



MID-WEST UNIVERSITY
SCHOOL OF MANAGEMENT (MUSOM)
(An Autonomous Institution)
MUSOM EXAMINATIONS SECTION
FINAL EXAMINATION-2024 (2081)
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – I

Subject: Current Issues in Management

Course Code: MGT 511

Full Marks: 100

Time: 4 Hrs.

Exam Roll No.:

Section A: Multiple Choice Questions (1×20 = 20 Marks)

Time: 20 Minutes

Tick (✓) the correct answers

1. Which of the following types of managers is responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization?
 - a. Production managers
 - b. Top managers
 - c. First-line managers
 - d. Research managers
2. An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be _____.
 - a. concerned with inputs
 - b. increasing effectiveness
 - c. increasing efficiency
 - d. efficient and effective
3. According to Mintzberg's management roles, the _____ roles are those that involve people and other duties that are ceremonial and symbolic in nature.
 - a. technical
 - b. interpersonal
 - c. decisional
 - d. informational
4. In which of the following organization structures, each specialist is supposed to give his functional advice to all other foremen and workers?
 - a. Line organization
 - b. Functional organization
 - c. Line and staff organization
 - d. All of the above
5. What is/are the purpose of organizing?
 - a. Divide the work to be done into specific jobs and departments.
 - b. Assign tasks and responsibilities associated with individual jobs.
 - c. Coordinate diverse organizational tasks.
 - d. All of the above
6. No one in the organization should have more than one boss' is a statement of
 - a. Principle of specialization
 - b. Principle of authority
 - c. Principle of unity of command
 - d. Principle of span of control
7. Which of the following is not a type of organizational structure?
 - a. Line organization
 - b. Functional organization
 - c. Line and staff organization
 - d. Flexible organization
8. The degree to which tasks in the organization are divided into separate jobs with each step completed by a different person is known as _____.
 - a. work Specialization
 - b. departmentalization
 - c. centralization
 - d. formalization
9. Standing plans are ongoing, and provide guidance for repeatedly performed actions in an organization.
 - a. Single use plans
 - c. Short term plans

10. Which one of the following problems is critical and demands an immediate decision?
- a. Crisis problem
 - b. Non-crisis problem
 - c. Opportunity problem
 - d. None of the above
11. Which of the following quality management components evaluates the effectiveness of the quality management system and makes improvements when needed?
- a. Quality planning
 - b. Quality improvement
 - c. Quality control
 - d. Quality assurance
12. This is a quality-control methodology that uses the DMAIC five-step method for improving existing process problems with unknown causes.
- a. Six Sigma
 - b. ISO Standards
 - c. Total quality management
 - d. Kaizen
13. What is the primary focus of transformational leadership?
- a. Maintaining the status quo
 - b. Inspiring and motivating followers
 - c. Strict rule enforcement
 - d. Micromanaging tasks
14. How is decision-making typically approached in charismatic leadership?
- a. Leaders make all decisions independently.
 - b. Decision-making is avoided to encourage autonomy.
 - c. Charismatic leaders involve followers in decision-making to create buy-in.
 - d. Decision-making is solely the responsibility of followers.
15. What are the traits of value-based leadership?
- a. Self-reflection
 - b. Humility
 - c. Lead by example
 - d. All of the above
16. Which one of the following is not true about employee empowerment?
- a. Improved employee satisfaction
 - b. Higher employee retention
 - c. Higher productivity
 - d. Authority delegation
17. The goal of corporate governance and business ethics education is to:
- a. teach students their professional accountability and to uphold their personal integrity to society.
 - b. change the way in which ethics is taught to students.
 - c. create more ethical standards by which corporate professionals must operate.
 - d. increase the workload for accounting students.
18. Which of the following is a primary motivation for companies to engage in CSR activities?
- a. Avoiding taxes
 - b. Enhancing brand reputation
 - c. Reducing employee salaries
 - d. Maximizing shareholder wealth
19. What is the term for a company's obligation to be accountable for its impact on society and the environment?
- a. Social duty
 - b. Environmental responsibility
 - c. Corporate accountability
 - d. Ethical compliance
20. If you have to select members for your team how would your team look like?
- a. All members would be highly experienced.
 - b. All male or female.
 - c. Middle-level managers from different departments.
 - d. Members from a variety of ethnic and gender backgrounds.





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You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5×6 = 30 MARKS)

Answer any five questions:

1. Define change agents. How can we successfully diffuse change? [2+4]
2. Discuss the practical implications of any quality tools that you have studied in your textbook. [6]
3. Describe the decision-making process with the help of a real-life example. [6]
4. What is value-based leadership? List down the key principles of value-based leadership and describe them in brief. [2+4]
5. Discuss the contemporary issues of employee empowerment. [6]
6. How can a manager make the job sound appealing to a diverse workforce? [6]
7. Write short notes (Any two) [3+3]
 - a. Line and staff authority
 - b. Corporate citizenship
 - c. Green management

SECTION C: LONG ANSWER QUESTIONS (2×15 = 30 MARKS)

Answer any two questions:

8. What are the different roles and skills of a manager? List them down and describe them in brief. [8+7]
9. What is leadership? Discuss the suitability of transformational and transactional leadership in different organizational structures with examples. [2+7+6]
10. Define corporate social responsibility. What is corporate social responsibility, a business strategy or a philanthropic approach? Elaborate your answer with an example. [5+10]

SECTION D: CASE STUDY (20 MARKS)

11. Read a case given below and answer the following questions.

Heinz – a 3G way to make changes

Warren Buffett's Berkshire Hathaway and the Brazilian private equity business 3G Capital paid \$29 billion in 2013 to acquire Heinz, the renowned food manufacturer with \$11.6 billion in yearly sales.

The modifications were made right away by the new owners. Eleven of the top twelve executives were replaced, 600 employees were let go, corporate planes were sold, personal offices were eliminated, and executives were required to stay at Holiday Inn hotel rather than the Ritz-Carlton when travelling and substantially longer work hours were anticipated.

Each employee was given a monthly copy restriction of 200 by micromanagement, and printer usage was recorded. Only 100 business cards were permitted each year for executives.

Numerous Heinz workers spoke of “an insular management style” where only a small inner circle knows what is truly going on.

On the other side, 3G had a youthful team of executives, largely from Brazil, who moved from company to company as instructed across nations and industries. They were loyal to 3G, not Heinz, and were motivated to perform well to earn bonuses or stock options.

“The 3G way,” a theory that 3G has applied to bring about change in prior acquisitions like Burger King, was the driving reason behind these modifications. Everything was measured, efficiency was paramount, and “nonstrategic costs” were drastically reduced.

From this vantage point, “lean and mean” prevails, and human capital was not regarded as a crucial element of business success. It was believed that rather than being driven by a feeling of purpose or mission, employees were motivated by the financial gains associated with holding company stock.

Because it had been well-received by the 3G partners, those who might be impacted by a deal frequently saw a “how to” guide published by consultant Bob Fifer as a “must read.”

However, many food industry experts felt that while some of 3G’s prior acquisitions would have been ideal candidates for a program of cost-cutting, Heinz was not the most appropriate choice to “hack and slash.” The company had already undergone several years of improved efficiency and it was already a well-established player in the market.

In summarizing the situation, business journalists Jennifer Reingold and Daniel Roberts predicted that “the experiment now underway will determine whether Heinz will become a newly invigorated embodiment of efficiency—or whether 3G will take the cult of cost-cutting so far that it chokes off Heinz’s ability to innovate and make the products that have made it a market leader for almost a century and a half.”

Questions:

- a. What kind of company is 3G and how is it structured? [5]
- b. Write your opinion about the “lean and mean” strategy applied by the 3G team of executives. [7]
- c. Do you believe that cost-cutting was the only option for 3G to be a market leader? Elaborate your answer with an example. [8]

