

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

- Answer all the questions.
- The duration for the test is 1.5 hours inclusive of submission time
- You must create a **single pdf file in the question number order** (1 to 5)
- You need to upload the pdf **only through MS Teams Assignments**. DO NOT send it through email.
- **You are instructed to only attempt the question paper series which is assigned to you**

1. Consider any two job titles (one managerial and the other non-managerial) in any one (4)
of the departments in a *Manufacturing company*. Mention them.
 - a) Develop job specifications for both the job titles mentioned above
 - b) Mention the sources and methods of recruitment of manpower you would like to follow for both the job titles mentioned above.

2. Prof. Dr. Peter, from an Indian Engineering College (IEC), Mumbai attends an (4)
International conference, on Current Trends in Engineering Education, in Japan.
During the conference, he speaks to many other participants about the way they design their curriculum in their countries and shares his views with them. Prof. Dr. Peter realizes that most of the colleges in other countries have introduced a concept of open electives in their curriculum. After coming back to IEC, he speaks to the college management and other heads of departments and convinces them about the benefit of introducing open electives concepts in the engineering curriculum. IEC introduces open electives in their curriculum and this move is widely appreciated by the students and also by the companies that come to IEC for placements.
Citing the lines from above case, state the managerial roles played by Prof. Dr. Peter (by referring to managerial roles by Mintzberg) at each stage.

3. Mr. Raju Raman had a family consisting of his wife and two children. He was a (3)
carpenter who used to work on daily wages. In the spare time, he used to make wooden tables and sell it to his neighbours and in the local area. After 10 years of hard work as a daily wage labourer who worked for others, he thought he will stop doing it and make and sell wooden tables on a fulltime basis. He hired a small room for Rs. 3000 a month, bought some electric saws and other tools with the saving he had made, asked his wife and son to help him. He then went around various furniture shops and told them that he makes wooden tables to order and gave them his mobile number. Soon orders started to flow and Raju decided to call his carpenter friends, Shyam and Sanju, to come and work for him on a daily basis but offered them Rs. 350 per day instead of the market rate of Rs. 400. They were happy as they had work daily and could do it in an organized manner under one person. As the work grew, he told them that he will pay them a daily wage of Rs. 350 and an additional of Rs. 50 per table they made. They worked hard and often late into the evening and on an average made Rs. 500 a day as it was easy making a table to clear specifications and using the electric tools rather than sweat it out in the backyard of someone as a casual labourer sawing away with their handsaws. Despite their long hours, they could not complete the order. Hence, Raju hired 4 more carpenters and made his friend Shyam to take charge of making tables with two newly hired carpenters and Sanju to take charge of making wooden chairs with the other two newly hired carpenters. In addition, he hired Pankaj to buy wood and other fitments, take the finished tables and chairs to various stores, collect the money, and pay electricity bills, and other odd jobs outside the shop. The cost of wood suddenly rose, and his traditional timber mill owner explained to him the how the increase in cost of diesel has resulted in increased cost of transportation. He could understand that since the tempo owner who takes his finished products to various stores too had hiked the cost of trips. Fortunately, one engineering college was coming up near his shop and their demand for tables and chairs seemed to be ever increasing. Raju pitched in showing how he made the very same furniture for big furniture shops in the city and how he could provide them these at a lower cost if they gave him bulk orders. As he saw growth, he put together a team to make new products for the colleges so that they can be modular, strong to withstand the rough use by students, low cost, and with good aesthetics and called this team 'creative team'. Of course, the members of the creative team were select carpenters and his favourite Pankaj who by now had three assistants and had mastered the business of marketing and pricing of the products and

bookkeeping to an extent.

- a) Develop a mission and vision statement for the business explained in the above paragraphs.
- b) Explain how this case study provides an idea to you regarding transforming a family organization into a formal one by adhering to Fayol's principles of management.

4. Starbucks Corporation is an American coffee company and coffeehouse chain. Top level management of Starbucks has conducted Situation Analysis. It 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 17 points listed below are the outcomes of Situation Analysis. (3)

Question to be answered:

Categorize the 17 points given below and re-write them under the following headings: Strengths, Weaknesses, Opportunities and Threats. Also, develop suitable strategies using TOWS analysis.

(Strong brand-name recognition, Political conditions abroad may limit expansion, Dependence on single source of business/income, Expansion into untapped U.S. markets, Quality product, Strong dependence on suppliers, Economic conditions may make consumers unwilling to pay high prices, Expansion into overseas markets, Expansion of brand name into new products or business lines, Large retail distribution system, May be reaching saturation point in some U.S. markets, Good supplier relationships, Prices high relative to competition, Extensive product list, Merchandise sales in stores, Strong financial history, Strong human resources.

5. How can Porter's competitive strategies help an organization develop a competitive advantage? Explain with suitable examples. (3)
6. Do you think the time spent for managerial functions will vary with respect to the managerial levels? Explain with examples. (3)