

4/10/14

Library

Fybms
POM

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Marks: 75

Time: 2 & 1/2 Hours

Notes: - 1. Attempt all the questions.

2. All questions carry equal marks.

Q1. Explain why management is considered as a profession. Elaborate the characteristics of profession. (15)

OR

Q1.A) Write a note on evolution of management. (08)

B) Explain the functions of middle level management with suitable diagram. (07)

Q2. Define decision making. Explain in detail the process of decision making. (15)

OR

Q2.A) Explain any eight characteristics of planning. (08)

B) Explain MBO with its definition and any five characteristics. (07)

Q3. Explain Process, Customer and Time departmentation with suitable diagram. (15)

OR

Q3.A) Explain various characteristics of centralization. (08)

B) Describe meaning of the term organization and explain various elements of organization structure. (07)

Q4. Describe any three leadership styles. (15)

OR

Q4. A) Explain the traditional methods of control. (08)

B) Explain any seven responsibilities of business towards employees. (07)

Q5. Study the following case and answer the questions given below:

Bharat Engineering Works Limited is major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of

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two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr. Arvind Kumar as general manager to direct the operations of industrial machinery division. Mr. Kumar had similar assignment abroad before coming back to India.

Mr. Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.

After joining as General Manager, Mr. Kumar got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organization to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business. The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduced the cost, it was essential to automate production lines by installing new equipment. Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 percent within a very short period without any major capital outlay.

Questions:

- (a) Discuss the several problems involved in this case. (08)
- (b) What steps should be taken by Mr. Kumar to overcome these problems? (07)

OR

Walmart Supercenters (hereafter Walmart) has a full offering of groceries and general merchandise in a single store. Walmart offers to its customers a one-stop shopping experience and is the largest private employer in the US as well as being the world's

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largest retailer. It has more than 10,130 retail units under 69 different banners in 27 countries.

The emphasis is on how Walmart is able to use its contractual relationships to regulate behaviour among its suppliers around the globe with respect to product quality, working conditions for the suppliers' employees, and ethical conduct. Since 2007 Walmart publishes its annual report on its website. It was initially called the 'Global Sustainability Report' and later changed to 'Global Responsibility Report' in 2011. Mike Duke, Walmart's CEO (Chief Executive Officer), says 'This change reflects the new social and environmental dimensions we have added to our efforts. We believe transparency and accountability are part of being a good and responsible company. Walmart's annual report publishes its constant and progressive work towards social responsibility issues. The Global Responsibility Report 2011 is divided into three main reporting parameters: Environment, Social and Goals.

Walmart's 2011 report covers every corner of CSR issues. It points out how its successful 'Sustainability 360' model has helped Walmart to be the retail leader in the market. It also communicates the significant progress made by and the new reduction goals of greenhouse gas emissions of its supply chain by 2015.

Walmart's financial contributions in kind, such as investments in education, health, commitments to fight hunger, support for local farmers and access to healthier and affordable food, can also be found in Walmart's Global Responsibility Report 2011. Walmart's current performance, policies and financial figures at first sight portray Walmart as a role model company on CSR.

1. How is CSR relevant? Do you think it should be given this much of importance? (05)
2. Do you think CSR is against the basic premise/assumption that business is for earning profit and not for charity? (05)
3. Suggest and elaborate any 2 ways in which companies can carry out CSR function. (05)