

MMS-II
Managerial Process Skills

17.04.2012

|MPS02

Roll No. _____

Total No. of Printed Pages: 2 pages

Total No. of Questions : 07

Maximum Marks : 60 Marks

Duration (hrs.) : 3hrs

Section , if any :

Note : Q1 , Q2 & Q7 are compulsory , figures to the right indicate full marks& Support your answer with examples wherever possible

Q1) Case Study :

(20 Marks)

Sangeeta Shah and Neela Chitre were very close friends since school days, accompanying each other not only to the library but also to health gym every evening. In fact, there would always be a competitive spirit among both of them while exercising in the gym and it was not co—incidental that both matched each other's capability in every respect. It was during one such chore that it emerged that both of them had a common pursuit of setting down with a venture associated with health fitness. Simultaneously, it was the time when average individual was becoming health conscious and almost every third individual was either a member of a club or was involved in personal discipline of exercise. Even corporates were promoting health consciousness in their employees, offering gymnasium membership or housing a fitness centre within the premises. Sangeeta and Neela have now started puffing their heads together and are in the process of conceiving a business plan in context of a pursuit in the field of health fitness. When the idea was discussed by both with their parents, it was counselled that a fitness centre with a beauty saloon along with a facility for stress management could be the right combination. However, it was apparent that the project would involve a capital outlay of nothing less than 1.5 to 2 crores. Fortunately Sangeeta has almost been offered a place by her uncle at Andheri in his new residential building, on lease, and family and relatives may garner a maximum of 75 lakhs, but balance would have to be raised from other sources

You are now required to help Sangeeta and Neela to address the following area: (5marks each)

- (A)How to prepare a business plan for their idea?
- (B)What sources of finance can they explore?
- (C)How can they carry out staffing of their venture?
- (D)Design a Marketing Strategy for the venture

Q2) Case Study :

(10 Marks)

The directors of a property company are looking at whether they should construct a new office building. The economy is doing well, and the amount of vacant office space is reducing sharply. As part of their decision they decide to use the 6 Thinking Hats technique during a planning meeting.

Looking at the problem with the White Hat, they analyze the data they have. They examine the trend in vacant office space, which shows a sharp reduction. They anticipate that by the time the office block would be completed, that there will be a severe shortage of office space. Current government projections show steady economic growth for at least the construction period. With Red Hat thinking, some of the directors think the proposed building looks quite ugly. While it would be highly cost-effective, they worry that people would not like to work in it. When they think with the Black Hat, they worry that government projections may be wrong. The economy may be about to enter a 'cyclical downturn', in which case the office building may be empty for a long time. If the building is not attractive, then companies will choose to work in another better-looking building at the same rent. With the Yellow Hat, however, if the economy holds up and their projections are correct, the company stands to make a great deal of money. If they are lucky, maybe they could sell the building before the next downturn, or rent to tenants on long-term leases that will last through any recession. With Green Hat thinking they consider whether they should change the design to make the building more pleasant. Perhaps they could build prestige offices that people would want to rent in any economic climate. Alternatively, maybe they should invest the money in the short term to buy up property at a low cost when a recession comes. The Blue Hat has been used by the meeting's Chair to move between the different thinking styles. He or she may have needed to keep other members of the team from switching styles, or from criticizing other peoples' points.

Answer the below Question - (5 Marks each)

- (A) Explain the role and characteristics of each six hats given by Edward de Bono
- (B) Each 'Thinking Hat' is a different style of thinking, does this help in organization decision making process, if yes then how?

Explain in detail the following questions: (Any 2) (20 Marks)

- Q 3) Why is Innovativeness important in Entrepreneurship? Describe a few ways to promote innovativeness in an organization?
- Q4) Explain the characteristics or dynamics of successful entrepreneurs?
- Q5) Explain the difference between entrepreneur & intrapreneur ?
- Q6) Reasons for growth and failure of entrepreneurship

Q7) Short Notes: (Any 2) (10 Marks)

- A) Entrepreneurship.
- B) Innovation
- C) Creativity
- D) Problem Solving Cycle