

SVKM's NMIMS UNIVERSITY
School of Distance Learning

Management Functions & Behaviour

DBM/DMM/DFM/DHRM/PGDBM/PGDMM/PGDFM/PGDHRM/ADBFM/ADITM

Date: 28.5.2007

Marks: 100

Time: 11.00 am to 2.00 pm

Note:

1. Q. No 1 is Compulsory. It carries 25 marks.
2. Attempt any 5 from the remaining. Each question carries 15 marks.

Q1. Case Study.

Rahul Khanna, an IIM graduate was appointed the CEO of Cosmos Consultancy Ltd. Cosmos developed software packages for the finance companies and banks. The ambience at Cosmos was rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The company promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a Cosmos employee was 25 – 27 years. Before Rahul took over as the CEO, Hariprasad Bhardwaj, an IIT ian , was heading Cosmos for nearly 4 years. Hariprasad was known for his professionalism and “Human Touch”. Most of the young programmers saw a role model in Hariprasad because of his down-to-earth and amicable approach. Out of the total staff of 167 employees, anyone can could walk up to him and freely discussnis problemswith him. He enjoyed the week-end “fun hours’ with his employees when the company would give snacks & tea to all the employees and allow them time & space to enjoy themselves. Cosmos had seen a steady growth under him, which in tangible terms meant an increase in business turnover of up to Rs. 45 crores. His decision to leave for USA came as a shock to all the employees. And when the new appointee Rahul joined Cosmos, there was apprehension in the air. Rahul of course, had an impeccable track record, with a sound computer engineering degree and the added management qualification from IIM.

Within a few days of taking charge, Rahul introduced a few changes. He saw no value in “fun hours” and decided to discontinue this practice. He also insisted that employees first check with his PA and then meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Rahul used strong words to communicate his displeasure to Naresh Gupta, the project leader to whose team the programmer belonged. Naresh

obviously found Rahul strongly opinionated because he realized that Rahul was not prepared to buy his explanation for the absence. One particular project team ran in to trouble chasing the deadline. Rahul minced no words in communicating to the project manager, Subodh Walvalkar resigned along with other two programmers' from his team. During the first 6 months, the company showed a slight dipping its profitability. The company's employee turnover went up by a whopping 10%. The managing director Mr. Srihari Sharma was a worried man. He invited Rahul for a meeting to discuss the issue.

Case Questions:

- 1) What happened at Cosmos when Hariprasad Bhardwaj left the company?
 - 2) Analyze the key issues discussed in the case.
 - 3) Was Rahul Khanna wrong in his approach ? Give reasons for your response . If you were in Rahul's place what would you do?
- Q2. "Managers are the key drivers of any organization" Explain this in reference with different types of task carried by a professional manager.
- Q3. Discuss the responsibilities of manager towards different customers, giving suitable examples?
- Q4. Explain different management process with reference to your organization?
- Q5. "Decision Making is the most pervasive functions of a manager" Explain these by illustrating the phases in decision making process, giving examples?
- Q6. "Management Information System" is one of the important system which is important for decision making. Explain how does this takes place in your organization?
- Q7. Discuss different types of techniques used in decision making?
- Q 8. "Managing Change" has become a key issue for any Organization ?
- Q9. Explain giving suitable examples different types of Conflict & is Conflict good or bad discuss?
- Q10. What is Communication? What are the various types of communication in an organization? How will you make communication effective?

ALL THE BEST