

June 2016

Bachelor of Business Administration (BBA) Examination
VI Semester

Indian Ethos in Management

Time 3 Hours]

[Max. Marks 80

Note : Attempt any four questions (out of seven questions) from Section A. Each question of Section A carries 15 marks. Section B is compulsory and carries 20 marks.

Section A

1. Discuss the role of media in ensuring corporate governance.
2. Explain the secular versus spiritual values in management.
3. How does social values and political environment affects the Indian Ethos ?
4. Explain the requisites for ethics globally.
5. What do you mean by holistic management system ? Elaborate.
6. Social values plays an important role in carrying on any business ? Do you agree ? Justify your answer by giving suitable example.
7. Write short notes on : (any two)
 - (a) Business ethics and moral obligations.
 - (b) Stress at workplace.
 - (c) Gandhian approach in management and trusteeship.

Section B

8. Read the following case and answer the questions only :

BHARAT ENGINEERING WORKS LIMITED

Bharat Engineering Works Limited is a major manufacturer of industrial machineries besides other engineering products. It has enjoyed considerable market preferences for its machineries because of limited competition in the field. Usually there has 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 into the likely problem, the chief executive appointed Mr. Arvind Kumar as a 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 problems 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 emphasized that the company lacked an integrated planning system while members of the board of directors insisted on introducing this meeting both formally and informally.

After joining as General Manager, Mr. Kumar got 6 briefings from the heads of all departments. He asked all departmental heads to identify major problems and issues concerning them. His main concern was the marketing managers and sales professionals. His main concern was a lack of engineers but they were spread under three separate engineering groups. Sales people had no central organization which had responsibility to provide sales support. Therefore, some jobs were being done from outside at higher costs or with lower quality. Besides he needed a generous budget for demonstration system which could be sent on a trial basis to customers to win business.

The Production Manager complained about the old machines and equipment used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had equipments and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce the cost, it was essential to automate production lined by installing new equipment.

Director of research and development did not have any specific problem and, therefore, did not indicate for any change. However, a principal scientist in R & D indicated on one day that the director R & D, through very nice in his approach, did not emphasise on short-term research projects which could easily increase production efficiency to the extent of at least 20 percent within a very short period. Moreover, such projects did not involve any major capital outlay.

Mr. Kumar got himself convinced about the management process going on in the division and the type of problems being faced.

Questions :

- (a) Discuss the nature and characteristics of management process followed in the company.
- (b) What are the real problems of industrial machinery division of the company ?
- (c) What steps should be taken by Mr. Kumar to overcome these problems ?
- (d) Do you think that Mr. Kumar is following business ethics principles to resolve the problem ? If Yes. How ?

