

ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION (OIC)

DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT (BTM)

Mid Semester Examination
Course No: BTM 4103
Course Title: Principles of Management

Winter Semester, A. Y. 2024-2025
Time : 2 Hours
Full Marks : 120

Answer all 4 (four) questions. All questions carry equal marks. Marks of each question and corresponding CO, PO, and Bloom's Taxonomy levels (Cognitive) are written in the right margin.

1. a) Management theorists such as Frederick Taylor and Frank and Lillian Gilbreth developed time and motion studies with the primary aim of enhancing efficiency. Effort towards work simplification predominantly concentrated on inquiries such as "What is the maximum speed at which a task can be completed?" A company like Toyota Motor Corporation exemplifies the production of high-quality products at relatively low costs while simultaneously making sound decisions and implementing them successfully. 5 (CO1)
(PO1)
(Level 2)

From your perspective, **differentiate** between 'effectiveness' and 'efficiency'.

- b) In examining the management processes at Google, it is evident that Sergey Brin and Larry Page, the company's founders and senior executives, initially establish objectives and strategies that define the desired future state of the organization. Subsequently, they employ effective organizational structures to actualize these objectives and strategies. Brin and Page also prioritize the workforce, ensuring that employee performance aligns with organizational goals. Furthermore, they continuously monitor the company's performance metrics. These activities exemplify the four fundamental managerial functions. 15 (CO1)
(PO1)
(Level 2)

Discuss the four managerial functions and their role in accomplishing organizational objectives, highlighting their interconnection.

- c) Management and leadership skills are frequently conflated, as both encompass planning, decision-making, problem-solving, communication, delegation, and time management. Effective managers are typically also proficient leaders. Beyond leadership, a fundamental responsibility of a manager is to ensure the harmonious functioning of all organizational components. American social and organizational psychologist Robert Katz identified three essential types of management skills necessary for managers to effectively operate an organization. 10 (CO1)
(PO1)
(Level 2)

Explain managerial skills and their significances.

2. a) Douglas McGregor formulated Theory X and Theory Y, positing that Theory X aligns with the principles of scientific management, while Theory Y corresponds 10 (CO2)
(PO1)

to the human relations approach. McGregor advocated that theory Y represents optimal managerial philosophy. (Level 3)

Apply the principles of Theory X and Theory Y to evaluate McGregor's view that Theory Y represents the optimal managerial philosophy.

- b) Consider a newly appointed distribution manager at a large wholesale firm, tasked with overseeing 100 truck drivers and optimizing the coordination of standard truck routes. 10 (CO2)
(PO1)
(Level 3)

Apply the systems and contingency perspectives to show how a distribution manager can improve productivity and manage operational challenges effectively.

- c) The quantitative management perspective emphasizes decision-making, economic efficiency, mathematical modeling, and the utilization of computers. This perspective specifically encompasses two branches: management science and operations management. 10 (CO2)
(PO1)
(Level 2)

Explain these two branches with relevant examples.

3. a) James D. Thompson recognized the importance of organizations' environment. Thompson suggested that the environment can be described along two dimensions and developed a matrix for measuring the environmental change, complexity and uncertainty. 10 (CO3)
(PO2)
(Level 2)

Briefly **describe** the environmental matrix and **explain** how this matrix helps organization to cope with environmental change and uncertainty.

- b) Walmart stands as one of the largest retail entities globally, operating within a highly competitive international retail landscape. The organization leverages robust internal capabilities, including efficient supply chain management, advanced information systems, substantial purchasing power, and a cost leadership strategy to sustain its market position. Concurrently, Walmart contends with intense competition from traditional retailers and e-commerce platforms, evolving consumer preferences, influential suppliers and buyers, and the persistent threat of substitute products. 20 (CO3)
(PO2)
(Level 4)

- i. **Examine** Walmart's internal environment, including its resources, capabilities, organizational structure, and culture.
- ii. **Analyze** how Porter's Five Forces impact Walmart's competitive environment and discuss how these forces influence its strategic decisions and long-term competitiveness.

4. a) A mid-sized telecommunications company in Bangladesh is currently facing significant competition, rapid technological advancement, and heightened regulatory pressure. To navigate and thrive in this dynamic environment, the company is contemplating acquiring a smaller technological firm to enhance its digital capabilities. Additionally, it is considering forming a strategic alliance with an international telecommunications operator to facilitate infrastructure and expertise sharing. 10 (CO1)
(PO1)
(Level 2)

Discuss how can mergers, acquisitions, and strategic alliances assist companies in adapting to their external environments.

- b) SmartGrow Ltd., a mid-sized agribusiness enterprise, is contemplating the expansion of its operations into a new geographical region. The management team faces a critical decision regarding whether to invest in advanced irrigation technology or to persist with conventional farming practices. The market demand remains uncertain, weather conditions are unpredictable, and financial resources are constrained. Prior to finalizing the expansion strategy, the management conducts a thorough analysis of available data, evaluates potential alternatives, assesses associated risks, and establishes both short-term and long-term objectives. Based on their deliberations, they formulate comprehensive action plans, allocate resources judiciously, and establish performance standards to facilitate progress monitoring. 10 (CO1)
(PO1)
(Level 3)

Apply the concept of effective decision-making to explain how it can influence the planning process at SmartGrow Ltd.

- c) **Identify** different kinds of Organizational Goals for a Regional Fast-Food Chain. 10 (CO1)
(PO1)
(Level 1)