

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-II-EXAMINATION- SUMMER-2024

Subject Code: 1529506

Date: 13/06/2024

Subject Name: Functions of Management - 1

Time: 10:30 AM TO 01:30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.1
(a)

Short Questions

Explain Following

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- 1) Differentiate between Segmentation and Positioning.
- 2) Define POD in marketing management
- 3) Define and Explain Employee welfare
- 4) Define and explain social security
- 5) State various Performance evaluation methods.
- 6) Explain Selection Process.
- 7) Explain Role of PR and Word of Mouth in Advertising.

Q.2 (a) Differentiate between Marketing Management and Marketing Mix ? List and briefly explain updated Ps of marketing with a product example of your choice. **07**

Q.2 (b) Briefly define scope and task of Marketing management and what are the differences between Sales and Marketing? **07**

OR

Q.2 (b) Differentiate between B2B and B2C markets on key important 4 Ps of marketing management. **07**

Q.3 (a) Mr Abhay of M/s Human Capital Pvt Ltd , an HR consulting and manpower supply firm believes that, “We have not been targeting right customers for our services and business and we are in to wrong positioning of our firm services” **07**

What does he mean by “Targeting right or wrong market?” market and how rightly targeted markets can be approached to have a better sales outcomes ?

(b) Define and explain characteristics of Services Business. For a restaurant service business, how various segmentation and positioning can be done with distinctive services characteristics? **07**

OR

Q.3 (a) State 5 Ms of advertisement and it’s importance in marketing and sales of the products / services. **07**

(b) What are the key challenge in Human Resources management and What role HR executives can play in changing HR management **07**

Q.4 (a) What is “Interactive Marketing” ? Discuss it’s advantages and disadvantages for a product or service of your choice. **07**

(b) CEO of M/s Ishan Chemical Ltd. Has resigned recently due to his person reasons. They want to hire a new CEO , Elaboratively discuss recruitment process for the same. **07**

OR

- Q.4 (a)** M/s Arpan Electronics Ltd wishes to introduce a new product – suitable to be attached with Old cars and will work as GPS device plus infotainment systems to be used old cars. For which they have found the need. However their team is unclear about Product development strategy and it's stages like product classification , characteristics etc. Help them with that. **07**
- (b)** State the differences between training and development with suitable examples. How trainings are being evaluated ? **07**

Q.5 Case Study: Implementing a New Performance Management System using the ADKAR Change Model

Background:

Recently Our company M/s Total HR Solutions undertook a Project with Company ABC Technology Ltd. a technology firm with over two hundred employees. The company decided to implement a new performance management system to enhance employee productivity and align individual goals with organizational objectives. As a project consultant and lead Dr Bhargav recognized the need for a structured change management approach and chose to use the ADKAR Change Model to ensure successful adoption and minimize resistance to the new system.

ADKAR Change Model:

The ADKAR Change Model is a framework that focuses on five key elements required for successful change: Awareness, Desire, Knowledge, Ability, and Reinforcement. Each element represents a stage of the change process and provides a roadmap for managing individual transitions within an organization.

Mr Bhargave briefed about the implementation plans of ADKAR model as under.

Implementation Steps:

1. Awareness:

We brainstormed all the possible channels of communication with employees and then created awareness about the need for the new performance management system. We started with town hall meetings, then sent out company-wide emails, held departmental briefings to explain the reasons for the change, its benefits, and how it aligned with the company's strategic goals and most importantly how it benefits them. The goal was to ensure employees understood the need for change and how it would impact on them, their work and development of themselves as well as their company.

2. Desire:

To build desire for the new performance management system, the implementation team focused on addressing potential concerns and highlighting the benefits for employees. They emphasized how the system would provide regular feedback, facilitate career growth, and increase transparency in performance evaluation. The team also engaged key stakeholders and managers to function as change champions, promoting the benefits and sharing success stories. We also gamified our awareness program by introducing quizzes, games and associating them with prizes to increase participation and motivation.

3. Knowledge:

We developed comprehensive training programs to equip employees with the necessary knowledge and skills to use the new performance management system effectively. We conducted workshops, online modules, and one-on-one coaching sessions to ensure employees understood the system's features, evaluation criteria, and how to set goals.

The training materials were tailored to different employee groups, considering their roles and responsibilities within the organization.

4. Ability:

To ensure employees had the ability to use the new performance management system, we provided ongoing support and resources. They established a dedicated helpdesk to address technical issues and answer user queries. Additionally, they arranged practice sessions and mock evaluations to build employees' confidence in using the system. Managers received specific training on providing feedback and coaching to support their teams through the transition. We had Daily Open Window with the project team in case anyone has any questions with respect to use of tool and may have encountered issues while using the tool and would like to get it clarified. This helped the employees to get familiar with the tool and increase their ability to use the tool effectively.

5. Reinforcement:

To reinforce the adoption of the new performance management system, we implemented various strategies. We recognized and rewarded employees who effectively utilized the system, shared success stories, and highlighted the positive impact on individual and organizational performance. Regular check-ins and surveys were conducted to gather feedback and identify areas for improvement. We also monitored system usage and provided additional training and support to individuals or teams struggling with adoption.

Outcomes:

By following the ADKAR Change Model, Company XYZ successfully implemented the new performance management system. Most employees transitioned smoothly, and the system became an integral part of the company's performance culture. Key outcomes included increased employee engagement, improved goal alignment, enhanced individual development, and greater transparency in performance evaluation. The ADKAR model provided a structured approach that facilitated effective change management, minimized resistance, and ensured the successful adoption of the new system across the organization.

- Q.5** (a) What are the challenges M/s Total HR solutions found in M/s ABC Technologies ltd ? **07**
(b) What is the new performance appraisal system is all about which M/s Total HR solution thought of implementing at M/s ABC Technologies ? **07**
- Q.5** **OR**
(a) Discuss what is ADKAR model of Change Management framework ? How do you see relevance of the same in the present business world ? **07**
(b) Critically evaluate the outcomes of ADKAR implementation and possibilities of future improvements. **07**
