



**Biyani Institute of Science and Management**  
**I Internal Examination 2019-20**  
**MBA (I Semester)**  
**Subject-Fundamental of Management (M 101)**

**Time: 1.30 Hrs.**

**Set: B**

**MM: 30**

---

**I] Subjective Questions (Attempt any two questions) (2\*10=20)**

- 1) Explain the contribution of C. K. Prahalad in Management

Answer: Coimbatore Krishnarao Prahalad (8 August 1941 – 16 April 2010) was the Paul and Ruth McCracken Distinguished University Professor of Corporate Strategy at University of Michigan Stephen M. Ross School of Business.

He was the co-author of "**Core Competence of the Corporation**" (with Gary Hamel) and "The Fortune at the Bottom of the Pyramid" (with Stuart L. Hart), about the business opportunity in serving the **Bottom of the Pyramid**.

At 19, he had finished his **BSc degree** in physics from Loyola College, Chennai, part of the University of Madras, and joined Union Carbide, where he worked for four years. Four years later he did postgraduate work in management at the Indian Institute of Management Ahmedabad.

At Harvard Business School, Prahalad wrote a doctoral thesis on multinational management in two and a half years, graduating with a DBA degree in 1975. After graduating from Harvard, Prahalad returned to the Indian Institute of Management Ahmedabad for a short time.

Dr Prahalad's major breakthrough was in Cahoots with fellow guru Gary Hamel, when they described in *Competing for the Future* how businesses should define themselves by their key abilities, rather than as a line of products or services. Core competencies were born.

He liked to help corporate boardrooms stay competitive. But in *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits* he suggested business could empower the poor by tapping into their power as a consumer. He wrote: "If we stop thinking of the poor as a burden and start recognizing them as value-conscious consumers a whole new world of opportunity will open up." Companies would spring up in less developed parts of the world, he said.

No, the way he managed to wear two hats – practitioner and professor – meant he was a popular teacher and admired by CEOs. Towards the end of his illustrious career, he focused on the link between sustainability and long-term business success. In his honor, there is now a CK Prahalad global sustainability leadership award, won this year by Unilever CEO Paul Polman.

**IDEAS and TEACHINGS:**

1. BoP consumer problems cannot be solved with old technologies.
2. Customers are now active participants who actually co-create the value they receive.

3. Don't expect respect from what's been done by your ancestors.
4. Executives are constrained not by resources, but by their imagination.
5. Everyone will be nice to you when you are doing well; remember the people who were nice to you when you were not.
6. Every time we have had clarity of thought, and true effort behind its execution, India showed it can deliver.
7. How we ask the question is extremely important to how we find the answer.
8. How you achieve results defines the kind of person you become.
9. Humility in success and courage in failure are hallmarks of a good leader.
10. Identify new opportunities by focusing on the weak signals.
11. I believe India is going to re-write the meaning of manufacturing quality with intelligent components.
12. If we stop thinking of the poor as victims or as a burden and start recognising them as resilient and creative entrepreneurs and value conscious consumers, a whole new world of opportunity will open up.

## 2) Explain the essentials of Planning

### **Answer: Definition and Meaning of Planning:**

Planning is a major and primary function of management. No organisation can operate properly without planning. Planning is a preparatory step for action. It means systematized pre-thinking for determining a course of action to achieve some desired result.

## 3) Explain the classical approach towards school of management thought.

**Answer:** The Major Schools of Management Theory are:

1. Management Process School
2. Empirical School
3. Human Behaviors or Human Relations School
4. Decisions Theory School
5. Systems Management School
6. Contingency School

### Management Process School or the Operational Approach

This school regards management as a process of getting things done with people operating in organized groups. Henry Fayol is known as the father of this school. According to this, school management can best be studied in terms of the process that it involves.

### The Empirical School or the Management by Customs School

This approach to management is taken by scholars who identify management as the study of experience, followed by efforts to learn from the experience and then transfer the knowledge to practitioners and students. Typically, this is done through a case study approach or through the study of decision-making.

### The Human Relations Approach (or) the Human Behavior School

This school takes note of the psychological factors causing a change in the human behavior in organized groups under a given situation. It is based upon the fact that management involves getting things done through people and therefore management must be centered on interpersonal relations.

## Decision Theory School

The decision theory approach concentrates on the rational decisions theory, which refers to the selection of a suitable course of action from various possible alternatives. This approach may deal with the decisions itself, with the person or organizational group who makes the decision or with an analysis of the decision process.

### **[III] Case Study – Compulsory**

**(1\*10=10)**

Make a SWOT analysis of a new product / business and elaborate.

Note: Create a product

**Answer :** SWOT analysis

S.W.O.T. is an that stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is an organized list of your business's greatest strengths, weaknesses, opportunities, and threats.

Product : Herbal oil

Strengths and weaknesses are internal to the company (think: reputation, patents, location). You can change them over time but not without some work. Opportunities and threats are external (think: suppliers, competitors, prices)—they are out there in the market, happening whether you like it or not. You can't change them.

Existing businesses can use a SWOT analysis, at any time, to assess a changing environment and respond proactively. In fact, I recommend conducting a strategy review meeting at least once a year that begins with a SWOT analysis.

OIL should use a SWOT analysis as a part of their planning process. There is no "one size fits all" plan for your business, and thinking about your new business in terms of its unique "SWOTs" will put you on the right track right away, and save you from a lot of headaches later on.

Conclusion: Completing a SWOT analysis will enable you to pinpoint your core activities and what you do well, and why. It will also point you towards where your greatest opportunities lie, and highlight areas where changes need to be made to make the most of your business.