Daffodil International University

Faculty of Business and Entrepreneurship

Department of Business Administration

Program: MBA

*Semester: Spring 2021 Examination: Midterm*

*Time:* ***1*** *hour* ***30*** *minutes Full Marks: 25*

*Course Code: MGT-401 Course title: Fundamentals of Management*

*Section: A Teacher’s Initial:* ***KRT***

**Case Study Marks- 04**

Square Pharmaceuticals Limited belongs to square group of industries. SQUARE group is one of the largest groups in Bangladesh. SQUARE was founded in 1958 by Samson H Chowdhury along with his three friends as a private firm. It went public in 1991 and is currently listed on Dhaka Stock Exchange. Square Pharmaceuticals Ltd, the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh. Since 1985 it has been in the 1st position among all national and multinational companies. Square Pharmaceuticals Ltd is now on its way to becoming a high-performance global player.

The Company’s main plan is to produce and provide quality and innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large. The company views “business as a means to the material and social wellbeing of the investors, employees and society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.”Their objectives are to conduct transparent business operations within the legal & social frame work with aims to attain the mission reflected by our vision.

Decision making process in SQUARE company limited is basically in group decision making at the managers arrange a meeting and the board of director make a decision about this meeting. The main role of the Board of Directors, which is the highest level of authority, is to provide general superintendence, oversee the operations and control the affairs of the company through appropriate delegation and accountability process via the lines of command. They take special care in designing and articulating productivity and compensation plans of employees and workers rewarding them appropriately on the basis of quality and quantity of performance as an incentive. This presentation briefly explain decision making process of SQUARE company.

At SQUARE, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company SQUARE. HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute. Personnel working here are taking care of SQUARE as if it is their own family. Employee-employer relation is cordial and supporting always.

The procedures of recruitment and selection process in SPL are generally driven by a desire to be fair. However, there may in some cases need to be a better balance of fairness and operating a quick and effective process. Careful consideration of policies and procedures may identify unnecessarily bureaucratic practices. Each year SPL recruit above 100 numbers of Medical Promotion Officer (MPO) those are mainly chosen for field work.

For organization’s benefits, SQUARE choose the most efficient and eligible employees and believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation.

SQUARE is committed to undertake appropriate review, evaluation and performance measurement of processes, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.

The company’s chief operating decision makers compare desired result with actual result on an aggregate basis and take necessary steps if needed. They perceive investment risks within the national and international economic situation in relation to legal requirements involving intellectual property rights, scientific invention, WTO regulations and monetary & fiscal investment policies and has prepared its production & marketing strategy to meet the challenges from these risks.

**Question:** How Square Pharmaceuticals Limited caries out their managerial functions while managing the people? (4)

**Short Case Study Marks- 05**

Mr. Popeye is working as a Head of Customer Care Department in Unilever Ltd. To have an effective and efficient performance he has created an internal environment with 20 customer service managers under his zone. The future course of action for his team members is put down well in advance. To carry out the regular activities of the organization the various resources required by the customer service managers like an iPad with GPS system, online account opening for agent ship, E-brochures, etc. are made readily available to them. To ensure better customer service Mr. Popeye renovate the reception area and arranged comfortable sitting arrangement for customers and employees as well. To expand their business activities, he also takes initiative to collaborate with other business firms. Mr. Popeye systematically worked to centralize operations as much as possible at corporate level. The executives are given sufficient authority to carry out the work assigned to them. He also ensured the necessary resources especially human and material resources which is required to carry out the regular activities. Finally, he also tries to keep a close eye on their individual performance with the intention of ensuring that they are performed in accordance with standards set and takes corrective actions whenever needed.

To run the department smoothly, Popeye hired specialized people who like people, who handle people with patience in his department. Most of the time his customer service officer gives solution to the customer by themselves but when it comes about policy and discount issues it will rests with Popeye as the final authority. For the development of his department some of the employees were asked to put in extra hours of work. In return he had promised to give them a special incentive within a year and he kept his promise. However, when it comes to settling the conflicts among his employees, he tends to be more biased towards his female employees.

**Questions:**

1. In context of the above case, Identify and describe the environments that Mr. Popeye go through during the business conduction. (2.5)

2. Briefly describe which of the principles of management has been applied and violated by Popeye in the above case. (2.5)

**Conceptual Questions Marks- 03**

1. Ibtesham is running her Ice cream parlour in local market within the city. Suddenly corona Virus pandemic situation has happened. Keeping in mind the changing perceptions about health among the people, she introduced orange, lemon juice corner as well as flavored yogurt. As a result, both the image and the profitability of her business increases. Which environment Ibtesham is dealing with? (0.6)

2. Fair & Lovely is one of the popular products of Unilever. The company always give advertisement that this product will make the girls fair who have dark color within 14 days. It is clearly visible that this will never happen may be for the time being this cream will make temporary fair but permanently that never happened. Now identify the managerial ethics of Unilever. (0.6)

3. ZICO Company used to produce a Mobile phone for many years, recently they go for a production of smart phone named ZICO SMART PHONE which can track the distance you walk, the number of calories you burn, this phone can take high resolution of pictures, can scan papers with high-definition app, even you do not need to carry laptop for email, video call or draft simple file. Which of the competitive forces this example matched with? (0.6)

4. Tweety worked in Banglalink and they are husband and wife. Ms. Tweety reveals some information about her company to his husband so that his husband get promotion. (0.6)

5. In this pandemic situation, Regent hospital force his employees to print out hundreds of fake Covid-19 results but it also billed the government huge sums for the treatment and care of coronavirus patients, while in reality, no such service was provided. Which of the managerial ethics you can matched with the above situation? (0.6)

**Creative Question Marks- 03**

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| **Arguments in favor of Social Responsibility** | **Arguments against Social Responsibility** |
| U.S. drugstore chain CVS chose to go more deeply into health care, it decided that it could [no longer sell tobacco products](https://cvshealth.com/thought-leadership/message-from-larry-merlo-president-and-ceo), giving up $2 billion in revenue | Amazon warehouses are not practicing the protocols necessary to protect the well-being of your workers and of the public. |
| Walmart, Microsoft, Apple, and Lyft have all made commitments to continue payments to hourly workers for at least the first two weeks of lockdown. | Northwestern Memorial Hospital informed their nurse that the hospital was prohibiting the use of N95 masks and using regular surgical masks instead. |
| The M.E.C. (Mobile Equipment Consolidator) company can be immediately deployed to a medical tent, a warehouse, or any other alternate care site in this pandemic situation. | After announcing that the bookstore would lay off most of its workforce because of the coronavirus pandemic. |
| Etihad Airways Medical Centre (EAMC) collaborated with Etihad Engineering to develop personal protective equipment (PPE) that would add an additional layer of protection for healthcare professionals working in medical centers across the UAE. | Some pharmaceutical company raised the price of the medicine in this pandemic situation whereas some mask and sanitizer company produce low quality masks for the customers. |

**Question: By analyzing the above situations which do you find most compelling: Arguments for or arguments against social responsibility? Why? (3)**

**Multiple Choice Questions (MCQ) Marks-10**

1. Modern management has become almost completely a science and almost not at all an art.
2. True
3. False
4. A manager who knows how to perform the specific kind of work being performed in the organization has
5. Decision making skills
6. Conceptual skills
7. Time management skills
8. Technical skills
9. All
10. Managers who spend too much time performing the controlling function are likely to lead the organization away from its goals
11. True
12. False
13. Mr. Mickey is a manager who recently hire 3 trainers in his training institute. Which of the management function has Mickey performed?
14. Planning and decision making
15. Organizing
16. Controlling
17. Leading
18. All
19. McGregor suggested the only way managers can operate efficiency is to acknowledge that people do not like work and try to avoid it.
20. True
21. False
22. For interacting with anyone in the company on official matters, the employee should adopt the formal chain of authority and communication. Which of the following principle the employee is following?
23. Scalar principle
24. Centralization
25. Authority
26. Unity of command
27. Human relation movement focused on
28. All management theories are founded in an understanding of individuals
29. enhanced scientific management
30. Managers are most effective when they focus on their jobs rather than on employees.
31. Increased satisfaction would result in improved performance.
32. Regulatory agencies are created by the government; interest groups are organized by their members.
33. True
34. False
35. Which of the following is true EXCEPT?
36. Specific organizations or groups that influence an organization known as task environment.
37. Strategic partners are two or more companies that compete against each other for the same scarce resources
38. Relationship between business and government is all about political-legal dimension
39. The overall health and vitality of the economic system in which the organization operates
40. Suppose YOU have joined an organization as a HR executive so from your understanding which of the following environment you might affect?
41. Internal environment
42. External environment
43. General environment
44. Task environment
45. Both organizations and employees treat some other economic agents in the following EXCEPT
46. Customers
47. Suppliers
48. Labor union
49. Managers

1. When organization treat their employees, they used to treat them in the following way, EXCEPT Privacy and respect
2. Conflict of interest
3. Wages and working conditions
4. Hiring and firing
5. General social welfares include contributing financially to philanthropic organizations.
6. True
7. False
8. Which of the following managerial skills are similar to the work of a physician who diagnoses a patient’s illness?
9. Decision making skills
10. Diagnostic skills
11. Interpersonal skills
12. Communication skills
13. Management is a never-ending process.
14. True
15. False