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MBAH 401



First Semester M.B.A. Degree Examination, June 2023
BUSINESS ADMINISTRATION
Modern Organisation and Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. "Management is needed in all types and sizes of organisation, at all organisational levels and in all organisational work areas and in all organisations, no matter where they are located". Explain the statement with the help of suitable examples.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages. **(5×8=40)**

2. Explain Mintzberg Managerial roles in detail.
3. Write a note on Adaptive organisations.
4. Explain the different decision making approaches.
5. What is the need and importance of controlling ? Explain the control process.
6. Explain the methods of international expansion of business and globalisation strategy.
7. Write a note on purpose of organisation emerging from knowledge, technology and innovation.
8. "An environmental analysis helps the organisation identify internal and external elements that can either positively or negatively impact their business". Give a detailed explanation on two techniques of external environmental analysis.



SECTION – C
(Compulsory)

Answer to the question should **not** exceed **6** pages.

(1×15=15)

9. Bharat Engineering Works Limited is a major industrial machineries besides other engineering products. It has enjoyed 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. Mr. 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 first-hand information. However, he emphasised 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 in order to achieve higher sales, he needed more sales support. Sales people had no central organisation 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 on 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 atleast 20 percent within a very short period without any major capital outlay.

Questions :

- Discuss the nature and characteristics of the problems in this case.
- What steps should be taken by Mr. Kumar to overcome these problems ?