

Birla Institute of Technology and Science, Pilani (Rajasthan)

First Semester 2017-2018

Mid-Semester (Closed Book)

Course No. : MBA G503/BITS F320

Max. Marks: 50

Course Title : Managerial Skills

Weightage : 25%

Date : 13/10/2017

Duration : 90 min.

“The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.”

- Ronald Reagan

1. Garima, the Vice President for strategic management, listened to Onkar, the CEO. They were discussing a new strategic initiative to eliminate patient errors. In the past five years, the 336-bed hospital they worked for had reported nine adverse patient errors that had resulted in death or a permanent vegetative state. Garima knew that they did not compare favorably with other hospitals in their area. St. Louis hospital, 50 miles away and licensed for 1,400 beds, had reported four incidents and no deaths in the past five years. Shri Lal Mal Medical Center, 80 miles away and licensed for 450 beds, had reported five incidents and three deaths in same time period.

Onkar said to Garima, “I need you to form a team to deal with this. And, Garima, I need this team to find us some answers. Put together a team that can underscore the need for every staff member to step up. We need to identify potential problems before they become errors that affect our patients and their families.”

Garima promised Onkar that she would do what he had asked. As she left Onkar’s office, she said to herself, “I just need to get the right people to commit to making a difference, and then to get them to make the difference. Not an easy task.”

- A. What advice would you offer Garima regarding who should be on this team? What advice would you offer regarding the team’s forming phase? **(3.0 Marks)**
 - B. How should the team evaluate its own performance? List down the criteria/parameters. **(3.0 Marks)**
 - C. How should Garima evaluate the team’s performance? **(3.0 Marks)**
2. Listed below are some scenarios of different leadership styles. Identify which leadership style (based on Kurt Lewin Framework) is used, and then discuss if it is correct for the situation or if a different style would work better. **(4.0 x 5 = 20.0 Marks)**
 - A. The planning for a major service project is running way behind schedule. The Service Vice President puts out a course of action to take to try to put it back on track. Later that week he calls a meeting of all subcommittee chairs and key players to create a strategy to keep the project running on schedule.
 - B. A forklift has its forks raised in the air to put some material in the racks. An employee runs under the forks (safety violation) so he can get back to his work-station in time. The supervisor tells him very sternly not to ever do that again and notes it in his log.
 - C. A manager is working on the budget. He is told to get a hot project running immediately. He calls his staff together and explains the project. He then tells them to get it up and going while he completes the budget.

- D. An inspection line has no supervisor. They are expected to have the correct staffing, procedures, and expertise on each shift to ensure no defective parts gets pass them.
- E. A new Service Vice President just took office. She immediately calls her committee together for a meeting and asks for their ideas and input on an upcoming service project.
3. Classify each problem/statement below according to the types of decision and decision making environment under which these decisions are made? **(2.0 x 3 = 6.0 Marks)**
- A. Purchasing manager of ABC Company must select new cars for his company. This is the sixth time in six years he has made this decision.
- B.when I graduate from college I will buy an existing business rather than work for someone else.
- C. In early 2008, BCCI had to decide whether to start Indian Premiere League (IPL).
4. Read the following scenarios and suggest whether you will make an individual decision or a group decision. Provide justification for your choice. **(4.0 x 2 = 8.0 Marks)**
- A. You are the manager of a gift store in the mall, supervising 10 longtime salespeople. Now that Christmas is just two weeks away, your store needs more creative ways of preventing shoplifting during the hectic year-end holiday buying blitz.
- B. You are the operations manager in the local plant of a global manufacturing corporation. Your department has four shift supervisors (two per shift) and 80 assembly-line employees. A critical piece of machinery broke this morning, and the shift supervisor says it cannot be repaired. Your plant's monthly production will fall considerably below forecast unless action is taken.
5. You have 100 doses of a vaccine against a deadly strain of influenza that is sweeping the country, with no prospect of obtaining more. Standing in line are 100 school children and 100 elderly people. The elderly are most likely to die if they catch the flu than the school children are. But the elderly have fewer years left to live as compared to the school children, who have their whole lives ahead of them. Which group do you vaccinate? Describe each step in your decision making process? **(3.0 Marks)**
6. Briefly explain the following **(2.0 x 2 = 4.0 Marks)**
- A. Difficulties of goal setting
- B. Characteristics of a Good Control System

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