

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2014-16)**  
**First Semester Examination December 2014**

<b>Subject</b>	<b>Perspective Management (PM01)</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>02-12-2014</b>

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

**Q1. Read the case given below and answer the questions ---- (10 x 2 = 20 marks)**

Mr. Srinivasa Raghavan, the Chairman of Best Food Products Limited (BFPL) was tired of being the only one in the company actually responsible for profits. While he had good Vice Presidents in charge of Finance, Sales, Advertising, Manufacturing, Purchasing and Product Research, he realized that he could not hold any of them responsible for company profits as much as he would like to. He often found it difficult to even hold them responsible for the contribution of their various areas to company profits. The Sales Vice President for eg., had recently complained that he could not be held fully responsible for sales when the advertising was so ineffective or when the products wanted by customers were not readily available from manufacturing or when he did not have the new products he needed to meet competition.

Likewise, the Manufacturing Vice President had pointed out that he could not hold costs down and still produce on short notice to fulfill orders which were handed out by the sales guys at short notice. He also felt that the Finance Vice President was not allowing the company to carry a large inventory. Mr. Raghavan felt that some of the points raised by the manufacturing Vice President were valid. However, the Finance Vice President felt that holding inventory would have a cost attached to it and would increase costs and bring down profits. While Mr. Raghavan felt that all the Vice Presidents had valid points to raise, he still could not figure out how to place responsibility for profits and performance on people.

BFPL had 4 major product lines – Biscuits, Chocolates, Cookies and Milkshakes. Under each product category, there were atleast 3-4 product variants. For eg., in Biscuits, the company manufactured plain glucose, vanilla cream and choco cream biscuits. Similarly the company had a wide range of chocolates and cookies. Under Milkshakes, the company sold Badam Pista Milkshake, Choco Milkshake and Strawberry Milkshakes. Each of the product lines contributed more or less equally to the sales revenue.

One of Mr. Raghavan's consultants had suggested that he look at breaking down the company into four segments by setting up product divisions headed by a Product Manager. However Mr. Raghavan felt that this may not be feasible or economical as many of the company's products were produced on the same factory equipment, some raw materials were commonly used and even the sales people were used to handling a number of related products.

Mr. Raghavan was confused as to how to organize his company.

1. Based on the information provided suggest an Organization Structure that Mr. Raghavan should follow. Illustrate the structure you have suggested with the help of a diagram and explain how the structure would help Mr. Raghavan to solve his problem.
2. How would the structure suggested by you incorporate the current Functional Vice Presidents. Suggest ways through which Mr. Raghavan could reduce the confusion created by a sudden change in Organization Structure.

**ATTEMPT ANY FOUR OUT OF THE REMAINING SIX QUESTIONS**

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

- (a) Define management and outline the characteristics of management
- (b) What are the ways through which organizations shape ethical conduct?
- (c) What is Strategic Decision Making? What are its dimensions

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

- (a) Explain Henry Mintzberg's managerial roles.
- (b) What is controlling? How does it help organizations?
- (c) Why are Planning and Organizing called two sides of the same coin?

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

- (a) How do Strategic and Operational Plans differ from each other?
- (b) What are the key concerns that an organization must keep in mind while setting objectives?
- (c) Briefly explain Henry Fayol's principles of management

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

- (a) What are the areas of social responsibility for any organization?
- (b) What are the problems and challenges in decision making during a crisis?
- (c) In your opinion, which type of control – feed forward, concurrent or feedback is most desirable in an organization. Explain your reasons.

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

- (a) Explain with examples how non verbal communication can play a crucial role in interpersonal interactions.
- (b) Are virtual teams really useful? Explain how they contribute to productivity and what can be the problems in having such teams.
- (c) Pick any one personality whom you think is a Charismatic leader and provide your reasons for your choice.

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

- (a) Explain the leadership management grid as outlined by Blake and Mouton.
- (b) Explain the Porter and Lawler Motivation model with the help of a diagram.
- (c) Is delegation necessary for an organization to function well? What are the advantages and disadvantages of delegation.