

Course No. : MBA C320

Course Title : Managerial Skills

Date : 09/12/2015

Max. Marks: 35

Weightage : 35%

Duration : 3 hours

PART-A (20 x 0.5 = 10.0 Marks)

1. Which of the following is/are different types of committee(s)?
 - A. Line, Staff
 - B. Formal, Informal
 - C. Managerial, Non-managerial
 - D. Standing, Adhoc
2. Which of the following is/are the characteristic(s) of "The Giraffe"?
 - A. Easily distracted
 - B. Will agree to anything
 - C. Rather sensitive
 - D. Volunteers a lot
3. _____ law states "Anything that can go wrong, will go wrong"
 - A. Pareto's
 - B. Murphy's
 - C. Parkinson's
 - D. Peter's
4. Which of the following is/are organizational analyses methods for determining training needs?
 - A. Observations
 - B. Attitude surveys
 - C. Assessment surveys
 - D. Exit interviews
5. Which of the following is/are good manners for meeting?
 - A. Respect the chair
 - B. Dissent as much as possible
 - C. Work towards a fair decision
 - D. Present your points of view lucidly and logically
6. Which of the following is/are the tool(s) of supervision?
 - A. Orders and instructions
 - B. Job improvements
 - C. Checking and inspecting
 - D. Training
7. Which of the following is/are the sources of grievance?
 - A. Job-related
 - B. Off-the-job conditions
 - C. Contract related
 - D. Competencies related
8. Which of the following is/are the effects of unresolved grievances?
 - A. Extension of ambit
 - B. Sprouting
 - C. Wastage of time
 - D. Lower morale
9. Which of the following is/are element(s) cost of training?
 - A. Living expenses for trainer and trainees
 - B. Equipment
 - C. Trainee's salary
 - D. Materials for training
10. Which of the following is/are teaching methods for training sessions?
 - A. Lecture
 - B. Role-play
 - C. Job instruction
 - D. In-tray
11. A supervisor has to maintain a relational responsibility/ies with which of the following personnel?
 - A. Immediate boss/line manager
 - B. Bosses' Boss
 - C. Subordinates
 - D. Associates
12. Training programs can be evaluated at four different evaluations. Which of the following evaluation is the most difficult?
 - A. Results
 - B. Behavior
 - C. Learning
 - D. Reaction

13. Which of the following statement(s) is/are true?
A supervisor
- must keep looking ahead to anticipate and prevent difficulties
 - must not make allowances for other people and their faults
 - must try not to act before having the necessary facts
 - must not go off at a tangent to do things he/she like doing
14. Which of the following statement(s) is/are not true regarding committees?
- All committees have high responsibility and accountability
 - There is no scope for logrolling in most committee meetings.
 - Committees are time consuming and expensive
 - Decisions reached may be products of excessive compromise
15. Committees are not helpful in which of the following condition(s)?
- The objective is to avoid personal responsibility
 - The purpose is to convey and not generate decisions
 - Members lack competence to discuss the issue at hand
 - Time is too short
16. Round-Robin approach refers to
- In a meeting Chairperson asking the opinion or views of the individual sitting on 'left side' of him/her and then moving on a clockwise direction and seeking their views.
 - In a meeting Chairperson asking the opinion or views of the individual sitting on 'right side' of him/her and then moving on an anti-clockwise direction and seeking their views.
 - In a meeting Chairperson asking the opinion or views of the individual sitting opposite to him/her and then moving on a clockwise direction and seeking their views.
 - In a meeting Chairperson asking the opinion or views of the individual sitting opposite to him/her and of him/her and then moving on an anti-clockwise direction and seeking their views.
17. Which of the following statement(s) is/are not true?
- Always give away your copy of the written grievance.
 - As much as possible give long written grievance answers
 - Never support another supervisor in a hopeless case
 - Never settle a grievance while in doubt
18. Which of the following is the correct sequence with regard to steps for informal grievance handling?
- Locate the grievance, hear the complaint, interview, get the facts
 - Hear the complaint, locate the grievance, interview, get the facts
 - Hear the complaint, locate the grievance, get the facts, interview
 - Locate the grievance, interview, hear the complaint, get the facts
19. Which of the following statement(s) is true with regard to meetings?
- Always have a written agenda and also provide a copy to each participant.
 - Agenda must contain a one sentence objective
 - Put the topics in the order of their priority
 - Limit the agenda
20. Which of the following is/are problem(s) of supervision?
- Defective work
 - Absenteeism
 - In-different employees
 - Un-cooperative employees

*****END of Part-A*****

“When the actions becomes frequent than the words, success becomes heavier than the dreams.
Do more, say less.”

- Israelmore Ayivor

PART–B (25%)

1. The management committee of ABC hospital is composed of the following members:

1. Stacy Spence, Executive Director (Chairperson of the committee)
2. Robin Bowman, Personnel Manager
3. Kip Troy, Finance Officer
4. Casey Brown, Manager of Auxiliary Services
5. George Jones, Manager of Information Services
6. Fred Hill, Supervisor of Maintenance
7. Sharon Dixon, Director of Nursing
8. Jody Graves, Public Relations Officer

Described below is a committee meeting (attended by all eight members) in which a number of “typical” dysfunctional behaviors arise. During the meeting four situations arise and for each situation there are three possible alternatives/responses (i.e. action to be carried out by the Chairperson).

Examine each situation carefully and then rank the alternatives/responses in order of appropriateness with 1 being the most appropriate and 3 being the least appropriate and also justify the reasons for assigning rank(s). **(4 x 1.5 = 6.0 Marks)**

Note: Use the following format while answering.

Situation I:

Option	Rank	Justification/Reason for Ranking
A		
B		
C		

Situation II:

Option	Rank	Justification/Reason for Ranking
A		
B		
C		

Situation I:

A meeting has been called to discuss the shortage of staff in the housekeeping division of the hospital. As Casey Brown, manager of auxiliary services, begins to make a presentation on the need for an increase in the cleaning and maintenance staff, Kip Troy (finance officer) interjects: “I don’t see any point to this meeting since there simply aren’t any additional funds available!”

Possible responses by the chairperson:

- A. "If you really believe that, Kip, why did you come to this meeting?"
- B. "How do the rest of you feel about proceeding with this meeting in light of Kip's statement?"
- C. "That's precisely why you were asked to this meeting, Kip, because only you can identify potential sources of funding if the group decides that this staffing need must be met."

Situation II:

As the meeting progresses, the chairperson notices that Casey keeps referring to an error in the last monthly financial report generated by Kip's office. The error was corrected and the matter is irrelevant to the present discussion.

Possible responses by the chairperson:

- A. "As you know, Casey, that error was corrected very promptly, and I'm sure you'll agree that Kip is by far the best qualified person to advise us on the financial issue we face today."
- B. "Casey, could you explain to the group why you think that point is relevant to this meeting?"
- C. "Casey, if you have an axe to grind, please keep it out of this meeting."

Situation III:

Every time that Sharon Dixon, director of nursing, has been asked for her views, she has stressed the need for more information and further study of the situation—an approach she tends to take with almost every topic.

Possible responses by the chairperson:

- A. "Sharon, this matter has been studied to death; it's time to make a decision."
- B. "Sharon, where, specifically, do you think we need more information?"
- C. "While your questions certainly have helped us to appreciate the background of this matter, Sharon, I believe that the time now has come to make a decision."

Situation IV:

George Jones, director of information services, arrived quite late and now announces that he must leave for another meeting (concerning the acquisition of new computer equipment) in five minutes.

Possible responses by the chairperson:

- A. "In as much as you just got here, George, don't you think you should stay awhile?"
- B. "For heaven's sake, George, why are you involved in overlapping meetings?"
- C. "George, perhaps we should discuss this later, to ensure that this problem doesn't happen again."

2. A private university was contemplating on measures to promote academic integrity across its multiple campuses. As of now the university doesn't have well defined guidelines or policies related to handling plagiarism issues. The university was extremely concerned about increasing trend of plagiarisms across its campuses and hence started focusing curbing such practices and was actively seeking ways and means to promote academic integrity. The university was interested in providing tool(s) for its faculty members that will help them to check any work

that they already suspect to be plagiarized. To facilitate this, the university bought a large number of “Turnitin” licenses.

Turnitin is an internet-based service with the world’s largest content comparison database. The user uploads essay, written report/assignment in the Turnitin website and it checks these essay, written report/assignment for *unoriginal content* and provides feedback to the user on the use of source material used in the report. Turnitin is a tool that checks the essay, written report/assignment against various electronic resources (electronic books, electronic journals, databases, websites, student papers/assignments that have already been submitted through Turnitin at Salford University and other higher education institutions) for matching text. It will then highlight the areas of the submitted essay, written report/assignment where a match has been found. However, there will be many sources that are not checked against, such as new web content (e.g. today’s news articles) and password protected sites (e.g. intranets). Once the check is completed Turnitin produces an Overall Similarity Index (OSI) represented by % and a color code. OSI % refers to the percentage of text in the essay, written report/assignment that has been matched to other electronic sources (as mentioned above). OSI color code indicates how much matching text was found. These color codes can be interpreted using the table below.

OSI Color Code	Interpretation of Color Code
Blue	No matching words
Green	1 word to 24% matching text
Yellow	25% to 49% matching text
Orange	50% to 74% matching text
Red	75% to 100% matching text

Instructor RR of this university gave a take home assignment to the students registered in the course MFF (a compulsory course for 1st year MBA students). To carry out this assignment fourteen groups of five members each was formed. The groups were required to analyze a case study and submit a written report (providing answers to three questions asked in the case) to the instructor. Post submission while evaluating these reports RR observed that there was a possibility of plagiarisms in the report submitted by several groups. Subsequently RR uploaded all 14 reports on ‘Turnitin’ and obtained the following OSI % and color codes.

Group No.	Overall Similarity Index (OSI)	
	%	Color Code
1	43	Yellow
2	52	Orange
3	44	Yellow
4	36	Yellow
5	27	Yellow
6	47	Yellow
7	34	Yellow

Group No.	Overall Similarity Index (OSI)	
	%	Color Code
8	26	Yellow
9	49	Yellow
10	59	Orange
11	61	Orange
12	64	Orange
13	78	Red
14	72	Orange

Given the above data RR was wondering how to go about making a decision.

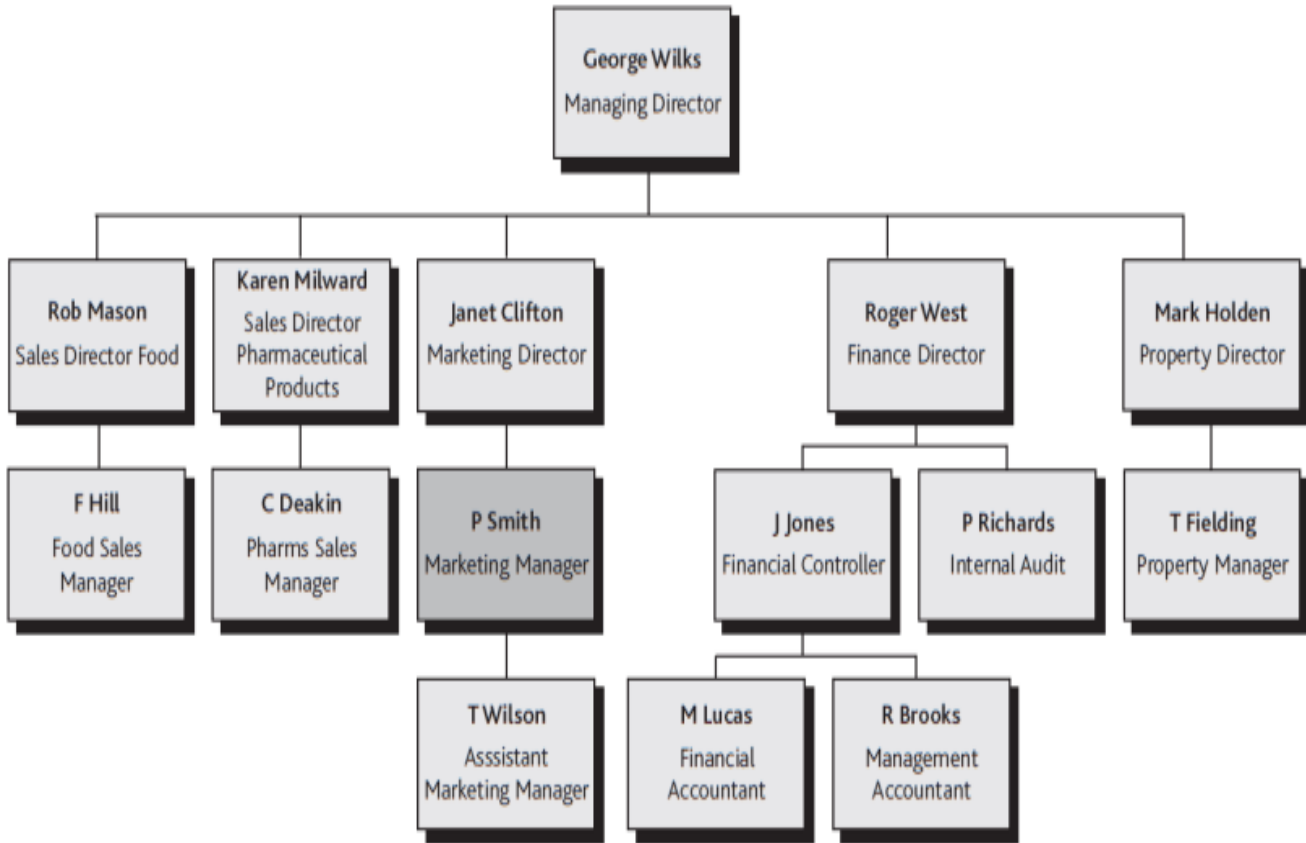
- A. List down the criteria for evaluating alternatives? **(1.0 Mark)**
- B. List down the alternatives for RR? **(2.0 Marks)**
- C. If you were RR which alternative (listed in your answer for the question ‘B’ above) you will choose and why? **(2.0 Marks)**

3. Briefly explain:

(3 x 2.0 = 6.0 Marks)

- A. BATNA
- B. Litmus test of leadership
- C. Accenting function of non-verbal communication

4. Your name is P Smith and you are the Marketing Manager of a company named Reeders. Your boss is Janet Clifton (See organization chart below).



Reeders is a retailing company specializing in sales of foods and pharmaceutical products that has branches through the country. Its head office, where you work, is in Birmingham and its Managing Director is George Wilkes.

Reeders hired you because you are an ambitious, positive thinker who'll make things happen.

Four situations are presented below. Some are inter-related so don't look at each one in isolation. In each situation, select the most appropriate alternative/answer and also provide justification for your selection/choice/answer. (4 x 2.0 = 8.0 Marks)

Note: Use the following format while answering.

Situation	Your answer (Alternative Chosen)	Justification/Reason for your choice/answer
1		
2		
3		
4		

Situation 1 – Charity Calls you receive this letter

FROM:

National Society for Handicapped Children
PO Box 158
LONDON

TO:

Head of Marketing
Reeders Ltd
44 Moat House Lane
BIRMINGHAM

Dear Sir or Madam,

As you know, we are one of the leading charities presently helping children and young people who suffer from a wide range of handicaps. There is a vast amount of work for us to do to bring some hope into the lives of many thousands of children, but unfortunately we find that our funds are not enough to enable us to do what we feel needs to be done.

We rely very heavily on support from the public, and in particular from corporate sponsorship and donations to enable us to carry on with our work. To this end we have arranged a major fundraising concert on 12 December to be held at Symphony Hall in Birmingham, featuring the City of Birmingham Symphony Orchestra and Choir.

In order for this to be the success that we hope for, we are asking local businesses to support the event with sponsorship or a donation. We would be grateful for donations of whatever size, but if you feel able to contribute 1000 or more we would be able to arrange some corporate entertaining for a party of you and your guests at the concert. Businesses have told us in the past that they find this type of entertaining a very pleasant way of thanking customers or staff for their support.

I do hope that you will feel able to help us in this way. If you would like any further information about our organization or the work that we do, please do not hesitate to contact me.

Yours sincerely,
Richard Smethhurst, (Head of Fundraising)

What do you do?

- A. Refer to Janet Clifton
- B. Refuse donation
- C. Give donation or sponsorship

Situation 2 – It's big news!

Reading the paper on the way to work you see this article...

Boots for Sainsbury's

Retailing giants Boots and Sainsbury's yesterday announced a deal which will see the chemist chain's Health and Beauty shops opening on supermarket sites. Initially the openings will be on an experimental basis in seven stores, but if the experiment works, observers believe that the format could be introduced widely throughout the Sainsbury's superstore chain.

Both companies were being cagey about the project's potential yesterday. A Sainsbury's spokeswoman would only say that if successful it is hoped to extend the trial into other stores. But one analyst said: "This has potentially enormous importance in the longer term". Initially the experiment will be restricted to stores in St Albans, Ipswich, Dulwich, Camberley, Poole, Sevenoaks, and Hemel Hempstead; Sainsbury's will provide space and charge Boots rent.

Boots' high street shops have been under pressure from Superdrug and other competitors who have undercut Boots on perfumes, sun creams and condoms. But Boots' spokeswoman could not comment on the company's pricing strategy in the experimental concessions, and it is not known whether prices would match those in high street Health and Beauty shops. Sainsbury's already has five concessions with Lloyds Chemists, and 12 Sketchley dry cleaners.

What do you do?

- A. Email summary of article to Janet Clifton
- B. File it in your 'miscellaneous reports' file
- C. Save it to deal with later

Situation 3 – Business Development

Minutes from a Business Development Committee meeting

1. Proposed extension of range of ready meals

F Hill reported back to the committee on this matter. There appears to be considerable evidence that ready meals are becoming increasingly popular, particularly in the larger towns and cities where the main buyers appear to be office workers who buy meals during the day to save cooking for themselves in the evening. These products have a high margin. The potential problem with them is that they have a very short shelf life. Foreign foods and "healthy" foods appear to be more popular than other types.

G Wilks proposed that a detailed costing exercise should be carried out. F Hill suggested that customer opinion could be sought in branches. J Clifton agreed to arrange this. Further discussion was deferred to the next meeting.

2. Introduction of lockable display cabinets

K Milward reported that she was very unhappy about the introduction of lockable glass covers over many products in branches. Although the committee had approved this three months ago, she felt that it was acting as a considerable deterrent to customers buying products, and sales had suffered accordingly. K Milward agreed to provide further detailed analysis of the fall in sales by line, and the effect on profit. R West agreed to quantify the fall in pilferage levels since these cabinets have been introduced. The matter would be further reviewed in the light of this information at the next meeting.

3. New branch opening

J Clifton stated that arrangements for the opening of the new branch in Southport on 18 November were well in hand. All the normal publicity had been arranged for the event with exception of the 2-page spread in the Southport Advertiser, which has not yet been arranged because they do not accept advertisements more than 1 month in advance of publication. The design work for the spread has been prepared. It was planned to appear in the 12 November edition. It was agreed that P Smith would arrange this.

4. Seasonal fluctuations in pharmaceutical product sales

G Wilks stated that he was concerned about the low sales in pharmaceutical products over the summer months that are experienced every year. Although this is due to very low sales in cough and cold remedies which yield high profits in the winter months, he felt that there were areas that we could expand which would compensate for this to some extent, such as insect repellent, hay fever treatments and skincare products. He is currently reviewing a number of possible products and hopes to have further information available for the next meeting.

5. Results for last month GW congratulated everyone, particularly the food sales staff, on very good results

6. Any other business - None.

What do you do?

- A. Arrange branch opening publicity immediately
- B. Organize customer research immediately
- C. Arrange branch opening publicity and organize customer research
- D. Delegate branch opening publicity

Situation 4 – Synchronized Sponsorship you receive this letter...

FROM:

The Synchronized Swimming Society
University of Chester
Western Road
CHESTER

TO:

Marketing Manager
Reeders Ltd
44 Moat House Lane
BIRMINGHAM

Dear Sir or Madam,

I am writing on behalf of our society, which was formed last year, in the hope that you will feel able to sponsor us on a tour of the Greek islands. We hope to tour the islands next May for two weeks with a team of about 10 people. We plan to give demonstrations of synchronized swimming in the sea and swimming pools and to raise the profile of the sport in general by our presence.

We will be able to display the Reeders name and logo prominently on our swimwear, thus giving a high degree of exposure to your company. We will also be able to publicize the use of some of the food and beauty products that you sell, for example waterproof cosmetics and slimming products (as several of our team have recently been on diets and will happily attribute their success to one or more of the diet programmes that you sell).

We would hope that you would consider a figure in the region of 8,000 reasonable for such sponsorship. We look forward to hearing from you, and feel sure that this arrangement will be very beneficial to us both in the future.

Yours faithfully,
Alison Worth Secretary

What do you do?

- A. Bin the letter
- B. Accept sponsorship
- C. Write a declining letter

*****END*****