

<p style="text-align: center;">VPM's DR VN BRIMS, Thane Programme: MMS (2023-25) First Semester Regular Examination December 2023</p>			
Course Name:	Perspective Management	Course Code	C-101
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	21/12/2023
<p>Course Outcome Statements: CO1: Recall the fundamental terminologies and theories of management. CO2: Explain the concepts taught in the course of Perspective Management. CO3: Apply management and leadership functions, career management, crisis and change management in different scenarios. CO4: Analyze leadership levels in organizational context and various relevant issues in management through book review. CO5: Evaluate different managerial styles in context of business scenarios.</p>			
Instructions: -		Marks	BL
Q. No 1 (All Questions are Compulsory)			CO
Q. No.		Questions	
Q. 1		Case/Case-let Study (500-800 words)	
		<p style="text-align: center;">Cadbury's: The Worm Controversy</p> <p>On October 2003, just a month before Diwali, the Food and Drug Administration Commissioner received complaints about infestation in two bars of Cadbury Dairy Milk, Cadbury India's flagship brand with over 70% market share. He ordered an enquiry and went directly to the media with a statement. Over the following 3-week period, resultant adverse media coverage touched close to 1000 clips in print and 120 on TV news channels. In India, where Cadbury is synonymous with chocolate, the company's reputation and credibility was under intense scrutiny. Sales volumes came down drastically in the first 10 weeks, which was the festival season; retailer stocking and display dropped, employee morale – especially that of the sales team – was shaken. The challenge was to restore confidence in the key stakeholders (consumers, trade and employees, particularly the sales team) and build back credibility for the corporate brand through the same channels (the media) that had questioned it.</p> <p>In defense, Cadbury issued a statement that the infestation was not possible at the manufacturing stage and poor storage at the retailers was the most likely cause of the reported case of worms. But the FDA didn't buy that. FDA commissioner, Uttam Khobragade told CNBC-TV18, "It was presumed that worms got into it at the storage level, but then what about the packing – packaging was not proper or airtight, either ways it's</p>	

	<p>a manufacturing defect with unhygienic conditions or improper packaging.”</p> <p>That was followed by allegations and counter-allegations between Cadbury and FDA. The heat of negative publicity melted Cadbury’s sales by 30 percent, at a time when it sees a festive spike of 15 percent.</p> <p>For the first time, Cadbury’s advertising went off air for a month and a half after Diwali, following the controversy. Consumers seemed to ignore their chocolate cravings.</p> <p>Remedy for the Worm Controversy</p> <p>A focused and intense communications program was implemented over the next six months to rebuild credibility and restore confidence among the key stakeholders. The results:</p> <p>In media, the key message that infestation was a storage-linked problem, not manufacturing related, found widespread acceptance. Across the board, media carried Cadbury’s point-of-view on the issue.</p> <p>Sales volumes climbed back to almost to pre-crisis levels eight weeks after the launch of new packaging – a concrete step taken by the company to minimize the incidence of infestation. This reflected consumer confidence in the brand and the company.</p> <p>There was significant upward movement in ratings amongst consumers on parameters like company’s image, responsiveness of company and behavioral parameters like intention to buy Cadbury chocolates.</p> <p>The last two helped to restore faith in the corporate brand among the trade and employees.</p>			
	a. Apply Crisis Management Process to the case to classify various actions taken by the organisation.	6	Level 4	CO4
	b. Recommend the suitable Crisis management approach in addition to the one presented in the case.	6	Level 5	CO5
Q. 2	Answer Any one from the following.			
	a. Determine how high standards of ethical behaviour be maintained in the organisations?	6	Level 5	CO5
	b. An FMCG manufacturing firm generates high level of toxic wastes. Highlight the importance of any six SDGs (Sustainable Development Goals) which the firm should focus.	6	Level 5	CO5
Q. 3	Answer Any one from the following.			
	a. Distinguish between Management and Leadership in context of an online coaching business having pan India presence of its learning centres.	6	Level 4	CO4

	b.	Compare the Autocratic and Bureaucratic Leadership styles with its advantages and disadvantages in context of a small medium enterprise.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	Apply steps in planning to achieve your career goal, considering planning premises.	6	Level 3	CO3
	b.	You get placement in an MNC bank in the role of an Assistant Manager. Identify various dilemmas of early career you may face.	6	Level 3	CO3
	c.	Organize the various managerial roles based on different tasks as suggested by Henry Mintzberg.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain any three theories of Management.	6	Level 2	CO2
	b.	Outline any three Fundamentals of personal success.	6	Level 2	CO2
	c.	Summarize different components of strategy.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Define CSR and Sustainable Development.	6	Level 1	CO1
	b.	List any six principles of management as proposed by Henry Fayol.	6	Level 1	CO1
	c.	What are various techniques of Mind Control?	6	Level 1	CO1