

BITS-PILANI, K K BIRLA GOA CAMPUS
Second Semester 2022-2023
MID TERM EXAMINATION (CLOSED BOOK)

COURSE NO: MGTS F211

COURSE TITLE: Principles of Management

DATE: 18-03-2023 (9.00 AM – 10.30 AM)

MARKS: 30 Marks

Answer all questions

1. Identify the management concept or principle adopted in each of the following cases [6]
 - a. Himanshu, Supervisor at Tesla plant believes that worker productivity can be improved through breakdown of jobs into narrow and resistive tasks.
 - b. Bharat Forging is a form of organization characterized by division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships.
 - c. Tayota adopts a philosophy of management that is driven by continuous improvement and responsiveness to customer needs and expectations.
 - d. Wall-Mart Stores Inc. encourages the middle and lower management people to make operational decisions on their own without concerning top management
 - e. Infosys promotes the team spirit among the employees to build harmony and unity within the organization
 - f. Every employee in Textron, Inc. receives orders from only one superior.

2. Describe the different approaches that a company may use when it decides to go international. [6]

3. The personal computer market began in the mid-1970s. Adam Osborne, the founder of Osborne company, decided to package all the PC components together (computer, monitor, and software) as a portable computer. This was the first truly portable personal computer, an innovation that permitted researchers and business people to take their office work home and vice-versa. It became an immensely popular idea with the computer-literate population. Osborne shipped his first computer in July 1981. In two months, the company had its first \$1 million in sales, and by the second year it's net revenue reached \$100 million. Six months later the company was bankrupt.
 - (a) Contrast the omnipotent view of management and symbolic view of management with regard to organizational performance [2]

 - (b) Discuss the factors affecting organizational performance (bankruptcy) in the above case [4]

4. Identify and discuss the competitive strategy adopted in each of the following three case examples. [3*2=6]
- (a) Apple has been well-known for its innovative products, including their Macintosh line computers, the iPod, iPad, and of course – the iPhone. And it has successfully managed to distinguish them from their competitors through a multi-layered approach. Apple has unique operating system.
 - (b) Walmart is a US multinational retail corporation that operates 11,484 supermarkets and discount stores across 27 countries. Its competitive advantage strategy is based on selling branded products at low costs, attracting the largest number of customers possible. The company has been very effective at establishing a competitive advantage in costs in multiple ways, including: Achieving low operational costs through automation & technology; Working closely with suppliers.
 - (c) Ferrari sells very expensive, stylish, high-quality cars to very wealthy people. The company targets a narrow market of those who want to buy their cars and can afford them.
5. What are the personal and marketplace considerations an entrepreneur should keep in mind before starting an entrepreneurial venture? List out at least 3 personal and 3 marketplace considerations. [3+3]
-