

**POSSESSION OF MOBILE IN EXAMINATION IS A UFM PRACTICE**

Name of Student.....

Enrolment No. ....

Department.....

Batch.....

**BENNETT UNIVERSITY, GREATER NOIDA**

**End Term Examination, March 2021**

**FALL SEMESTER**

**B. Tech I Semester**

COURSE CODE: **EHSS103L**

MAX. DURATION: **1.5 Hrs**

COURSE NAME: **New Age Life Skills for Engineers**

MAX MARKS: **30**

COURSE CREDIT: **3**

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Read the below mentioned instructions and information very carefully for your End Semester Exam for **“New Age Life Skills for Engineers”**:

1. The LMS has been update with all the required and relevant reading material for your reference.
2. You all need to Login your LMS to get into the subject details to access the study material.
3. B. Tech and BCA have different Logins for the Subject. Students will get the study material in their respective program Logins.
4. Should there be any difficulty in accessing your LMS, immediately report this to your respective Program Coordinators.
5. The exam for Life Skills is on **2<sup>nd</sup> March (Tuesday) from 9-10:30am**. The question paper will be shared on the same day in your respective LMS logins.
6. **IT'S AN OPEN BOOK EXAM. You can refer to your Lecture notes and ppt material.**
7. **VERY IMPORTANT: YOU ALL ARE REQUIRED TO WRITE THE ANSWERS ON A A4 SHEET/REGISTER PAPER, SCAN OR CLICK THE PHOTO AND UPLOAD THE SAME ON LMS THROUGH YOUR RESPECTIVE LOGINS.**
8. **Number each page accordingly, and also write the appropriate question number while answering the scenario.**
9. Write your answers using only **“BLUE”** or **“BLACK”** inks. No other colour or pencil written answers will be accepted.

10. You can write your answers directly on a “Word” doc, in such a case your answers shall be subject to the plagiarism policy of the University. Answers found copied or plagiarised shall be awarded **“ZERO”** marks.
  11. **There is no word limit for your answers but be specific and to the point.**
  12. You can write your answers on a page and then click and paste them on a word document for submitting through LMS.
  13. While uploading your answer sheet ensure that you have included all the pages in the file. **SUBMIT ONLY ONE FILE, DO NOT SUBMIT MULTIPLE FILES.**
  14. Combine all your pages in one file and then finally upload your **Answer File** as your final submission.
  15. **Write your name and enrolment number on every page of your answer sheet.**
  16. **THE FILE NAME SHOULD BE: NAME\_ENROLMENT NUMBER\_BATCH NUMBER.**
  17. **NO ANSWER SHEETS WILL BE ACCEPTED FOR EVALUATION IF THEY ARE NOT NAMED AS DIRECTED.**
  18. NO Email submissions will be accepted. In an extreme situation, in case the LMS does not function then you can mail your answer sheet to your faculty at: [nidhi.sinha@bennett.edu.in](mailto:nidhi.sinha@bennett.edu.in). In such a case the subject Line of your email should be **“Life Skills End Sem Submission-Name\_Enrolment\_Number”**.
  19. **NO WHTS APP SUBMISSIONS WILL BE ACCEPTED.**
  20. The same information has been shared through **LMS**. You may read the instructions from there as well.
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**Read the below mentioned scenario and answer the questions that follow each case.**

**Scenario I: River Woods Plant Manager**

**(13 marks)**

Heritage Appliance Company recently announced plans to construct the River Woods manufacturing plant, replacing the company's original, flagship facility adjacent to the company headquarters in Edgemont. In announcing the new plant, the company stated that, to the extent possible, it would be staffed by Edgemont plant personnel and that the excess personnel would be transferred to other Heritage plants in neighboring states.

Heritage management views the River Woods facility as the plant of the future, featuring new methods of production and lower processing costs and manpower requirements. In a recent press release, the Heritage CEO noted they were replacing one of the least automated plants in the industry with a plant using new forms of production not previously seen in appliance manufacturing.

Heritage Appliance is also using the River Woods plant to pilot a new decentralized management structure. In the past, the firm's marketing activities were directed from the home office by a vice president. Manufacturing operations and certain other departments were under the control of the company's senior vice president. In this centralized, functional arrangement none of the company's four plants had a general manager. Instead, each department in a plant reported on a line basis to its functional counterpart at the home office (e.g., director of production, director of engineering). In contrast, the new River Woods plant manager will be responsible for the management of all functions and personnel, except marketing and sales.

There is consensus among the top management team that the long-term viability of the firm depends on the success of this initiative. However, some have expressed concerns about the difficulty of the task facing the River Woods general manager. They point to the shift from functional lines of communication and accountability to a plant-level focus, as well as the challenges of upgrading the skills of the Edgemont plant personnel, working out the bugs in new applications of advanced manufacturing processes to appliance design and production, and dealing with the inevitable complaints from employees in a small company town who are not satisfied with their new assignments and who might serve as the catalyst for unionizing the only nonunion U.S. appliance manufacturing firm.

**Discussion Questions**

1. If you were part of the selection committee for the River Woods plant manager position, based on what you have learned about the sources of personal power, describe what you would consider to be the ideal candidate's qualifications. **(4 marks)**
2. If you were offered the new River Woods plant manager position, based on what you have learned about the sources of position power, what actions would you take to insure that as the company's first general manager you had the necessary clout to accomplish your assigned duties? **(4 marks)**
3. Using the information on influence strategies, strategize how you would address the challenges you are likely to encounter if you accepted the position of River Woods plant manager. **(5 marks)**

**Scenario II: Find Somebody Else**

**(17 marks)**

*Ron Davis, the relatively new general manager of the machine tooling group at Parker Manufacturing, was visiting one of the plants. He scheduled a meeting with Mike Leonard, a plant manager who reported to him.*

1. RON : Mike, I have scheduled this meeting with you because I have been reviewing performance data, and I wanted to give you some feedback. I know we have not talked face-to-face before, but I think it is time we review how you are doing. I am afraid that some of the things I have to say are not very favorable.
2. MIKE : Well, since you are the new boss, I guess I will have to listen. I have had meetings like this before with new people who come in my plant and think they know what is going on.
3. RON : Look, Mike, I want this to be a two-way interchange. I am not here to read a verdict to you, and I am not here to tell you how to do your job. There are just some areas for improvement I want to review.
4. MIKE : OK, sure, I have heard that before. But you called the meeting. Go ahead and lower the boom.
5. RON : Well, Mike, I do not think this is lowering the boom. But there are several things you need to hear. One is what I noticed during the plant tour. I think you are too chummy with some of your female personnel. You know, one of them might take offense and level a sexual harassment suit against you.
6. MIKE : Oh, come on. You have not been around this plant before, and you do not know the informal, friendly relationships we have. The office staff and the women on the floor are flattered by a little attention now and then.
7. RON : That may be so, but you need to be more careful. You may not be sensitive to what is really going on with them. But that raises another thing I noticed—the appearance of your shop. You know how important it is in Parker to have a neat and clean shop. As I walked through this morning, I noticed that it was not as orderly and neat as I would like to see it. Having things in disarray reflects poorly on you, Mike.
8. MIKE : I will stack my plant up against any in Parker for neatness. You may have seen a few tools out of place because someone was just using them, but we take a lot of pride in our neatness. I do not see how you can say that things are in disarray. You have got no experience around here, so who are you to judge?
9. RON : Well, I am glad you are sensitive to the neatness issue. I just think you need to pay attention to it, that is all. But regarding neatness, I notice that you do not dress like a plant manager. I think you are creating a substandard impression by not wearing a tie, for example. Casualness in dress can be used as an excuse for workers to come to work in grubby attire. That may not be safe.
10. MIKE : Look, I do not agree with making a big separation between the managers and the employees. By dressing like people out on the shop floor, I think we eliminate a lot of barriers. Besides, I do not have the money to buy clothes that might get oil on them every day. That seems pretty picky to me.
11. RON : I do not want to seem picky, Mike. But I do feel strongly about the issues I have mentioned. There are some other things, though, that need to get corrected. One is the appearance of the reports you send into division

headquarters. There are often mistakes, misspellings, and I suspect, some wrong numbers. I wonder if you are paying attention to these reports. You seem to be reviewing them superficially.

12. MIKE : If there is one thing, we have too much of, it is reports. I could spend three- quarters of my time filling out report forms and generating data for some bean counter in headquarters. We have reports coming out our ears. Why don't you give us a chance to get our work done and eliminate all this paperwork?
13. RON : You know as well as I do, Mike, that we need to carefully monitor our productivity, quality, and costs. You just need to get more serious about taking care of that part of your responsibility.
14. MIKE : OK. I am not going to fight about that. It is a losing battle for me. No one at headquarters will ever decrease their demand for reports. But listen, Ron, I also have one question for you.
15. RON : OK. What is that?
16. MIKE : Why don't you go find somebody else to pick on? I need to get back to work.

### **Discussion Questions**

1. What principles of supportive communication and supportive listening are violated in this case?  
(5 marks)
2. Categorize each of the statements by naming the rule of supportive communication that is either illustrated or violated. (refer to the ppt on effective communication and categorize based on information available). Also mention your Leadership Style/Negotiation Style and Communication Styles as assessed during the class activities.  
(12 marks)

\*\*\*\*\*ALL THE BEST\*\*\*\*\*