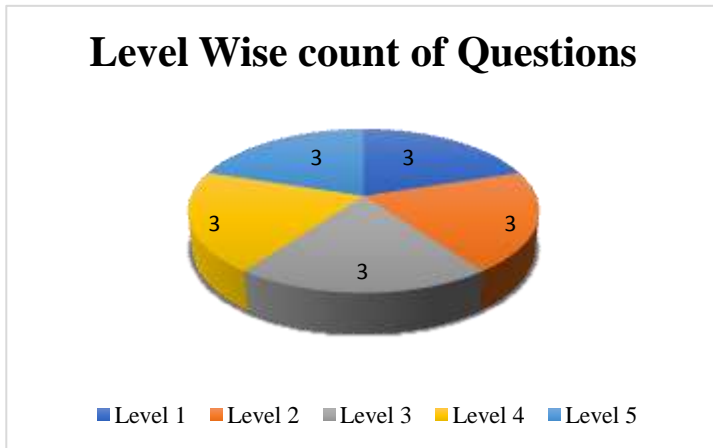


VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
First Semester Examination April 2022

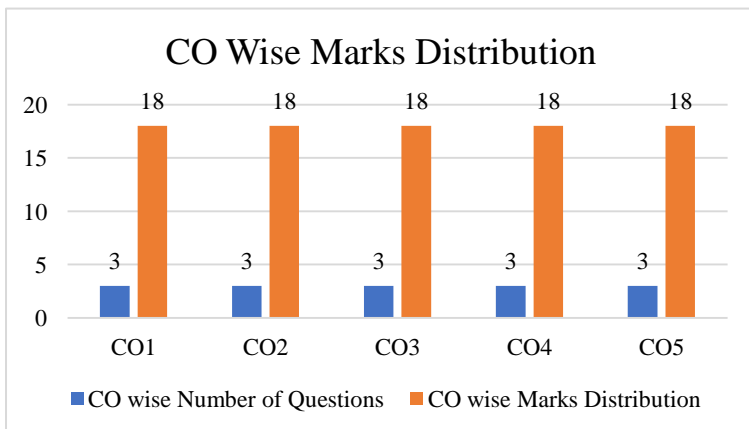
Course Name:	Perspective Management	Course Code	C101		
Roll No.		Marks	60		
Total No. of Questions	6	Duration	3 Hours		
Total No. of printed pages	2	Date	01.04.2022		
Course Outcome Statements:					
CO1. Recall the fundamental terminologies and theories of management					
CO2. Explain the concepts taught 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 and determine integrated management approach for the issues in the organizational context					
CO5. Evaluate different managerial styles in context of business scenarios					
Instructions: -			Marks	BL	CO
Q. No 1 (All Questions are Compulsory)					
Q. No.		Questions			
Q. 1		Case Study			
		<p>Mr. Rishabh is the Chairman of the Chocolate manufacturing company – ‘Exquisito Chocolates’. With an aim to increase sales, the Board of Directors wanted to start a full-fledged marketing department. Mr. Rishabh is entrusted with the task of finding a suitable candidate to head the proposed marketing department, who will be majorly responsible for formulating strategies for the marketing and sales of ‘Exquisito Chocolates’, managing the overall marketing budget, and ensuring that monthly, quarterly and annual sales targets are being achieved by the team. After considering a number of candidates, he has narrowed down his choice to two persons: Mr. Varun and Mr. Siddharth.</p> <p>Mr. Varun has an excellent track record in the company. During his 10 years of association with the company, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years), dynamic, aggressive, and result-oriented. One of the workers, testifying to his leadership qualities, remarked thus: “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. Varun is willing to shoulder additional responsibilities. He decides quickly and when action is required, he is ‘always on his toes.</p> <p>Mr. Siddharth, during his 15 years of tenure in the company, has endeared himself to all his colleagues with his superior workmanship and pleasing manner. He always believes in the principle of employee participation in the decision-making process. Unlike Mr. Siddharth, he encourages his subordinates to come out with innovative ideas and useful 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 for the increase in production soon after Mr. Siddharth become the head of his department.</p>			
	a.	Analyze the leadership & managerial qualities of Mr. Varun and Mr. Siddharth from their brief description provided in the case.	6	Level 4	CO4
	b.	Evaluate, who is most suitable among Mr. Varun and Mr.	6	Level 5	CO5

		Sidharth for the position of Marketing Head at 'Exquisito Chocolates'. Also, justify how will it benefit the 'Exquisito Chocolates'.			
Q. 2		Answer Any one from the following, considering the following scenario:			
		ABC is a start-up company in the IT sector providing software solutions for the last 1 year, with a team of 10 employees, and has a horizontal or flat hierarchy structure, where all the employees are reporting to the two founders. Whereas, XYZ Ltd., an established MNC in the IT sector, also providing software solutions for the past 20 years, with more than 1000 employees, and has multiple hierarchies starting from the top with the CEO (Chief Executive Officer), followed by Vice Presidents, Assistant Vice Presidents, Project Managers, Assistant Managers, Project Analysts and Project Executives at the bottom.			
	a.	Interpret the importance of different managerial styles in ABC & XYZ ltd. and justify the same.	6	Level 5	CO5
	b.	Evaluate any one managerial role from the Interpersonal, Informational & Decisional roles, for both ABC & XYZ ltd.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Analyze the roles of a leader at level 5 with two relevant examples from different industries.	6	Level 4	CO4
	b	Compare the key differences in the approach of a leader and a manager, for the following scenarios: <ul style="list-style-type: none"> - When a team member faces failure - When a team member comes with his/ her new idea which requires a big organizational investment - When an organization achieves significant growth in revenue, because of the efforts of a team member in developing one product, which contributed to this growth. 	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	A leading Packaged Drinking Water brand has been banned by the legal authorities as its product has failed in the necessary safety tests, and therefore facing a crisis situation. You as a manager are required to apply the crisis management process for this brand.	6	Level 3	CO3
	b	With an aim of increasing revenues, a leading E-Commerce company has increased the seller fees by 5%, a change which is facing resistance from sellers, who sell their goods online through this E-Commerce company. As a manager of this E-Commerce company, how will you be applying the learnings of Change Management to solve this problem?	6	Level 3	CO3
	c.	Apply a step-by-step approach to suggest the right career for an MMS/ MBA aspirant, who has no work experience.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Describe the importance of Corporate Social Responsibility and explain the Responsibilities towards any two stakeholders of the organization.	6	Level 2	CO2
	b	Is Management an Art or Science? Explain with suitable examples	6	Level 2	CO2
	c.	Explain briefly the 5 key functions of management with relevant examples	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Define Strategic Management and list down the Stages of Strategic Management	6	Level 1	CO1
	b	What is the importance of Mind Control? List down any two Mind Control techniques with their relevance.	6	Level 1	CO1

	c.	Briefly state any six management principles suggested by Henry Fayol.	6	Level 1	CO1
--	----	-----------------------------------------------------------------------	---	---------	-----



Bloom's Taxonomy Levels		
Level Name	Level Number	Level Wise count of Questions
Remember	Level 1	3
Understand	Level 2	3
Apply	Level 3	3
Analyze	Level 4	3
Evaluate	Level 5	3



Course Outcomes	CO wise Number of Questions	CO wise Marks Distribution
CO1	3	18
CO2	3	18
CO3	3	18
CO4	3	18
CO5	3	18