



## Mapping of Course Outcomes with Question Papers

Academic Year	2020-21
Batch	2020-22
Program	MMS
Specialization	Core
Semester	I
Course	Perspective Management
Faculty (Who is calculating)	Dr. Rekha Singh



### COURSE OUTCOMES:

CO1: Familiarization with terminologies and process of Perspective Management

CO2: Understanding of Perspective Management so as to enable the students shoulder responsibilities in the ever-changing global arena

CO3: Understanding industry analysis and sustainable competitive advantage

### CASE STUDY BASED QUESTION PAPER

Question Number	CO 1	CO 2	CO 3
Q1 a	*	*	
Q1 b	*	*	*
Q1c	*	*	*
Q2. a	*	*	*

*Rekha Singh*  
Dr. Rekha Singh

**TIMSR**

**Program: MMS**                      **Semester: I**  
**Course: Perspective Management**  
**Month & Year: April 2021**

**Seat No:**  
**Duration: 2 Hours**  
**Marks: 40 marks**

**Instructions. -**

**All questions are compulsory**

**CASE: BHARAT ENGINEERING WORKS LIMITED**

Bharat engineering works limited is a major manufacturer of industrial machines besides other engineering products. It has enjoyed considerable market preference for its machines 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 machines with usual profit margin. Sensing the likely problem, the chief executive appointed Mr. Arvind Kumar as 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 problem being faced by the company so that he could fix up his priority. The Chief Executive advised him to consult various heads of departments to have first hand information. However, he emphasized that the company lacked an integrated planning system. While the members of the board of Directors insisted on introducing this in several meetings both formally and informally.

After Joining as General Manager Mr. Kumar got briefing from Heads of all Departments. He asked all departmental heads to identify major problems and issues concerning them. The Marketing Manager indicated that in order to achieve higher sales he needed more sales manage and sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. The company had adequate 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 cost 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 better equipments and machinery. Bharat Engineering neither replaced its aged-old plants nor got it reconditioned. Therefore, to reduce the cost, it was essential to automate production lines 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 of R&D though very nice in his approach, did not emphasize short term research projects which could increase production efficiency to the extent of atleast 20 percent without a very short period.

Moreover, such products did not involve any major capital outlay.

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



- Q1. Discuss the Nature and Characteristics of Management Process followed in the company?--10  
Q2. What are the real problems of industrial machinery division of the company?-----10  
Q3. Which steps should be taken by Mr. Kumar to overcome these problems.-----10

**Instructions. -**

**All questions are compulsory**

**CASE 2 GOLD OR EQUIVALENT GOODS FREE**

A leading supermarket launched a novel scheme. Under this scheme, customers who buy goods worth Rs. 500 will be given a coupon. If a customer collects 20 coupons, he can collect one gram of gold or goods of equivalent value free from the supermarket. The Scheme was a grand success. The sales of the company multiplied within record time.

This attracted the attention of all the competitors. Some of them started this scheme in their respective business units but could not make any headway.

- Q1. Finally, all of them shelved the schemes. The same scheme delivered astounding results for some and for others it did not make any difference. Why was it so?-----10 Marks

