

**Birla Institute of Technology and Science, Pilani**

**Midterm examination [Closed Book]**

**Course: Principles of Management**

**Course No: MGTS F211**

**Max Marks: 50**

Name \_\_\_\_\_

**Date: 14/03/23**

**Time: 90 minutes**

**Weightage: 25%**

Campus Id \_\_\_\_\_

*All questions must be attempted.*

1. An organization A has employees who are loyal; their norms, values, symbols are strongly shared and impact their behaviors, are more committed to organizational values. While for organization B, employees have little knowledge about the organizational values, are less committed to the organizational values, and exhibit little identification with the organizational norms, symbols, and traditions. Identify the cultures of organization A and B on the basis of strength of culture? **[2M]**

2. Blanocs Consulting Pvt. Ltd. operates in a challenging business environment and considers its employees as the most important resource for its success, has care and concern towards employees, and designs all human resource policies keeping in mind employees' needs. In addition, the organization keeps its operational policies relatively same and do not change them often, making employees well aware whom to report to and what is expected from them. Most of the work in the organization is based around teams and each employee is required to collaborate with other team members to fulfill responsibilities. Managers are always pushing employees to achieve the desired sales targets in the specified amount of time. Identify the specific dimensions of organization culture for Blanocs and give evidence for your choice. **[3M]**

3a. Draw a well labeled diagram of an organization as an open system as per the contemporary approach of management. **[4M]**

3b. Explain Hawthorne effect with an appropriate example. **[2M]**

4. Differentiate between effectiveness and efficiency. Give suitable examples for both. **[4M]**

5. Differentiate between interpersonal and informational roles. **[2M]**

6. The Indian automobile industry is setting out on a journey with hopes for a sustained growth momentum in 2023. Embracing clean technology amid the rising interest rates and cost increases due to new emission and safety norms, the industry has witnessed a strong comeback from the COVID-led downturn this year. Several initiatives by the Government of India and major automobile players in the Indian market is expected to make India one of the leaders in the two-wheeler and four-wheeler market in the world. Indian automotive industry (including component manufacturing) is further expected to reach Rs. 16.16-18.18 trillion (US\$ 251.4-282.8 billion) by 2026.

The automobile industry is dependent on various factors such as availability of skilled labour at low cost, robust R&D centers, and low-cost steel production. The industry also provides great opportunities for investment and direct and indirect employment to skilled and unskilled labor. The Government of India encourages foreign investment in the automobile sector and has allowed 100% FDI under the automatic route. Amid the ongoing electrification transition, OEMs are expected to incur significant investments in the development of ground-up electric vehicle platforms and enhance manufacturing capacity. Using PESTEL analysis identify three important factors which will play a role in Automobile industry in India and discuss them. **[3\*2=6 M]**

7. Deloitte aspires to reach 50 million people by 2030. Globally, millions of people have been left behind, unable to fulfil their aspirations and potential due to lack in education, skills, and training. This is causing widening inequality, declining productivity, and rising social tensions. WorldClass – an ambitious global initiative by Deloitte empowers people to be part of this new world economy. Through this initiative, it has committed to preparing 50 million people for a world of opportunity. It is inspiring increased commitment and investment in education, skills development, and access to opportunity. Further it runs a number of fundraising activities. It partners with a number of organizations

through which employees can give their time and skills back to the local community. It has also partnered with Ashoka Ireland who identify high potential social entrepreneurs.

The Green Agenda initiative is a key component of its Corporate Social Responsibility programme. Its goal is to promote sustainability and reduce the impact of operations on the environment. Through “Think Green” initiatives it is actively engaged in monitoring their impact on the environment and creating awareness amongst their people. Staff participation is key in ensuring that the sustainability programme is a success, so, all staff members are encouraged to put forward their own ideas for a greener office and to ‘Think Green’. In 2011, it became one of the first professional services firms to obtain the ISO 14001-2004 certification for their Environmental Management System. Based on the above reading, answer the following questions: -

- (a) List Deloitte’s approach to sustainability by referring to some of their key initiatives. Discuss any two initiatives. [2M]
- (b) Comment on Deloitte’s environmental sensitivity approach and give supporting evidence for your response. [2M]

8. Based on stages of moral development answer the following questions.

(a) Geeta asks her son Rohan to complete the chores around the house, he asks what would he get in return. Rohan is lying at which stage of moral development? Give rationale for your answer. [1M]

(b) On Friday evening Deepti finished her work early but still remained in office till 6PM as per the norms of her job. Deepti is at which stage of moral development? Give rationale for your answer [1M]

9. You are managing a team of four members. You are considered to be technically smart and able leader. In times of crisis you solve technical issues and make sure the work is delivered on time. At times, you push your team members to meet deadlines by resorting to comments which hurts them. This is leading you to lose trust among team members. Now, evaluating the entire situation answer how would you resolve this issue by following the three-step approach given in the reading: *To Improve your team, first work on yourself.* [4M]

10. Which mode of entry should the company be using for expanding into the new market and why? Give your answer for each of the following cases. [2+2=4 M]

- a) AUTOM an automobile manufacturer that wishes to expand to a new international market that has a huge potential due to increasing purchasing power of its population. However, the company neither has much experience with the cultural environment of the target market nor does it have any significant brand identity in the new market.
- b) Burger Prince is a successful fast-food brand in my home country with an established brand name globally. It wishes to expand to a new market but knows that it needs to modify the offerings to match the taste of the locals. Moreover, Burger Prince does not wish to be bothered with the day-to-day operations of the fast-food joint.

11. Based on any two dimensions from Hofstede’s Index 6D model explain how a company’s culture in Indian office differs from that in United States office. [2M]

12. You are Project Director, leading a team of 20 members in your project. The project is to develop and implement an AI & ML based information system for Honda company by December 2023. John and Lily in your team have issues with the modules you have assigned to them as they are not comfortable in developing AI based modules. They want testing modules to be given to them instead of AI based modules. On the other hand, you found that Jimmy and Tom, both in the team had an argument with each other as Tom misbehaved with Jimmy. Jimmy doesn’t want to speak to Tom. Your immediate Senior Director, Sam is not happy with how the team members were selected for this project. According to her, team members must have been selected based on their skills, prior work experience and conduct. Sam wants you to strictly follow this for another project received from Apple. Identify the specific types of conflicts observed in the above given case by citing evidence for each. Also mention for each conflict whether they are functional or dysfunctional for the team? [6 M]

**13.** Adam always tries to compete with you and feels threatened by your previous achievements. You have come up with an innovative proposal to initiate CSR activities at the department level and presenting this proposal with all department members in a formal weekly meeting. Adam started arguing with you in between commenting that it is all rubbish, how this initiative is going to help individuals in the department. According to him this must not be taken up in the department and left the meeting after saying this. Identify the specific barrier that had distorted the communication process during the meeting. What could have been your strategy to overcome such barrier? **[2+2 = 4 M]**

**14.** What type of organizational communication network you would like to deploy where you want free flow of communication among all members in the organization? **[1 M]**

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