

VPM's
DR VN BRIMS, Thane
Programme: MMS (2018-20)
First Semester Examination December 2018

Subject	Perspective Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	11.12.2018

	<p>Instructions:-</p> <ul style="list-style-type: none"> • Q. No 1 is compulsory. • Attempt Any Four from the Remaining Six Questions. • Figures to the right indicate marks in full. 	
Q. 1	<p>Case/Case-let Study (500-800 words)</p> <p>The day has finally come: Mr. Rajesh is to assume the position of President of Metro Manufacturing. Metro is a widely respected producer of high quality control mechanisms. When the previous president retired, Rajesh was identified as the likely choice for assuming the post. He was respected for his competence in the field and for his ability to work with employees at all levels of operations. Rajesh arrived at work early this morning, not so much to work but to think. As he sits behind his new executive desk, drinking a cup of coffee, his thoughts go back to his early days with Metro.</p> <p>Twenty years ago Rajesh was just a young man right out of college with no business experience and a degree in industrial management. He was hired as an assistant foreman and was placed immediately on the production line. "Oh, those were the days", he thought. "Seems like there was a problem that required solving every minute". Thank goodness for the standard operating procedures manuals (SOPs) and for a foreman who was patient enough to answer my questions, didnt have to make too many critical decisions then. But I sure was putting out a lot of daily fires".</p> <p>As the nostalgia influence continues, Rajesh thinks back to the time when he was taken off the production line and promoted into middle management. "Things sure did change then", he thought. As production manager, he had to think further into the future. As a foreman, Rajesh was primarily concerned with meeting daily production requirements. Now he had to plan weeks and even months in advance. The human and communication problems remained although it seems like the report she had to write were longer. But, as he remembers, the major changes occurred because he had to do more creative thinking. Laughing to himself he thought about the time he went to the files to pull out on SOP for an unusual problem he had to confront and there was none. He was frustrated because he had to handle the problem with little assistance. But, as his analytical, decision-making, and conceptual ability increased, he found himself using his technical skills less and less.</p> <p>Another cup of coffee provided the stimulus to think about the special promotion he made to vice-president of planning five year ago. It was a major hurdle in his life because he had been in heavy competition with five well-qualified managers. He had heard through the grapevine that he had received the position because he was able to think for himself But, even his past training did not fully prepare Rajesh for the demands of the job; he had to learn much of it on his own. Rather than thin months into the future, he now was required to envision years. Grinning, he remembered that at first he did not realize that there were so many</p>	20

	<p>people outside of production that he had to coordinate activities with. Marketing and finance had to be tied together with production. His conceptual and decision-making skills continued to increase. A long time ago, the benefits of the “good old” SOPs lost their value.</p> <p>But now, as Rajesh looks at his desk plate which says “President” new thoughts run through his mind. A whole new world opens to him now. He wonders what new requirements will be placed on him. A twinge of fear moves through his body as the thoughts of the new job take hold. What skills will be now needed to be successful?</p> <p>Questions</p> <ol style="list-style-type: none"> 1. As the President of Metro Manufacturing, what specific skills will Rajesh need to be effective? 2. What general recommendations would you offer for Rajesh? 	
Q. 2	Answer Any two from the following.	5x2 = 10
	a. Can you explain the nature and purpose of the management	
	b. What do you think about what are the essential skills of Managers?	
	c. Identify the trends in information technology and globalization	
Q. 3	Answer Any two from the following.	5x2= 10
	a. Can you explain what an ‘organisation’ is and why are managers important to an organisation’s success?	
	b. Do you think how changing organisational environments influence managers and organisations?	
	c. Can you explain why is decision making often described as the “essence of a manager’s job”?	
Q. 4	Answer Any two from the following.	5x2 = 10
	a. Take any functional areas of business of your choice and highlight the major areas that you would formulate policy	
	b. What do you think about social responsibility of business and role of manager in it?	
	c. Take any two Indian companies and examine how they have Succeeded or failed due to poor strategic planning.	
Q. 5	Answer Any two from the following.	5x2 = 10
	a. A good leader is one who understands his subordinates, their needs and their sources of satisfaction.” Comment.	
	b. “Change is basically positive.” Discuss the pros and cons of this statement	
	c. How effective are positive thinking?	
Q. 6	Answer Any two from the following.	5x2 = 10
	a. Can you write about emotional quotient?	
	b. How effective are crisis management communication team and why?	
	c. What do you think about transformational leadership?	
Q. 7	Answer Any two from the following	5x2 = 10
	a. What is TQM? How important is participative management for a Total quality management.	
	b. Why people resist change? How to overcome resistance to change	
	c. Can you develop a proposal for your friend who wants to decide on a career through career counseling session? Imagine you are a career counselor and what tips you would offer him to achieve success	