

[This question paper contains 3 printed pages.]

**Sr. No. of Question Paper : 2564**

**Roll No.....**

Unique Paper Code : 101132

Name of the Course : Bachelor of Business Studies 2013

Name of the Paper : Fundamentals of Management

Semester : I

Duration : 3 Hours

Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all the questions.

1. Aditya Printing Press, a partnership firm was established in 2000, as a small scale unit. In 2005, it acquired XYZ Pvt. Ltd. XYZ was engaged in printing of Government Bonds and Revenue Stamp papers. This work was of confidential nature. As these type of jobs are very lucrative Aditya Printing Press was induced to take over XYZ. The new business is to the Tune of 5 crores. However, the staff of XYZ was not to continue with Aditya Printing and the staff of Aditya Printing had no experience of such confidential work as presently Aditya printing are the printers well known for calendars, Diaries and Stationery of quality and large scale. The partners are doubtful about handling of new jobs because of two reasons: Planning of activities with utmost confidentiality and matching of present staff with new environment. They seek your help as a management consultant. Offer them a comprehensive plan after taking him into consideration, the likely difficulties in setting up of new organization structure, new skill of employees, new methods, and overall renewal in the work environment. (10)

*P.T.O.*

2. Write short notes on any **three** of the following :

(a) Total Quality Management

(b) Learning Organization

(c) Decision making process

(d) Management by Objective

(3×6=18)

3. Rajesh Corporation started as a small entity in 2002, in Delhi handling leather and footwear. The business was very profitable and it ventured into several other areas by 2010. In 2010, it entered into IT & ITES (informational technology enabled services), went for an initial public offering and expanded into infrastructure and airlines. It was started with simple structure by Randhir Choudhary. His son was a graduate from a reputed business school in US took charge in late 2011; but in the meanwhile the corporation had expanded in every direction. Some consultants advised him to sell off the unrelated business while others said that it can be managed by organizing appropriately. They strengthened their argument with examples of so many companies in the world, which had unrelated businesses. Meanwhile, Rajesh Corporation moved its corporate headquarters to Gurgaon in the National Capital Region and organized it into IT, ITES, Infrastructure, Airlines, Leather and Exports. It engaged a CEO for each of these. But this did not solve its organization Problem. The organization of IT and ITES was quite different from others. The innovative and relatively free employees and managers of IT had spun off a social networking community, which started growing day by day with its own variations to include free e-mail service, semi-paid number of projects and therefore the projects teams would consist of people from marketing, finance, operations and design departments. It had also entered into exporting anything and everything from leather, finished leather goods, cashew, tea, spices, diamonds, fish, fruits etc. to various countries and each of these countries had different laws and agents. The airline business was another ball game. The Government control, fuel prices and the level of leasing jobs required a large number of specialists and the CEO had

to keep a close watch of all these. Any small incident could blow up into a major issue. The customers were also over it. The infrastructure was a greater headache with bidding, problems of land acquisition and delayed payments by the government agencies and high level of investment, which required mobilizing huge funds. After several rounds of discussion with the consultants, the company had the following doubts.

Answer the following doubts :

- (i) Should it break away from the convention and adapt different types of departmentation and different structures for each business ?
- (ii) Could it follow a strategic business unit concept ?
- (iii) Does it need matrix organization in some places or any - justify ?  
(3×5=15)

4. What would be the suitable mode of expansion/collaboration for the following :  
Do any **three**.

- (a) A road project
- (b) An Automobile company
- (c) A pharmaceutical co. looking to invest overseas
- (d) Fast food chain  
(3×4=12)

5. As a manager when will you suggest the use of product and geographical structures of organization ? What problems can arise out of their use ? (10)

6. What do you understand by planning process ? What factors work as guiding tool for a successful planning at the different levels ? (10)

(400)

[This question paper contains 4 printed pages.]

**Sr. No. of Question Paper : 1135**

**Roll No.....**

Unique Paper Code : 101132  
Name of the Paper : Fundamentals of Management  
Name of the Course : Bachelor of Business Studies  
Semester : I  
Duration : 3 Hours  
Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** the questions.
3. Internal choice is given.
  
1. Weber's theory of bureaucracy appears to be logical and a sound way to organize. What are the strengths of Weber's approach which you find or would like to include in modern day organizations ? (5 Marks)
  
2. What would be the suitable mode of expansion/collaboration for the following:  
Do any three.
  - (a) An internationally acclaimed dress designer
  - (b) An Automobile company
  - (c) A pharmaceutical co. looking to invest overseas.
  - (d) A branded jewelry store (3x4=12)
  
3. Discuss the planning process. How can managers plan when external environment is constantly changing. Will planning become more or less important to managers in the future. Why ? (10 marks)
  
4. Read the case and answer questions that follow : (5+5 =10 marks)  
Maggie, a woman in her late thirties has held a no. of positions in various

P.T.O.

companies since graduating from college. At present she is incharge of training at a major plant of an electronics firm. Her career has been marked by a no. of ups and downs. She feels she has been discriminated against as a woman, yet she has never been able to put a finger on anything specific. Somehow she always seemed to get into what turned out to be a dead end position. Then she would get frustrated and move on to another company. She likes her training work itself and although she finds it difficult to get along with her boss, she is particularly interested in some work they have been doing to develop creativity among research and development personnel. She has infact created her own training program in this area and the course has been so successful that she was asked to conduct it in several company locations. Her idea is to market this course to firms across the country. To do this she will have to hire a number of trainers, train them to conduct the courses and open offices in various locations. She will also have to implement some kind of business development plan to contact potential users and interest them in creativity training. Her marketing efforts will have to be focused on both creating a market and getting her product into it.

All this means that once she gets started, the firm will need access to considerable capital in order to grow rapidly and take advantage of opportunities. Opening offices, getting people prospecting for work, paying travel and entertainment expenses- this will cost a lot before the actual training begins to bring in money. This will mean borrowing heavily, since Maggie is not in a position to fund the business. Nevertheless she is very excited about her prospect as she moves closer to the date set in her own mind for resigning from her training position and starting her new firm.

- (a) Do you think Maggie has made a right decision by quitting the job and developing her own business? (5 marks)
  - (b) Assuming the business gets started, what major decisions would you anticipate facing in the early period? How would you go about making these decisions? (5 marks)
5. As a manager when will you suggest the use of matrix structures. Discuss with help of a example. What problems can arise out of their use? (6 marks)

Or

Do think delegation is necessary for being a good manager ? Support your answer with help of a practical example. How can you, as a manager make delegation more effective ?

6. Read the case and answer the questions that follow :

PK Mills manufactures woolen clothes. Over the years, it has earned an envious reputation in the market. People associate PK Mills with high quality woolen garments. Most of the existing employees have joined the company long back and are nearing retirement stage. The process of replacing these old employees with younger ones, drawn from the nearby areas, has already begun. Recently, the quality of the garments has deteriorated considerably. Though the company employs the best material that is available, the workmanship has gone down. Consequently, the company has lost its customers in the surrounding areas to a great extent. The company stands, in the eyes of general public, depreciated and devalued. The production manager, in a frantic bid to recover lost ground, held several meetings with his staff but all in vain. The problem, of course, has its roots in the production department itself. The young workers have started resisting the bureaucratic rules and regulations vehemently. The hatred against regimentation and tight control is total. The old workers, on the verge of retirement, say that conditions have changed considerably in recent years. In the days gone by, they say, they were guided by a process of self-control in place of bureaucratic control. Each worker did his work diligently and honestly under the old set-up. In an attempt to restructure the organizational set-up, the managers who have been appointed afterwards brought about radical changes. Workers under the new contract, had very little freedom in the workplace. They are expected to bend their will to rules and regulations. Witnessing the difference between the two 'cultures' the young workers, naturally, began to oppose the regulatory mechanism devised by top management. The pent-up feelings of frustration and resentment against management, like a gathering storm, have resulted in volcanic eruptions leading to violent arguments between young workers and foremen on the shop-floor. In the process production has suffered, both quantitatively and qualitatively. The production manager in an attempt to weather out the storm is seriously thinking of bringing about a radical change in the control process that is prevailing now in the organization.

*P.T.O.*

**Questions :**

- (a) What are the core issues in the case? Do you agree with the statement "The problem, of course, has its roots in the production department itself? Reason out your stand. (6 marks)
- (b) Critically evaluate the finding that old supervisors complain and new workers too resist any type of control. What type of control system would you suggest to the company to improve the production? (6 marks)

7. Write short notes on any **four** :

- (i) Leasing
- (ii) TQM
- (iii) Virtual structure and Network structure.
- (iv) Decision Making Techniques.
- (v) Six Sigma
- (vi) Types of budgets (5x4=20)

[This question paper contains 4 printed pages.]

9387

Your Roll No. ....

**BBS / I Sem. – 2011**

**BUSINESS STUDIES – Paper 102 (NS)**

(Fundamentals of Management)

*Time : 3 hours*

*Maximum Marks : 75*

*(Write your Roll No. on the top immediately on receipt of this question paper.)*

Attempt all questions. Internal choice is given where necessary.

Q. 1. Six months into his new job, Jean, a Laboratory Assistant is performing just well enough to avoid being fired. When selected he seemed to have had the abilities to do his job well. But now he is not performing up to this high potential. Steve, his supervisor is concerned and is wondering what can be done to improve the situation.

Assuming the identity of Fredrick W. Taylor and Henri Fayol what would you advice Steve on the situation and about good management practices. 10 marks

Q. 2. A) Sanjeev Kapoor is an expert in making bakery and Confectionary products . With loads of talent and encouragement from everyone he wants to go in for his own bakery & confectionary venture but does not have much by the way of money or infrastructure to give shape to his dreams. He knows of some old friends who might be willing to associate with him and provide the necessary funds and infrastructure. What form of Business ownership should he go in for. Why? 5 marks

B) Your friend Yuvraj has consulted you regarding starting practice in Law. Suggest and justify the form of Business Organisation suitable for the purpose. 5 marks

P.T.O.



Q. 3. You are a Management Trainer. The local Small and Medium Business Association has invited you to address the gathering of its members to discuss the use of MBO as a planning and Control tool. Discuss what will you tell the members.

10 marks

Or

Raj Shekhar is the owner of Silicon Systems, a computer components firm. Of late the demand for the components is growing and he finds it difficult to follow up the design details of each component. There are a no. of engineers working under him out of which three have shown interest in helping him coordinate the work on the components. What is your advice to Raj as to following sound principles of delegation and making it effective?

Q. 4. Choose an appropriate answer:

1x5= 5 marks

1. When a business owner sells the right to operate the business in another location, this is a: a) Conglomerate b) Franchise c) Joint Venture d) Partnership.
2. When a manager notices that Akash has strong social needs and puts him in the Customer Service team and makes sure to give lots of praise to Amjad because of his strong ego needs, the manager is displaying: a) Systems thinking b) Theory x c) Motion Study d) Contingency thinking
3. A decision made with regard to a request for a vacation is a :  
a) Rational Decision b) Non-Programmed decision c) Programmed decision d) Intuitive decision.
4. When Mc Donalds ensures that the Buns used in the burgers that it sells are made according to specification, It is an example of  
a) Management by exception b) Feedforward control c) Feedback Control d) MBO.

5. Outsourcing plays a central role in a -----organization.

a) Functional b) Divisional c) Network d) Team

Q.5. Study the case and answer the questions that follow.

#### **Ace realty company**

Ace realty company located in the San Francisco bay area was founded in 1980 . For most of its history the organization was a single office agency run by its founders. But over time the company grew. Its revenues increased from \$ 1million in 2000 to \$ 100 million in 2010 and rather than a single office the Co. had six branches located in the San Francisco and Martin County area.

The firm grew because of the founders ability to do certain things very well . They knew how to select locations, time their moves and design offices. They hired people with above average abilities and trained them to be effective salespeople. The organization grew but with growth came problems. The problems stemmed from a mismatch between the firms organization structure, management practices, and requirements of a large firm instead of a small one. Earlier things were handled in a simple and informal way. Some of the problems that surfaced with growth were absence of clearly defined roles and areas of responsibility. People held certain jobs because of family relationships rather than skills. Important decisions were made by relatively few people who were not knowledgeable of all available information . The firm had no long term plan. It just responded to problems and oppurtunities rather than being proactive. So Changes were made to the Organisational Structure of the firm to make it more professionally managed. The Organizational structure that Ace adopted relies upon Geography as the basis for departmentation. There is a central office and branch offices report to that central office. Geographic departmentation encourages decentralization, one of the outcomes sought by the Ace management. Branch Managers are responsible for the day to day activities of the branch offices. The central office maintains the overall direction through planning and controlling processes. Each branch participates in the annual

P.T.O.

planning process during which the objectives for each branch are developed. These objectives become the targets and responsibility of branch managers. The top management also developed job descriptions for all key positions. These descriptions defined the responsibilities of each job with special attention to avoiding overlap and duplication of effort. The company's experience during its entrepreneurial stage was that things were not done because everyone assumed that someone else was doing them. In other instances, several people would assume responsibility for a task when it required the attention of only one person. Thus the key consideration in the new Organization structure was to define explicitly and formally the work expected from each individual job.

Finally the new structure provided for reporting channels from each branch associate to the Chief Executive Officer. The Chain of Command is the channel for progress reports on planned objectives, financial and sales reports and other information needs. In comparison to the previous organization, the chain of command is much more explicit and formal. The change has been extensive and still in the process of being implemented.

Q.a) Draw an organisational chart which reflects the structure being implemented at Ace. Do you think this is an appropriate structure for the firm. What alternative structure can a growing firm like Ace implement?  
8 marks

Q.b) Discuss the role of planning and organising function in this case?  
7 marks

Q.6. Write Short notes on any five. ( 5\* 5=25 marks)

- a) Leasing
- b) Six Sigma
- c) Management Challenges of 21st Century
- d) Decision making techniques
- e) Difference between delegation and decentralization
- f) Difference between a formal and informal Organisation

[This question paper contains 6 printed pages.] (1) 23, 25

6224

Your Roll No. ....

BBS / I Sem. – 2010

BUSINESS STUDIES – Paper 102 (NS)

(Fundamentals of Management)

Time : 3 hours

Maximum Marks : 75

(Write your Roll No. on the top immediately  
on receipt of this question paper.)

Attempt all questions.

1. Rahul Verma is the CEO and owner of a Chemical plant located in the suburbs of Mumbai. A year ago he decided to set up another plant near Pune. The new plant is ready to take off. Rahul decides to visit the plant before it becomes operational. But before reaching the plant he visits another Chemical plant in Pune to see how it is functioning. On reaching his plant he is surprised to see that the employees had arranged for the inauguration of the plant by him. After the ceremony he had a meeting with some of the employees to have a detailed look at the work schedule that had been planned for the first operational phase of the plant. Rahul also addressed the mediapersons who had been called, to apprise them on plant operations and benefits it will bring. In an informal get together in the evening he talked to the

P.T.O.

employees about thinking themselves as entrepreneurs and taking initiative.

Identify the various types of managerial roles Rahul carried out according to the Mintzberg Framework.

(4)

2. Suggest a suitable form of Business organisation for the following firms :

(a) A Bicycle part manufacturing unit

(b) A Bakery

(c) A Law firm

(3×3=9)

3. Read the Case Study and answer the questions that follow :

Dave Collins, President of HID, sat down at the conference table with his management team members, Karen setz, Tony Briggs, Dave King and Art Johnson. HID owns ten Holiday inns in Georgia, Eight hotels of different types in Canada, one property in the Caribbean and one in Atlanta. It also owns two Quality inns in Georgia. Dave Collins and his managers got together to define their mission and goals and to set strategic plans. As they began their strategic planning session, the Consultant they had hired suggested that each describe what, he or she wanted for the Company's domestic operations for the next ten years – how many hotels should it own,

where to locate them and who the target market was. Another question he asked them to consider was what the driving force of the company should be – that is the single characteristic that would separate HID from other Companies.

The Team members wrote their answers. Dave Collins goal included 50 hotels in ten years, with the no increasing to 26 or 27 in five years. All the other members saw no more than 20 hotels in ten years and a maximum of 15 or 16 within five years. Clearly there was a disagreement between the top managers about the long term goals and desirable growth rate.

With the Consultants direction, the team members began to critique their growth targets. Dave King, the director of operations & development said "We just can't build that many hotels in the same period, certainly not given our current staffing. I don't see how we will achieve that goal." Art Johnson agreed. Karen setz asked "Could we build them all in Georgia? You know we've centred on the medium priced hotel in smaller towns. Do we need to move to a bigger town, such as Jacksonville or add another to the one at Atlanta?" Dave Collins responded, "We have an opportunity out in California, we may have one in New Jersey and we are looking at the possibility of going to Jacksonville."

The Consulted attempted to refocus the discussion.

"Well how does it all fit with your mission? Where are we willing to locate geographically? Most of your operation is in Georgia. Can you adequately support a national building effort? Tony Briggs responded, "Well you know we have always looked at the smaller town hotels as being our niche, although we deviated from that for our hotel in Atlanta. But we generally stay in smaller towns where we don't have much competition. Now we are talking about an expensive hotel in California."

Dave Collins suggested, "Maybe it's time we changed our target market, changed our pricing strategy and went for larger hotels in urban areas across the whole country. Maybe we need to change a lot of factors about our company."

Questions:

- (a) What is HID's mission at present? How may this mission change? (3)
  - (b) What do you think HID's mission, strategic goals and plans are likely to be at the end of the planning session. (4)
4. What kind of departmentation would you suggest for the following. Give reasons.
- (i) A large Hospital
  - (ii) An Internet Auction site

(iii) An Engineering Construction Co.

(iv) Post and Telegraph department

(v) A small autoparts manufacturing unit

(3×5=15)

5. Read the case and answer questions:

Ben Turner is the plant manager for Ria printing company, a mid size printing firm that publishes regional editions of 'Time', 'us', 'People' and 'Sports Illustrated' magazines. The plant runs three shifts a day, five days a week and the organizational structure is composed of senior management staff of 6 people who work in the day shift and 20 supervisors and 60 lead operators who are split among the three shifts. Each lead operator has 4-10 employees directly under his supervision. Recently Ben had listened to a speech on MBO at the local university. He was inspired and was intent on installing such a system at Rice. He was confident it would make performance evaluation easier and improve employee productivity.

Ben spent several days working on overall output goals he wanted the company to meet for the year and then called his senior management team. He issued written copies of the goals in each functional area to each management member and requested that each person review the goals, ask questions for clarification, and then prepare specific operational plans, strategies and

P.T.O.

quotas for his or her respective department, supervisors and had operators.

(a) Is this a workable MBO system? (4)

(b) What would you do differently? (3)

6. Compare and contrast the following with examples. Do any **three** :

(a) Licensing Vs. Franchising

(b) Programmed Vs. Non programmed decisions

(c) Formal Vs. Informal organisation

(d) Merger Vs. Acquisition (3×3=9)

7. What is the difference between delegation and decentralization? What factors affect the extent of decentralization in an organization? How can delegation be made more effective? (8)

8. Write short notes on any **four** :

(a) TQM

(b) Business Process Reengineering

(c) Behavioural approach to Management

(d) Types of Control

(e) Traditional Vs. Learning organisation

(4×4=16)

(300)\*\*\*\*