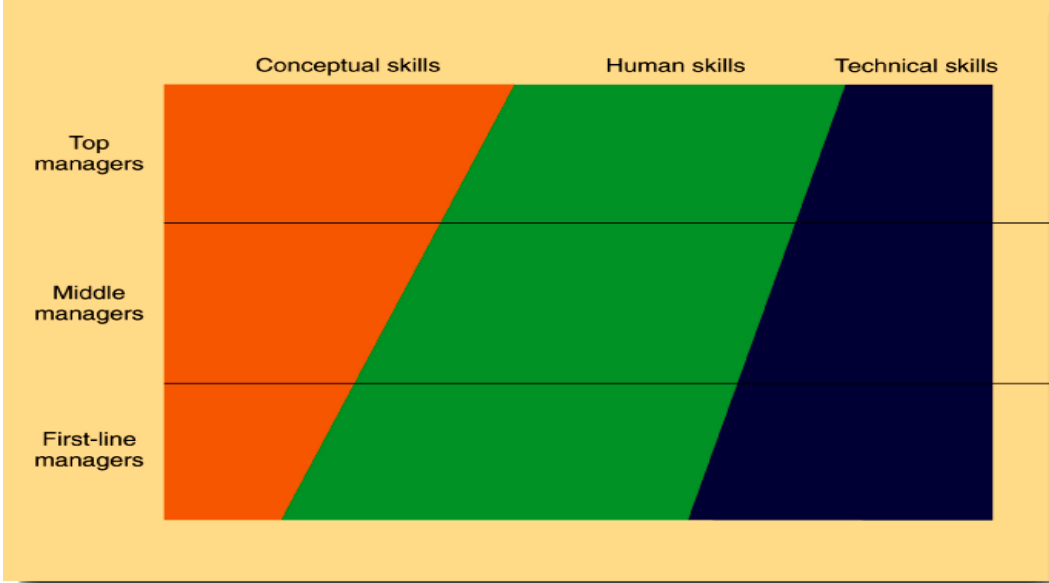
SUBJECT: ESSENTIALS OF MANAGEMENT [HUM 3052] - Scheme

Date of Exam: 15/11/2021 Time of Exam: 4.00 PM to 5.30 PM Max. Marks: 20

1.	<p>Consider any two job titles (one managerial and the other non-managerial) in any one of the departments in an <i>Engineering College</i>. Mention them.</p> <p>a) Develop job specifications for both the job titles mentioned above</p> <p>b) Mention the sources and methods of recruitment of manpower you would like to follow for both the job titles mentioned above.</p> <p>Job specification for two job titles – 1 x 2 = 2 marks</p> <p>(Qualifications, Experience, Training, Skills, Responsibilities, Emotional Characteristics, Sensory Demands – Any four to be mentioned)</p> <p>Source of recruitments – 1 for each job title – 0.5 x 2 = 1 mark</p> <p>Methods of recruitments - 1 for each job title – 0.5 x 2 = 1 mark</p>	(4)										
2.	<p>Four business units A, B, C and D of a firm X have been characterized as follows, after carrying out Business Portfolio Analysis:</p> <table border="1"><tr><td>Business unit</td><td>A</td><td>B</td><td>C</td><td>D</td></tr><tr><td>Category</td><td>Dog</td><td>Cash Cow</td><td>Star</td><td>Question Mark</td></tr></table> <p>Answer the following questions with respect to the above analysis:</p> <p>a) Plot the above-mentioned business units on BCG matrix. What are the recommended strategies for business units ‘A’ and ‘B’ as per the Business Portfolio Analysis?</p> <p>b) 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?</p> <p>Figure with correct labeling – Relative Market Share, Industry Growth Rate (0.5 mark), All four quadrants correctly mentioned (0.5 mark)</p>	Business unit	A	B	C	D	Category	Dog	Cash Cow	Star	Question Mark	(4)
Business unit	A	B	C	D								
Category	Dog	Cash Cow	Star	Question Mark								

	<p>Recommended strategies: Dog – Divest, Cash Cow - Harvest (1 mark)</p> <p>Pros – 2 points – 1 mark</p> <p>Cons – 2 points – 1 mark</p>	
3.	<p>A company has four divisions – production, personnel, finance and marketing. Each division is headed by divisional manager. Each divisional manager reports to managing director who, in turn, reports to the chief executive officer of the company. The company has spread its offices in different geographical areas – south, east, north and west. The managers of southern and eastern regions have further diversified their operations into consumer and industrial use of its products while the other two regions meet only industrial demand for their products.</p> <p><u>Question to be answered:</u></p> <p>Draw the organization chart of this company. What is the method of departmentalization used at each level on the chart?</p> <p>Drawing the correct organizational chart – 2 marks</p> <p>Mentioning the departmentation followed at each level – 1 mark</p>	(3)
4.	<p>Shri Vishvakarma (Emery Stone) is a Private Limited company. Three employees who worked with Shri Vishvakarma (SVIPL) for 94 days conducted a SWOT analysis. They analysed the (I) internal factors such as management, culture, mission, resources, system process and structure (II) external factors such as customers, competitors, supplies, labour force, shareholders, society, technology, the economy and governments. The following 19 points listed below is the outcome of their SWOT</p>	(3)

	<p>Analysis.</p> <p>Questions to be answered: Categorize the 19 points given below and re-write them under the following headings: Strengths, Weaknesses, Opportunities and Threats. Also, develop suitable strategies using TOWS analysis.</p> <p>Strength: Serving the industry for last 43 years, ISO 9001 Certified Company, Benefits of economies of scale, due to bulk production so per unit cost is much lesser than competitors, Excellent quality control, Being supervised by founder R.D.Sharma and Mr. Bhairon Bux Sharma, Managed by highly qualified directors – Shri Gopal Sharma (M.D.) and R.S.Choyal (E.D.), Emphasis on automation of production so high quality and low cost of production which gives edge above the competitors, Always keen on innovation of new products and design, Exporting high quality flour mills increasing exports day by day</p> <p>Weakness: Highly reliant on employees due to which mismanagement has been seen in certain areas in the company, No clear duties and responsibilities assigned to the employees thereby creating some confusions at the time of excess work, Orders are not delivered on time, increase in the production capacity is very expensive, Little attention is being paid towards the complaints and grievances of the customers, No proper workflow that promotes unnecessary movement of man and material</p> <p>Opportunities: Innovating new products which will generate demand in near future, Demand of emery stone is high</p> <p>Threats: Pure competition in the market, Facing competition from many local manufacturers, home state (Rajasthan) demand is very low, High fluctuation in the price of raw materials like iron which disturbs the market demand</p> <p>0.5 mark each for correct mapping of factors – 2 marks</p> <p>0.5 mark each for writing any two TOWS strategies clearly mentioning the type of strategy as SO, WO, ST or WT. – 1 mark</p>	
5.	<p>Hyundai's Global Command and Control Center (GCCC) have cameras strategically placed across its centers to monitor assembly lines. This helps identify problems and respond quickly. Identify and briefly explain the steps of the management function being implemented here using the above example.</p>	(3)

	<p>The management function mentioned here is controlling (0.5 mark)</p> <p>Steps of controlling to be briefly explained (1.5 mark)</p> <p>Mapping the given example with the steps (1 mark)</p>	
6.	<p>Do you think managerial skills should vary with respect to the managerial levels? Explain with examples.</p> <p>Diagram not mandatory.</p>  <p>Basic meaning: 1.5 marks, Explanation on why the variation occurs across levels with examples: 1.5 marks</p>	(3)