



(b) How do you select “a right man at the right time at right place?” **07**

**Q.3** (a) What is planning? Limitation on planning. **07**

(b) This case study discusses how McDonald’s India managed to buck the trend in a struggling economy, its early years and business strategy to get more out of its stores in India. The case also briefly discusses how McDonald’s adapted to local culture in India, its localization and entry strategy, its strong supply chain and pricing strategy. **07**

- McDonalds has become the poster brand for recession-resilient business. What is McDonald’s doing right in India? What elements of its business strategy are working for it and how does it manage to get more out of its stores?
- Does local adaptation contribute to business growth in a country? Explain McDonald’s efforts to adapt to the local culture in India. What challenges did McDonald’s face in India?
- Have you ever visited a McDonald’s store? Compare and contrast your experience with another quick-service restaurant or fast-food joint you visited earlier. How can McDonald’s improve? Should it alter its strategy?

**Or**

(b) **“What is Strategic Business Unit? Explain the Line Organization with a next Sketch.”**

**OR**

**Q.3** (a) Discuss delegation of authority. **07**

(b) This leadership case study on Warren Buffett, Chairman of the Berkshire Hathaway, outlines the leadership (entrepreneurial) skills of the world’s most successful investor. The case covers Buffett’s childhood years, the initial years of his career and how he went on to become one of the richest men in the world with his investing skills. His role in building Berkshire Hathaway and his investing style (understand the investment tenets followed by Buffett) is also briefly covered. **07**

**Or**

(b) **“What is Globalization? Which are the Environment Aspects related to Business that a Manager is expected to consider in Global Management?”**

**Q.4** (a) Write short notes on Management By Objectives (MBO) **07**

(b) Give role of I.T. in controlling **07**

**OR**

**Q.4** (a) What is decision making? What are the essential steps in rational decision- making? **07**

(b) Through its leaders and managers, organizations seek to do the right thing (effectiveness) as reflected in the organizational mission and goals and to do those things efficiently, thus keeping costs to a minimum. In doing so, the organization will achieve its purpose. In this case study, we ask what management is, giving consideration to the types of manager and management functions. **07**

- What is management and what are managers? In your groups, brainstorm ideas of what constitutes management and then create a definition. In your answer, you should make reference to the concept of effectiveness and efficiency and should discuss why a focus on only one of these concepts is unlikely to ensure success for the organisation.
- Management functions:  
In your groups, identify and discuss the main functions associated with management (consider the work of Henri Fayol). Which function do you believe is most important?
- Types of manager:  
Not all managerial jobs are the same just as not all managers are the same. Managers vary in their attitudes, values, personalities, philosophies, beliefs and overall thinking and behaviour. They may occupy different positions within the organisational hierarchy and may have different roles and responsibilities. Identify three types of manager, based on the organisational hierarchy and briefly outline the associated responsibilities.

## Q.5

### Case Study:

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#### How to Manage & Coach People through Change:

Running a company and managing employees can be difficult enough under normal business conditions. In this case, I was asked to work with a team of ninety employees, an exceptionally brave general manager, and his outstanding leadership team over a six month period. During this half-year experience, eighty out of the ninety employees and many of the managers were slated to lose their jobs due to a pending merger/acquisition. It was requested of me that I facilitate open lines of communication while this entire team headed toward their pending merger, where only some would survive the jump. Triage is the best word to describe what had to be done.

One large company had bought out another large company. This had happened whether or not the management, staff, or employees wanted it. For many, it had happened "to" them. Things could have gone very wrong. Throughout this transitional process, many employees desperately wanted and needed help to find the best ways to take control of what they should and let go of what they must. Although at first it wasn't known exactly who would be losing his or her job, it was clear that many of the managers and most of the employees would fall into that category. Prior to the many meetings where these decisions would be made, it was clear that planning and communication would be paramount. At those termination meetings, the delivery of the news had to be humane, respectful, thoughtful, as kind as possible, and finally realistic.

The general manager saw all this. He hired me to give him the objective truths as I observed them. He had the courage to listen. Given objective input, this general manager acted intuitively and practically. He knew he could choose one of two directions in this transition process: he could proactively support the emotional well-being of his staff and aggressively plan for a successful

transition, or he could sit back and react (perhaps even pay millions in lawyer fees and lawsuits for wrongful terminations). He chose the former: to care for his staff and provide the services and the support they needed before, during, and after this merger. It is likely that his foresight saved his company millions, not to mention how his considerable empathy saved his employees undue hardship and mental anguish.

In addition to being asked to share objective truths, I was asked to facilitate management meetings where topics such as these were discussed:

- a. How leadership could help its members deal with their own real feelings of fear, loss, guilt, and pain involved with this transition;
- b. How managers could successfully carry their newly acquired knowledge of the transition process back to their employees and deliver the hard news as respectfully as possible; managers would need to be practiced and knowledgeable enough in using their newly acquired triage skills within their own departments to "save/support" all who could be "saved/supported";
- c. Motivating management throughout this painful process to continue to meet production timelines, continue to forecast and prioritize production tasks, and still manage as new environments came into the picture; managers still needed to motivate employees to produce under these difficult conditions.

**OR**

**Q.5** Case Study: TATA NANO: Creating a new marvel in Automotive Engineering?

**14**

Tata Motors, one of the leading automakers in India launched their dream project 'Tata Nano' on 10 January 2008. The unveiling of 'Tata Nano', the people's car from Tata Motors, marked the beginning of a new era in automotive engineering in India. The dream project of 'Tata Nano' was designed with a family in mind and had features that included a roomy passenger compartment with generous leg space and head room. Tata Nano proposed to have a top speed of about 105 kmph and was nearly the same size as its nearest rival Maruti, considered the benchmark in terms of small car pricing. Astonishingly all this came at the mere price of 1 lakh rupees, whereas Maruti's cheapest model was priced 1.95 lakhs rupees. However, the presence of a rear engine might create a few disadvantages in its maneuvering, rendering uneven weight distribution; poor handling and cramped space for rear-end passengers. Apart from this, the absence of air bags, use of aluminum in engine making, use of instrument panels similar to those in motorcycles had raised scepticism and discontent about the 'Tata Nano'. Although the emergence of Tata Nano opened up a new dimension of automotive designing in India, the question of its completeness thus remained an area of concern in future.

- To discuss the role of Tata in the field of automotive engineering in India
- To analyse the concept of frugal engineering in the making of Nano
- To analyse the major obstacles in the path of making 'Tata Nano' a success.

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