



School of Pharmaceutical Management

MBA Pharmaceutical Management

Batch-09th (2017-2019)

First Year

Principles of Management

Term Examination

Time - 3 Hour

MM-70

SECTION -A

The question paper contains **two** printed pages and two sections A& B.

Instruction section A-Attempt any **two** questions from q.1 to q.3 and any **one** question from q.4 and q.5 considering the case given in section A.

CASE-Bharat Engineering Works Limited

Bharat Engineering Works Limited is a major manufacturer of industrial machineries for Pharmaceutical companies. It has enjoyed considerable market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing, its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr Arvind Kumar as general manager to direct the operations of industrial machinery division. Kumar had similar assignment abroad before coming back to India.

Mr Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have firsthand information. However, he emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally. After joining as General Manager, Mr Kumar got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The Marketing manager indicated that to achieve higher sales, he needed more sales support. Sales people had no central organization to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business. The Production manager complained about the old machines and equipment's used in manufacturing. Therefore, cost of production was high but without corresponding quality. While Competitors had better equipment's and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore, to reduce the cost, it was essential to automate production lines by installing new equipment. Director of

Research and Development did not have specific problem and, therefore, did not indicate for any change. However, a principal scientist in R&D indicated one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Questions

- (1) Discuss the nature of management problems with respect to the functions of management in this case. (15)
- (2) Design an integrated planning system for Bharat engineering works using steps of strategic planning process. (15)
- (3) Identify the type of managerial role Kumar is seen to play in his organization. Considering the case define types of managerial roles and key skills required for them. (15)
- (4) Should Mr. Kumar be given this job based on weightage given to his aboard experience? critically analyses management decision. (5)
- (5) To what extent Bharat engineering works is functioning like an organization. Comment? (5)

Section B

Q. 1. How would a manager know which variables in each situation should influence the approach to leadership that needs to be taken? 10 Marks

OR

Q.2. Why are the threats and challenges the group dynamics poses for the management in the current situation? Explain with real life examples. 10 Marks

Q.3. Pankaj argues 'For every worker, there is one best motivational application to drive performance.' Sania responds, "Nonsense-there is no single best way to motivate anyone." Who is correct? Explain. 10 Marks

OR

Q.4. "The business landscape is not the same as it was just a few years ago. Change or Disappear is the mantra." Justify the statement by giving real life examples. 10 Marks

Q.5. Write short on any two: (7.5 marks each)

- a) Value Chain Management
- b) Job Satisfaction and Employee Productivity
- c) Characteristics of an effective team
- d) Feedforward and Feedback Control

