

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2022-24)**  
**First Semester Regular Examination March 2023**

<b>Course Name:</b>	<b>Perspective Management</b>	<b>Course Code</b>	<b>C101</b>
<b>Roll No.</b>		<b>Marks</b>	<b>60</b>
<b>Total No. of Questions</b>	06	<b>Duration</b>	<b>Three (3) Hours</b>
<b>Total No. of printed pages</b>	03	<b>Date:</b>	<b>01-03-2023</b>

**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 the organisational context and various relevant issues in management through cases.

**CO5:** Evaluate different managerial styles in the context of business scenarios.

**Instructions: -**

**Q. No 1** (All Questions are Compulsory)

<b>Q. No.</b>	<b>Questions</b>	<b>Marks</b>	<b>BL</b>	<b>CO</b>
<b>Q. 1</b>	Case/Case-let Study			

She is among the top 100 most influential people according to Time magazine's 2008 list. She has also ranked number 4 in Forbes's "Most Influential Women in the World" (2010), number 1 in Fortune's "50 Most Powerful Women" (2006 through 2009), and number 22 in Fortune's "25 Most Powerful People in Business" (2007). The lists go on and on. To those familiar with her work and style, this should come as no surprise: Even before she became the CEO of PepsiCo Inc.

(NYSE: PEP) in 2006, she was one of the most powerful executives at PepsiCo and one of the two candidates being groomed for the coveted CEO position. Born in Chennai, India, Nooyi graduated from Yale's School of Management and worked in companies such as the Boston Consulting Group Inc., Motorola Inc., and ABB Inc. She also led an all-girls rock band in high school, but that is a different story.

What makes her one of the top leaders in the business world today?

To start with, she has a

clear vision for PepsiCo, which seems to be the right vision for the company at this point in time. Her vision is framed under the term "performance with purpose," which is based on two key ideas: tackling the obesity epidemic by improving the nutritional status of PepsiCo products and making PepsiCo an environmentally sustainable company. She is an inspirational speaker and rallies people around her vision for the company. She has the track record to show that she means what she says. She was instrumental in PepsiCo's acquisition of the food conglomerate Quaker Oats Company and the juice maker Tropicana Products Inc., both of which have healthy product lines. She is bent on reducing Pepsi Co's reliance on high-sugar, high-calorie beverages, and she made sure that PepsiCo removed trans fats from all its products before its

	<p>competitors. On the environmental side, she is striving for a net zero impact on the environment. Among her priorities are plans to reduce the plastic used in beverage bottles and find biodegradable packaging solutions for PepsiCo products. Her vision is long term and could be risky for short-term earnings, but it is also timely and important.</p> <p>Those work with her feel challenged by her high-performance standards and expectation of excellence. She is not afraid to give people negative feedback and with humour, too. She pushes people until they come up with a solution to a problem and does not take "I don't know" for an answer. For example, she insisted that her team find an alternative to the expensive palm oil and did not stop urging them forward until the alternative arrived: rice bran oil.</p> <p>Nooyi is well liked and respected because she listens to those around her, even when they disagree with her. Her background cuts across national boundaries, which gives her a true appreciation for diversity, and she expects those around her to bring their values to work. In fact, when she graduated from college, she wore a sari to a job interview at Boston Consulting, where she got the job. She is an unusually collaborative person in the top suite of a Fortune 500 company, and she seeks help and information when she needs it. She has friendships with three ex-CEOs of PepsiCo who serve as her informal advisors, and when she was selected to the top position at PepsiCo, she made sure that her rival for the position got a pay raise and was given influence in the company so she did not lose him. She says that the best advice she received was from her father, who taught her to assume that people have good intentions. Nooyi notes that expecting people to have good intentions helps her prevent misunderstandings and show empathy for them. It seems that she is a role model to other business leaders around the world, and PepsiCo is well positioned to tackle the challenges the future may bring.</p>				
	<b>a.</b>	<b>Analyse and list</b> the various characteristics of a leader possessed by Indra Nooyi as per the case.	<b>6</b>	<b>Level 4</b>	<b>CO4</b>
	<b>b.</b>	<b>Determine</b> the leadership style of Indra Nooyi. <b>Justify</b> with reasons.	<b>6</b>	<b>Level 5</b>	<b>CO5</b>
<b>Q. 2</b>		Answer <b>Any one</b> from the following.			
	<b>a.</b>	<b>Assess and explain</b> different types of managerial roles with the help of suitable examples from industry of your choice.	<b>6</b>	<b>Level 5</b>	<b>CO5</b>
	<b>b.</b>	<b>Determine</b> the relevance of CSR and Sustainability in business, with reference to any six sustainable development goals (SDGs) stated by UN.	<b>6</b>	<b>Level 5</b>	<b>CO5</b>
<b>Q. 3</b>		Answer <b>Any one</b> from the following.			
	<b>a.</b>	<b>Analyse</b> various attributes of leaders at different levels under the model of Level 5 Leadership for a large Indian conglomerate (a company with multiple businesses).	<b>6</b>	<b>Level 4</b>	<b>CO4</b>
	<b>b.</b>	An MBA student aspire to begin a start-up, <b>analyse</b> corresponding leadership functions and skills required for the same	<b>6</b>	<b>Level 4</b>	<b>CO4</b>

<b>Q. 4</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	A leading soft drink 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 manger are required to <b>develop</b> the crisis management plan for this brand.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
	<b>b.</b>	<b>Apply</b> steps in planning process required to setup a business of your own choice.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
	<b>c.</b>	<b>Identify</b> role of various workplace ethics which a management student should follow.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
<b>Q. 5</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	<b>Outline</b> various fundamentals of personal success for your own growth.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
	<b>b.</b>	<b>Explain</b> various dilemmas of early career in the field of business management.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
	<b>c.</b>	<b>Explain</b> any three Management theories.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
<b>Q. 6</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	<b>What</b> are different functions of Management?	<b>6</b>	<b>Level 1</b>	<b>CO1</b>
	<b>b.</b>	<b>How</b> does planning premises affect planning process?	<b>6</b>	<b>Level 1</b>	<b>CO1</b>
	<b>c.</b>	<b>Show</b> various strategies under Ansoff's matrix.	<b>6</b>	<b>Level 1</b>	<b>CO1</b>