Roll No......................

Jamia Hamdard

School of Management and Business Studies

Department of Management

Even Semester Examination - August 2023

MBA-II Semester

MBA-OUE-19 & Principles of Management

Duration: 3 Hour

Max.Marks -60

(12X5=60)

Note: Attempt any Five Questions, All questions carry equal marks

1. (a) "A role is concerned with the behaviour pattern of a manager within an organization". Explain Mintzberg's Different Managerial Roles. (6 marks)
   (b) With the help of a diagram explain different skills required by a manager at different managerial roles. (6 Marks)

2. (a) The model of the Five Competitive Forces was developed by _______________ in the year_________. Fill in the blanks with correct answer. (2 marks)
   (b) Explain in detail with the help of a diagram all Five Competitive Forces (10 marks)

3. (a) What is Team Management? Why Effective Team Management is important for a manager? (8 Marks)
   (b) Explain in detail different types of Team models. (4 marks)

4. (a) Explain PDCA cycle in detail. (6 marks)
   (b) Explain the Six Sigma process. Also explain DMAIC has Five Phases of Six Sigma. (6 marks)

5. ABC handlooms Ltd. Set up a factory for manufacturing jute bags in a remote village as there was no raw materials available. The revenue earned by the company was sufficient to cover the costs and the risks. The demand of bags was increasing day by day, so the company decided to increase production to generate higher sales. For this they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and crèches for the children of its employees.
   A) Identify and explain the objectives of management discussed above. (6 marks)
   B) State any two values which the company wanted to communicate to the society. (6 marks)

6. What is Knowledge management? Explain main characteristics of knowledge based organization.

7. (a) What are various types of Knowledge Management? Explain in detail. (6 marks)
   (b)Explain in detail Relationship between ICT's and Knowledge Management (6 marks)

8. AUTO MANUFACTURER:
   Your Consulting firm team is hired by a large U.S. automobile manufacturer (GM). They are interested in your evaluation of their $10B after-market parts business. This business can be segmented into two sets of buyers: dealers authorized to sell GM parts ($8B) and non-dealer merchandisers ($2B). This second group can be subdivided into mass merchandisers and "service" providers. Mass merchandisers are of two types -- those which specialize in auto parts (e.g. Auto Zone) and those which sell diverse products including auto parts (e.g. Sears). "Service" providers include Goodyear or Western Auto. GM would like for you to answer two questions:
   (a) Is there an opportunity to expand this part of the business? (6 marks)
   (b) How would they go about doing it if they chose to expand? (6 marks)

   Additional Details:
   • Company Economics: There are tremendous fixed costs in the auto business (including labour). All of GM's parts manufacturing facilities are fully depreciated and they currently have excess capacity.
   • Competitors: While Ford and Chrysler make parts for their own cars, they are not nearly as integrated as GM and tend to focus in specific parts categories. There are hundreds of small parts manufacturers which tend to focus on commodity-like auto parts (e.g. oil filters).
   • Products: GM produces a full spectrum of parts classified as either platform-specific or universal.