

Seat Number

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101

Management Science (Old) (from June 2014)
(1101)

P. Pages : 4

Time : Three Hours

Max. Marks : 60

Instructions to Candidates :

1. Do not write anything on question paper except Seat No.
2. Graph or diagram should be drawn with the black ink pen being used for writing paper or black HB pencil.
3. Students should note, no supplement will be provided.
4. Answer **any three** from section – I & **Any two** from section – II
5. All question carry equal marks.

SECTION – I

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|----|---|----|
| 1. | Describe the various organization theories. What are the approaches to design organization structure. | 12 |
| 2. | What is difference between Direction and supervision? Elaborate the importance's and principles of directing. | 12 |
| 3. | Describe the various Indian management practices. Explain the challenges before Indian managers. | 12 |
| 4. | Briefly explain the process of Benchmarking. What are the advantages & Limitations of Benchmarking. | 12 |
| 5. | Write short note on any three of the following. | 12 |
| | a) Managerial skills & roles | |
| | b) Contingency approach. | |
| | c) Contribution of peter Drucker | |
| | d) Tows matrix. | |
| | e) 5S system. | |

SECTION – II

6. CASE – 01

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Excel Oxygen Limited is engaged in the business of producing industrial gases, welding consumables and equipment's, cryogenic and process plants, and health care gases and accessories. It has adopted a formal corporate planning process. For its formal and systematic corporate planning process, EOL has adopted a five year period which is normally the case with most of the companies in India. For implementing the long term, short term plans are prepared in the form of annual budget. Both long term, short term plans are interlinked. This has been done to integrate the company long term activities with its actual operations. Thus the long term plans are taken on rolling concept basis whereby it is subject to review and modifications during the budget exercise whenever necessary. This system provides both basic documents and guidelines for the company to follow but at the same time provides adequate flexibility.

The company prepares its planning document for long term period which is known as corporate strategy and growth plan. This document defines corporate and growth plan. This document defines corporate mission, managerial philosophy and corporate objectives. Corporate objectives define more sharply so as to include overall objectives as well as functional objectives. Thus objectives also include targets for sales, volumetric growth, operating efficiencies and profit performance. At the same stage, functional policies are defined in the area of operations, finance, marketing, HR, research and development and public relation. The document defines corporate strategy and growth plans for various product divisions. Further it also prescribes the process of strategy implementation, monitoring and controlling of foregoing activities.

Within the framework of the above document, the company undertake annual plans in the form of budget preparation. Managers at all levels in divisions, departments and in the form of budget preparation. Managers at all levels in divisions, departments and units are involved in this process. Since the financial year of the company begins from April, the planning cycle begins in October every year. The annual plan exercise begins with an appraisal of recent economic and other environmental factors. From this appraisal, broad generalizations and assumptions along with corporate objectives and other major directions are issued to all people concerned with planning process. The process is completed by November. On the basis of this documents, various divisions carry SWOT analysis to their specific business activities. This analysis is done for budget period, that is for April March as well as for the succeeding four years. Therefore the five year plan is reviewed every year. Divisional budget and projections are formulated and successively presented to various management committees. They agree after due discussion and modification wherever necessary. When divisional budgets are agreed upon ,these are consolidated into the corporate budget for the consideration of the BOD's in the month of February. When this is approved by the Board, this forms the charter of operation and action plans for the company to follow in the financial year and also in planned period.

Questions

- 1) Discuss the nature of corporate planning practices of EOL.
- 2) What type of suggestions will you like to make to improve the corporate planning practices of the company?

7. CASE – 02

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Southern Manufacturing Company has been engaged in the production of colour television sets which have a greater demand in the market. The company finds difficulty in meeting the demand in terms of giving timely delivery. Amit joined the Southern Manufacturing Company Ltd. two months ago as a General Manager. He was forced to take suitable measures to see that sales delivery schedule is to be followed strictly. He had to examine the facts in the company to see the causes for delay in delivering the products.

Amit finds that the manufacturing department shows a picture of rising costs, failure to meet delivery dates and increasing number of quality complaints. At once, he called the works manager Mr. Bhaskar for discussion to analyse the facts so as to have a solution to the problem. Bhaskar admitted to poor performance but said that his failure to meet the delivery schedule is due almost entirely to the fact that the sales department makes unrealistic promises and does not bother to check manufacturing schedules. He attributed most of the quality problems to the incessant flow of engineering changes that come without warning and with no time to work out the production problems present in all new products. Amit himself admitted that he had approved the last set of engineering changes.

As a sequence, Amit called Deeran, the Engineering Manager, to his chamber for discussion. He explained Deeran the problem of implementing the approved engineering changes into production. Mr. Deeran explained that the engineering changes with the approval of the top management comes to him one after one with a gap of number of days and hence there is difficulty in implementing them altogether. Hence, Amit asked Deeran to put all the approved changes into production immediately so as to enhance production to meet the time schedule of the sales department.

In the course of problem solving exercise Amit called Mr. Nayar, the sales manager who is the man responsible to adhere the sales schedule for discussion. In the task of following sales schedule strictly Mr. Nayar admitted that he had no knowledge of the manufacturing schedules. He also made a complaint that the engineering department had changed product specifications many times without consulting and informing the sales department. He also made a further complaint that the finance department tightened the credit requirements without giving previous intimation to the sales department which caused delay in delivering the goods.

Amit again realises that it is the same engineering change which caused trouble for the sales department and made obsolete the existing stock of replacement parts. He also finds that at his request, due to an unusually short cash position, the finance department tightened up the credit Requirements.

QUESTIONS.

1. Define the major co-ordination problem facing Amit.
2. What caused the problem?
3. How can co-ordination between different departments of the company be maintained?

8. CASE – 03

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Stylotex Limited was the manufacturer of high fashion garments both for the domestic and the international markets. Its emphasis was to develop the latest and most unique designs especially for women and children. Exquisite design was the main strength of the company's business success. The company employed approximately 600 employees out of which 20 (all female) were in the design department. The primary function of the design department was to gather information about fashion trends in both the international and the domestic market, analyze the information, and suggest and develop innovative designs for the company. Ms. Radhika joined the company as its Chief Designer. Prior to joining the company, she earned an M.Sc. degree in Clothing and Textiles with a specialization in dress designing. She also received dress design training for six months from a reputed institute in the US. She also pursued summer training for two months in Stylotex as part of her M.Sc. degree. During her training, she impressed the management with her creative thinking about dress design. Many designs suggested by her during this period were accepted by management and were appreciated by customers. Therefore, when the Chief Designer of the company retired and Radhika applied for the position, she was chosen by the management to fill the vacancy.

Since Radhika had interned with the company for two months as a summer trainee, she knew the work culture of the company. She knew most of the employees of the design department. She was also aware of the likely resistance she would meet on her joining the position as she was replacing a highly experienced and esteemed employee. Although Radhika could not expect direct resistance from others, she was very concerned about the resistance she would encounter by one of the team's members-- Ms. Rupa-- who was in her fifties and had been a designer in the company for the past fifteen years. The "grand old lady" as she used to be referred to by her colleagues, carried a great deal of weight with the group's members. She had no liking for this young woman who directed and controlled the department. Radhika assumed rightly that without Ms. Rupa's active cooperation, she could not succeed in her mission. Radhika was determined to jump-start her career on the right track. She gave serious thought to winning over Ms. Rupa and other members of the group. However, she was not sure about how to proceed in the matter. Analyze the case.
