

xeroxed-250

**SVKM's NMIMS University
School of Distance Learning**

Management Functions & Behaviour

**Date: 11.12.2007
Time: 11.00 to 2.00**

Marks: 100

- 1) Question 1 is compulsory.
- 2) Attempt any 3 questions of the remaining 4.
- 3) All questions carry equal marks. Please remember quality will fetch you good grades and not quantity.

All the Best!

- 1) Manjushree Infotech is a part of the B.K. Birla Group of Companies. Although inexperienced in the call center business, Manjushree Infotech decided to enter the IT Enabled Services (ITES) space because it felt that this area had a lot of business potential. It received a mandate from the Health Management Organization (HMO) in USA to support its call center in Tampa, Florida. And in order to support the operations of this facility, Manjushree Infotech decided to set up a call center in Kolkata. The call center began operations on January 04, 2005 and now handles around 1,600 incoming calls a day. The company plans to increase the number of seats to 100 and perhaps more when new customers are acquired.

Although the company has been into existence for over 18 months they do not have a formal vision and mission statement. A management consultant advises the top-management to draft and communicate their vision and mission; so that the employees have a direction and they can formulate their goals and work towards its achievements.

- a. You are the CEO of Manjushree Infotech; clearly outline the vision and mission of your company in the form of a statement. [20 Marks]
 - b. Outline a goal statement of mid-level manager from any department (clearly stating the department and the underlying need) [5 Marks]
- 2) What is Management by Objective (MBO)? Give an **example** to explain this concept.
 - 3) The 3 organizational values at IBM are as listed below:

- a. Dedication to every client's success
- b. Innovation that matters – for our company and the world
- c. Trust and personal responsibilities in all relationships

If you are a manager at IBM, what policies, procedures and practices would you implement to achieve the same? (**Hint: Think of the tasks of a professional manager while responding to the question**)

- 4) About 15 years ago the brand was called Max Touch and then it turned Orange few years later and recently became Hutch. Although no layoffs have been announced with all these changes, this time everyone in the organization is concerned of losing job with Vodafone taking over. The 2 reasons are --- even before Hutch established its roots; Vodafone has announced its acquisition and Vodafone is a foreign player; nobody is sure on its strategy to deal with existing Hutch employees. **You are the head of Human Resources and your role is to communicate effectively that "just like the past, the takeover is for the betterment of all the stakeholders and employees can expect positive result with this change". Write a formal letter to the employees to deliver this message.** Your effective communication skills, your ability to communicate your key message and your capability to deliver clear, simple and effective message is being tested.
- 5) Explain the term Organization Culture. What are the determinants of Organization Culture?

OR

Read the letter from the AOL CEO and summarize your inferences on the **AOL culture** and **leadership style**. Support your response with **explanation**.

Dear AOL colleague,

Just over a year ago, AOL embarked on an incredibly complex and significant transformation as we fundamentally shifted our business model from a subscription-based ISP to an advertising-supported Web company.

Today, I want to give you an update on where we are in this transition, and talk about further actions we're taking and where we're headed as a company.

When I came to AOL, I knew we had to take several steps to complete our company's transformation.

We aggressively expanded our advertising capabilities, building on the strength of Advertising.com and our premium ad sales force. We acquired three leading-edge advertising companies—ADTECH, Third Screen Media and TACODA—and formed Platform-A. AOL now has one of the largest and most sophisticated ad networks in the world, and we're well positioned to compete where the ad market is heading.

We rebuilt and revitalized our key products, programming channels and platforms. And unique visitors to AOL.com, News, Food, Money & Finance, TMZ, Moviefone, MapQuest and many other sites are up. Our products are once again creating buzz in the market. And to reach the widest audience possible across the Web, we're unbundling our products and programming so users can take them along wherever they go online.

Importantly, we're taking the business global. We're extending AOL's reach into seven new countries this year while globalizing our product development efforts. By the end of next year, AOL will have a presence in 30 countries. That's a remarkable achievement in a relatively short period of time.

We refocused the business around three core areas—Platform-A, Publishing and Access—and are now managing these as three distinct but related components.

Here's why this is important. With Platform-A, we can offer advertisers the most advanced set of solutions across our extensive network of owned-and-operated sites and third-party sites. Publishing provides us the products, programming and platforms we need to sustain a healthy owned-and-operated network. And our Access business continues to be profitable, providing us cash flow to invest in other areas of the business, and it's an important source of primary emails and page views.

The last important piece in this transition is the realignment of our costs against these three businesses so we can operate as efficiently and effectively as possible. This is in many ways the most difficult step, but a necessary one.

As a part of this realignment, tomorrow we begin a reduction in force that will, over the next couple of months, affect a total of about 2,000 people out of our worldwide workforce of 10,000.

Everyone impacted by this reduction deserves our thanks and respect for their contributions to the company. We will aid these

individuals in their transition to new opportunities as much as possible, most importantly with what we believe are generous severance packages.

This realignment will allow us to increase investment in high-growth areas of the company—as an example, we added hundreds of people this year through acquisitions—while scaling back in areas with less growth potential or those that aren't core to our business, as we did with the sale of Tegic.

So where is this taking AOL? Put simply, my vision for AOL is to build the largest and most sophisticated global advertising network while we grow the size and engagement of our worldwide audience.

We're only a year and a month into our transformation, and the turnaround has been dramatic. We're now in a position to win as an advertising-supported business. We have a bright future as a company if we can execute on this vision.

Randy