



**SCHOOL OF MECHANICAL ENGINEERING  
CONTINUOUS ASSESSMENT TEST – II  
FALL SEMESTER 2023-2024**

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<b>Programme Name &amp; Branch</b>	<b>: BTech MECH/CIVIL/CHEMICAL/CSE/IT/ECE/EEE</b>	
<b>Course Code</b>	<b>: BMGT101L</b>	
<b>Course Name</b>	<b>: Principles of Management</b>	
<b>Faculty Name(s)</b>	<b>: Profs John Rajan/ Arjun Singh/ Anuj Kumar/ Premkartikkumar</b>	
<b>Class Number(s)</b>	<b>: VL2023240101714/1881/1723/1721</b>	
<b>Exam Duration</b>	<b>: 90 minutes</b>	<b>Maximum Marks: 50</b>

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**ANSWER ALL QUESTIONS**

1. Prepare a Performance Appraisal Form for a mobile manufacturing company to evaluate the middle management.
2. Describe how communication among the employees in a software industry can build or break an organization affected by demographic differences with a case illustration.
3. An automobile company with 1400 current employees is planning to expand, which will require an additional 300 employees for various positions and responsibilities. For this, you have been given complete charge of HR department. State the management function, which you are going to perform in this case. What are different steps/processes and its importance you need to follow to complete this function?
4. Rakesh is the manager of a manufacturing plant that is struggling to meet production targets. He has identified several areas where the team can improve, but he is not sure how to get them to make the necessary changes. How could he motivate and inspire the team to improve their performance?
5. Satya Nadella, the CEO of Microsoft, is known for leading Microsoft to success. He has led the company to a new era focusing on cloud computing and artificial intelligence. Present the style of leadership Satya Nadella has been following at Microsoft?



## SCHOOL OF MECHANICAL ENGINEERING

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**KEY**

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Class Number(s) : VL2023240101714/1881/1723/1721  
SLOT : G2+TG2

1] Prepare a Performance Appraisal Form for a mobile manufacturing company to evaluate the middle management

# Performance Appraisal Form

Employee Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Department: \_\_\_\_\_

Employee ID: \_\_\_\_\_

Appraisal Period: From \_\_\_\_\_ To \_\_\_\_\_

**Instructions:** This Performance Appraisal Form is designed to assess the performance of middle level management employees. Please provide a fair and comprehensive evaluation of the employee's performance during the specified appraisal period. Ratings and comments should be based on observable behaviours and outcomes.

### Ratings:

1. Excellent
2. Above Expectations
3. Meets Expectations
4. Needs Improvement
5. Unsatisfactory

## **Performance Factors:**

### **1. *Job Knowledge and Expertise:***

- Demonstrates a deep understanding of manufacturing processes and industry trends.
- Keeps up-to-date with technological advancements.
- Effectively applies knowledge to improve departmental operations.

**Rating:** 1 2 3 4 5

### **2. *Leadership and Management Skills:***

- Provides clear direction and guidance to subordinates.
- Promotes teamwork and collaboration within the team.
- Sets and achieves departmental goals and objectives.

**Rating:** 1 2 3 4 5

### **3. *Communication Skills:***

- Communicates clearly and effectively with superiors, peers, and subordinates.
- Listens actively and encourages open communication within the team.
- Provides regular updates on project progress and departmental activities.

**Rating:** 1 2 3 4 5

### **4. *Problem-Solving and Decision-Making:***

- Identifies and resolves issues promptly and efficiently.
- Makes well-informed decisions based on data and analysis.
- Encourages innovative solutions within the department.

**Rating:** 1 2 3 4 5

### **5. *Team Development and Performance Management:***

- Develops team members' skills and capabilities through coaching and training.
- Conducts performance appraisals and provides constructive feedback.
- Addresses performance issues proactively.

**Rating:** 1 2 3 4 5

## 6. ***Adaptability and Initiative:***

- Adapts to changing circumstances and demonstrates flexibility.
- Takes initiative in improving processes and workflows.
- Seeks opportunities for professional growth and development.

**Rating:** 1 2 3 4 5

**Overall Rating:** \_\_\_\_\_

**Comments** (Strengths and Areas for Improvement):

**Supervisor's Comments and Feedback:**

2] Describe how communication among the employees in a software industry can build or break an organization affected by demographic differences with a case illustration.

Effective communication among employees in a software industry can significantly impact an organization, especially when demographic differences are present. Such differences might include variations in age, gender, cultural backgrounds, and experience levels.

**Building an Organization:**

***Enhanced Problem Solving:*** Effective communication encourages the exchange of diverse perspectives and ideas. Employees from different demographic backgrounds bring unique insights to the table, leading to more creative problem-solving and innovation.

***Cultural Competence:*** When employees communicate openly and respectfully, they gain a deeper understanding of each other's cultures and values. This can lead to a more inclusive and diverse work environment, enhancing an organization's reputation and attractiveness to a broader talent pool.

***Improved Team Dynamics:*** Clear and inclusive communication fosters stronger team dynamics. Teams that embrace diversity in communication styles and ideas are often more cohesive and productive.

**Breaking an Organization:**

***Misunderstandings and Conflict:*** Poor communication can lead to misunderstandings, which can escalate into conflicts. In an organization with demographic differences, a lack of effective communication can exacerbate tensions, leading to low morale and reduced productivity.

**Exclusivity and Cliques:** When certain groups of employees communicate exclusively with each other, it can lead to the formation of cliques. This can create a divided workplace, affecting collaboration and decision-making.

**Discrimination and Bias:** Ineffective communication can perpetuate biases and stereotypes. It can result in exclusionary behaviour, unequal opportunities, and discrimination against certain demographic groups, leading to legal and reputation issues for the organization.

3] An automobile company with 1400 current employees is planning to expand, which will require an additional 300 employees for various positions and responsibilities. For this, you have been given complete charge of HR department. State the management function, which you are going to perform in this case. What are different steps/processes and its importance you need to follow to complete this function?

The primary management function I am going to perform in this case is **Staffing**.

Staffing Function: Staffing is a critical function in HR management that involves acquiring, deploying, and retaining a capable and motivated workforce to achieve the organization's objectives. Here are the steps and processes I need to follow in the staffing function for this expansion:

**a. Manpower Planning:**

- Assess the company's current and future manpower needs, taking into account the expansion plans and the specific roles and responsibilities required for the additional 300 employees.
- Understand the company's long-term goals and strategic direction to align workforce planning with the company's objectives.

**b. Recruitment and Selection:**

- Develop job descriptions and specifications for the new positions.
- Create job advertisements and post them on various platforms (company website, job boards, social media, etc.).
- Conduct interviews and assessments to identify qualified candidates.
- Select the best candidates based on their qualifications, skills, and cultural fit with the company.
- Conduct background checks and reference checks for selected candidates.

**c. Onboarding:**

- Develop an onboarding process to welcome and integrate new employees into the organization.
- Ensure that new employees have all the necessary information, resources, and tools to succeed in their roles.

***d. Training and Development:***

- Identify training needs for new and existing employees to ensure they have the skills and knowledge required for their roles.
- Implement training programs to address these needs and provide opportunities for skill development and career advancement.

***e. Compensation and Benefits:***

- Establish competitive and fair compensation packages for new employees.
- Review and update the company's benefits packages to attract and retain top talent.

***f. Performance Management:***

- Implement a performance management system to set clear expectations and provide regular feedback to employees.
- Conduct performance evaluations and establish performance improvement plans if necessary.

***g. Retention and Employee Engagement:***

- Develop strategies to engage and retain employees to reduce turnover.
- Implement employee recognition programs and initiatives to boost morale and job satisfaction.

***h. Legal and Regulatory Compliance:***

- Ensure that all hiring and employment practices comply with labor laws and regulations.

4] Rakesh is the manager of a manufacturing plant that is struggling to meet production targets. He has identified several areas where the team can improve, but he is not sure how to get them to make the necessary changes. How could he motivate and inspire the team to improve their performance?

Motivating and inspiring a team to improve their performance in a struggling manufacturing plant can be a challenging but crucial task for a manager. Here are some strategies Mr. Rakesh can employ:

**Set Clear and Achievable Goals:** Establish specific, measurable, attainable, relevant, and time-bound (SMART) goals for the team. Ensure that these goals align with the overall objectives of the plant and that they are realistic given the current circumstances.

**Effective Communication:** Open and transparent communication is essential. Rakesh should communicate the current challenges, the importance of meeting production targets, and the potential benefits for the team and the organization. Listening to the team's concerns and ideas is equally important.

**Provide Support and Resources:** Ensure that the team has the necessary tools, equipment, and resources to meet their goals. Address any resource constraints or bottlenecks that are hindering their performance.

**Empower the Team:** Encourage autonomy and ownership among team members. Let them have a say in how they can improve their processes and reach their targets. Empowering employees can boost their motivation.

**Recognition and Rewards:** Recognize and reward both individual and team achievements. This can be in the form of bonuses, promotions, or even simple verbal praise. Positive reinforcement can be a powerful motivator.

**Training and Development:** Provide opportunities for skill development and training. This can, not only improve their abilities but also show that the organization is invested in their growth.

**Create a Positive Work Environment:** Foster a positive and supportive workplace culture. Encourage teamwork, collaboration, and a sense of belonging. A happy and satisfied team is likely to be more productive.

**Lead by Example:** Rakesh should lead by example. If he is enthusiastic, dedicated, and committed to the plant's success, his enthusiasm can be contagious and inspire the team.

**Problem-Solving and Continuous Improvement:** Encourage a culture of continuous improvement. This means that the team should be constantly looking for ways to make processes more efficient and effective. Acknowledge their efforts in problem-solving.

**Feedback and Performance Reviews:** Provide regular feedback to employees on their performance. Constructive feedback can help them understand where they need to improve and how they can do it.

**Team Building Activities:** Organize team-building activities to strengthen relationships within the team. Strong bonds can boost morale and motivation.

**Incentives and Bonuses:** Consider implementing performance-based incentives and bonuses that are directly tied to achieving production targets. This can provide a financial incentive to motivate the team.

**Flexibility:** Be flexible with work hours and arrangements where possible. A work-life balance can lead to increased motivation.

**Celebrate Achievements:** Celebrate not just big milestones but also small victories along the way. Acknowledging progress can keep the team motivated.

**Benchmarking and Best Practices:** Research and share best practices from within and outside the industry. Benchmarking against other successful manufacturing plants can provide motivation and guidance.

5] Satya Nadella, the CEO of Microsoft, is known for leading Microsoft to success. He has led the company to a new era focusing on cloud computing and artificial intelligence. Present the style of leadership Satya Nadella has been following at Microsoft?

Satya Nadella, the CEO of Microsoft, is indeed known for his **transformative leadership style** that has played a pivotal role in the company's resurgence and success. His leadership style at Microsoft can be described as a combination of several key elements:

**Empathy and Culture Transformation:** One of the most significant aspects of Nadella's leadership style is his emphasis on empathy. He has worked to foster a more inclusive and collaborative culture within Microsoft. This cultural transformation has helped employees feel more valued and motivated to innovate and work together.

**Growth Mindset:** Nadella has advocated for a "growth mindset" within the company. He encourages employees to embrace challenges and view failures as opportunities for learning and improvement. This approach has led to increased experimentation and innovation within Microsoft.

**Customer-Centric Approach:** Nadella has put a strong emphasis on understanding and meeting customer needs. He believes that technology should be used to empower people and organizations and has shifted Microsoft's focus towards delivering products and services that are more aligned with customer demands.

**Cloud and AI Focus:** Under Nadella's leadership, Microsoft has made significant investments in cloud computing and artificial intelligence. He recognized the potential of these technologies and has driven Microsoft's growth in these areas, making the company a dominant player in the cloud industry with services like Azure.

***Collaborative Leadership:*** Satya Nadella is known for collaborating with other industry leaders and organizations, even those who were once seen as competitors. He has forged partnerships and alliances that benefit Microsoft and the tech industry as a whole.

***Transformation through Acquisitions:*** Microsoft under Nadella has acquired several key companies, such as LinkedIn and GitHub, which have strengthened its position in various markets. These strategic acquisitions have contributed to Microsoft's growth and expansion.

***Long-Term Vision:*** Nadella has a clear long-term vision for Microsoft, focusing on sustainability, ethical AI, and digital transformation. He has positioned Microsoft as a company that aims to create a more responsible and equitable future through technology.