

Birla Institute of Technology and Science, Pilani

Comprehensive examination [Closed Book]

Course: Principles of Management
Course No: MGTS F211
Max Marks: 70

Date: 09/05/23
Time: 03 hrs
Weightage: 35%

All questions must be attempted. Answer the questions in the given sequence

1. Phoenix Pvt. Ltd. manufactures files and folders from old clothes and other biodegradable materials to discourage the use of plastic files and folders. For this, they employ people from remote rural areas with massive unemployment and lack of resources. The management sought inputs from employees to come up with a plan for advertising. However, employees did not respond. The senior management of the company left with this muted behavior of employees.

- a. State the principle of management that is violated in the above paragraph.
- b. Identify any two cultural values that the company demonstrates here **[1.5*2=3 M]**

2. A company ABC Pvt Ltd. is offering the following policies to its employees: a. Growth opportunities through their learning and development programs; b. Supportive supervisor; c. Job security. In light of the above policies, identify the state of motivation as per Herzberg's theory of motivation for the employees of ABC Pvt. Ltd. **[2 M]**

3. Karim is a senior manager in a leading European Pharma company. He wants one of his dependable employees, Rebecca to remain in his department. To encourage Rebecca to stay, he tells her in their monthly one-on-one meeting that she needs a development plan so he can promote her. Karim explains to Rebecca that this development plan he has made identifies specific work projects that she will work on over the next six months. He assures her that after six months she will be more competitive for promotions in the department. Karim stops talking as he expects Rebecca will be excited about his development plan. Instead, he is a bit disappointed that Rebecca — his normally optimistic employee — can barely muster a smile. After an awkward silence that seemed like an hour, he and Rebecca agree to revisit this topic at their next one-on-one meeting. As Rebecca leaves Karim's office, he tries to hide his disappointment. He thinks: *This meeting did not go well.*

In accordance with three dimensions of Vroom's expectancy theory, what went wrong in this scenario? **[4 M]**

4. Draw a well-labeled diagram of eight step process of human resource management. **[5M]**

5. Helena, is hired as a Team lead, to manage a team that has had issues with productivity, efficiency, and morale. She takes time to get to know each of her employees personally, learning their strengths, weaknesses, and ambitions. She spends part of a day with each employee letting them "train" her on their jobs, so she can understand their day-to-day challenges. She quickly promotes experienced employees to line manager roles and publicly credits team members' important successes. She tried her best to give them challenging and interesting assignments. With her attractive personality, she could get higher performance from the team, in no time. Identify two leadership styles of Helena with suitable justification. **[4 M]**

6. Consider the balance sheet given below for a small firm ORANGE INC.

ORANGE INC.
BALANCE SHEET
December 31st, 2022
(Amount given is in Rupees)

ASSETS		LIABILITIES AND SHAREHOLDERS' EQUITY	
Current Assets		Current Liabilities	
Cash and cash equivalents	60,000	Accounts Payable	17,000
Accounts receivable	9,000	Notes payable	4,000
Inventory	8,500	Accrued expenses	3,500
Prepaid expense	1,000	Deferred revenue	1,000
Investments	7,000	<i>Total Current Liabilities</i>	25,500
Total Current Assets	85,500		
		Long terms debt	100,000
Property and Equipment		Total Liabilities	125,500
Land	12,100	Shareholders' equity	
Building and improvements	125,000	Common stock	5,000
Equipment	15,000	Additional paid-in capital	10,000
Less accumulated depreciation	(2,000)	Retained earnings	98,500
		Treasury stock	(1,000)
Other Assets			
Intangible assets	2500		
Less accumulated amortization	(100)	Total liabilities and shareholders' equity	238,000
Total Assets	238,000		

Write the formulas and calculate the following:

[2*3=6 M]

Working Capital
Quick Ratio
Debt-to-equity Ratio

7. Discuss any two limitations of ratio analysis (*calculating ratios*) as a financial management exercise. [2 M]

8. Genkar is a technology startup that provides an AI-powered platform for businesses to optimize their digital advertising campaigns. The company's primary market is small and medium sized businesses in North America. The company was founded three years ago and has since grown to a team of 50 employees. However, the company's revenue growth has been stagnant for the past few months, and the management team is looking for ways to accelerate their growth. Discuss any two growth strategies for Genkar. [2*2=4 M]

9. Unify Ltd. has a portfolio of businesses –Alpha, Beta, Gamma, and Delta. Refer to the table below and create a BCG matrix for Unify Ltd. Also, suggest appropriate strategy for each line of business based on their relative position on the BCG matrix. [5+2=7 M]

<i>Unify Ltd.</i>						
<i>Brand</i>	Revenue	Largest Rival Market Share	Your Brand's Market Share	Market Rate	Growth	

Alpha	110,000	50%	35%	5%
Beta	60,000	40%	10%	15%
Gamma	25,000	45%	30%	12%
Delta	10,000	30%	10%	3%

10. Globalization has taken many firms to various global markets. Based on global integration and local responsiveness, suggest and discuss the worldwide organization design for companies that perform businesses in the following industry. **[2*3=6 M]**

- Spices export
- Computers (Hardware Manufacturing)
- Automobile

11. Categorize below-mentioned factors based on PESTEL approach and discuss whether their impact will be positive/negative/neutral on the Pharmaceutical sector. **[1.5*2=3 M]**

- a. Emergence of Artificial Intelligence
- b. Rising Inflation Rate

12. List two group member resources and two group processes that may impact the performance of the group. **[2+2 = 4 M]**

13. List and explain any two decision making biases. Also mention your strategy to minimize those biases. **[4 M]**

14. Mention any two contingency factors that may affect the structure of an organization. **[3 M]**

15. Draw the value chain of a typical car manufacturing company highlighting the possible primary and support activities. **[4 M]**

16. What are the four perspectives of organization's performance to be considered as per balanced scorecard framework? Write one strategic objective and one key performance indicator for each perspective. Answer the questions as per template given below. **[4 M]**

Perspective	Strategic objective	Key Performance Indicator

17. Tesla wants to launch an electric car in Indian market from December 2023. What are the marketing mix elements around which the Tesla may have to prepare its marketing plan? List and suggest the appropriate strategy to Tesla for each marketing mix element. **[5 M]**
