

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2015-17)**  
**First Semester Examination December 2015**

<b>Subject</b>	<b>Perspective Management</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	<b>2</b>	<b>Date</b>	<b>16-12-2015</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) Read the case and answer the questions 20 Marks (Compulsory)**

Mr. Ranjan Kumar is the Managing Director of a soap manufacturing company. To increase sales, the Board of Directors wanted to start a full fledged Marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed Marketing department. After considering a number of candidates, he has narrowed down his choice to two persons – Mr. Vishwanath Dutt and Mr. Rajnarain.

Mr. Vishwanath Dutt has an excellent track record in the company. During his fruitful association of 10 years with the company, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years old), dynamic and aggressive. He is result oriented and is more interested in ends rather than means. One of the workers testifying his leadership qualities remarked, "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it. Mr. Dutt also has significant marketing experience as out of his 10 years with the company, he has worked for 7 years in Sales and Marketing areas. Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is always on his toes.

During his 15 year tenure with the company, Mr. Rajnarain has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and suggestions. Before arriving at a decision, he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence that there was an increase in production soon after Rajnarain became head of the production department. Mr. Rajnarain however, has no marketing experience.

**Questions**

1. Analyze the leadership qualities and styles of Mr. Dutt and Mr. Rajnarain
2. Between the two, whom would you recommend for the position of the Head of Marketing department? Why? Give detailed reasons

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) What is the difference between managerial efficiency and effectiveness?
- b) Explain how the BCG matrix can be used as a tool for Strategic Decision making.
- c) What are the various steps in the Control process.

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Briefly explain Henry Fayol's principles of management.
- b) What are the steps that can be taken to build a Learning organization?
- c) Explain Mckinsey's 7 S Approach Theory of Management.

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) What are the various stages of Internationalization?
- b) What are Multinational Corporations? What are their characteristics?
- c) Explain any 5 forms of doing International Business.

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Policies, Procedures, Rules, Programs and budgets are all types of plans. Explain each of them.
- b) Distinguish between Formal and Informal Organizations
- c) Explain any three different types of Departmentation and their advantages and disadvantages.

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) What are the different types of controls in an organization? Which type of control is the most desirable in an organization
- b) Explain the SWOT analysis as a tool for Strategic Decision making
- c) How do organizations shape Ethical conduct?

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain the various areas of Social Responsibility for an organization.
- b) Explain the process of Delegation. What are the advantages of delegation?
- c) Explain Herzberg's two factor theory of motivation.