Management Applications and Principle PYQ 2021

Q1. MakeMyTrip is one of the leading online tour and travel portals of India. It started its journey in the year 2000 and revolutionized the process of ticket booking, reservations and entire travel planning. From time to time it has made an extensive use of technology to enhance its services and has also been widening its umbrella of services offered. It started its Indian operations dealing in the booking of flight tickets from September 2005. MakeMyTrip got listed on the NASDAQ in August 2010 and made an entry into the US market. The company also launched its app for the mobile devices to make it convenient for the customers to utilize its services at their convenience. Presently, it uses world class real-time reservation database to list airfare and availability. Multiple services offered by the portal include bookings for hotels and homestays, holiday packages, train and bus bookings, cabs and other activities. The paradigm shift in travel bookings through the growth of such online travel companies was a result of multiple factors including rising demands for economical, convenient, and consumer friendly options for booking of the hotels, checking the status of railways and flight bookings. Comment upon company's strategy over the years. What are the macro economic factors affecting it? Also, what are the emerging challenges posed in front of the company?

Ans. MakeMyTrip has been a pioneer in the Indian online travel industry and has been constantly evolving its strategies to cater to the changing demands of the customers. Its use of technology has been the key differentiator and has helped it to gain a competitive edge. The company's expansion into various travel services like hotel bookings, holiday packages, and cab bookings has helped it to increase its customer base and revenue.

One of the major macroeconomic factors affecting MakeMyTrip is the growth of the Indian economy. With the rising income levels and increased spending power of people, the demand for travel and tourism services is expected to increase. The growth of the digital economy and the increasing adoption of smartphones has also led to a surge in online bookings.

However, the online travel industry is also facing several emerging challenges. One of the major challenges is the intense competition from other online travel companies like Goibibo, Yatra, and Booking.com. These companies are also leveraging technology to enhance their services and gain a competitive advantage. Another challenge is the increasing dominance of global players like Expedia and TripAdvisor in the Indian market.

Additionally, the ongoing COVID-19 pandemic has also severely impacted the travel industry, and MakeMyTrip is no exception. The company has had to adjust its strategies to cater to the changing needs of the customers, like providing more flexible booking options and introducing new services like COVID-19 testing facilities.

In conclusion, MakeMyTrip has been successful in its strategies to remain relevant in the online travel industry. The company needs to continue to innovate and adapt to the changing needs of the customers and the market to sustain its growth.

Q2. What are the major contributions of the Hawthorne experiments to the present-day organizations? Critically evaluate it.

Ans. The Hawthorne experiments, conducted between 1924 and 1932 at the Western Electric Company's Hawthorne Works in Chicago, were a series of studies on employee productivity and work conditions. The experiments led to many significant findings that continue to shape modern organizational theory and practices.

Some of the major contributions of the Hawthorne experiments to present-day organizations are:

1. Employee motivation: The Hawthorne experiments revealed that employee motivation was not just linked to financial incentives and job conditions but also to social and psychological factors such as group dynamics, social support, and participation in decision making. This led to the development of human relations theory and the emphasis on employee engagement, participation, and empowerment in modern organizations.

2. Informal communication: The experiments also revealed the importance of informal communication and social networks among employees in influencing productivity and work satisfaction. This led to a greater emphasis on teamwork, collaboration, and networking in modern organizations.

3. Work environment: The Hawthorne experiments showed that the physical work environment can impact productivity, job satisfaction, and employee morale. This led to greater attention to ergonomic design, safety measures, and workplace amenities in modern organizations.

4. Management styles: The experiments revealed the impact of management styles and leadership behavior on employee motivation and productivity. This led to the development of various management theories and practices, such as transformational leadership, participative management, and servant leadership.

Despite the significant contributions of the Hawthorne experiments, there are also some criticisms and limitations. For example, the experiments were criticized for their lack of scientific rigor, as they lacked a control group and relied on qualitative data. Additionally, some scholars have argued that the experiments were biased towards the interests of management and did not adequately consider the perspectives of workers.

Furthermore, some of the emerging challenges facing modern organizations, such as globalization, digitalization, and environmental sustainability, were not fully considered in the Hawthorne experiments. For example, the experiments did not address the challenges of managing a diverse and global workforce or the impact of technology on work practices and job skills.

In conclusion, the Hawthorne experiments made significant contributions to modern organizational theory and practices, particularly in the areas of employee motivation, social and psychological factors, and work environment. However, they also have some limitations and criticisms, and new challenges facing modern organizations require ongoing research and innovation in organizational theory and practice.

Q3. "Managers decision making is not always a product of rational thinking" Illustrate with examples.

Ans. While decision-making processes in organizations are often guided by rational thinking and logical analysis, managers are not immune to biases, emotions, and other subjective factors that can influence their decisions. Here are a few examples:

1. Overconfidence Bias: A manager may overestimate his or her abilities, experience or knowledge and make decisions based on this self-confidence rather than objective analysis. For example, a CEO might believe that his company is immune to market downturns and fail to take appropriate risk mitigation measures.

2. Confirmation Bias: A manager may only seek out information that confirms their pre-existing beliefs and ignore information that contradicts it. For example, a marketing manager might only focus on positive feedback from customers and ignore negative feedback that could lead to better decision-making.

3. Groupthink: A group of managers may have a shared set of beliefs or values that override the need for objective decision-making. For example, a management team might be so committed to a particular strategy that they ignore the risks associated with it and push ahead despite warning signs.

4. Emotional Influences: Managers may make decisions based on their emotions rather than objective analysis. For example, a manager may decide to invest in a project because it aligns with their personal values, rather than considering its financial viability.

5. Cognitive Biases: Managers may make decisions based on cognitive biases that affect their thinking, such as the availability heuristic, where they overestimate the importance of information that is readily available to them.

In conclusion, managers are human beings and, as such, are subject to biases and emotions that can affect their decision-making processes. It is important for managers to be aware of these biases and to strive for objective analysis and decision-making whenever possible.

Q4. A manager should decide what to delegate and what not to delegate, and to whom should the authority be delegated. Do you agree?

Ans. Delegation is an essential management skill that allows managers to accomplish more tasks effectively and efficiently. However, managers should be careful when deciding what tasks to delegate, to whom to delegate, and how to delegate. The manager's decision on delegation can have a significant impact on employee engagement, performance, and the organization's success.

When deciding what tasks to delegate, managers should consider the employee's skills, knowledge, and experience. They should delegate tasks that align with the employee's capabilities and allow them to grow and develop their skills further. Delegating tasks that are beyond the employee's skillset may lead to frustration, decreased motivation, and poor performance, which can harm the employee's morale and confidence.

Moreover, the manager should consider the importance and urgency of the task to the organization. Tasks that are critical to the organization's success should be handled by experienced employees or the manager themselves. On the other hand, delegating non-critical or routine tasks to junior

employees can free up time for managers to focus on strategic initiatives and higher-level responsibilities.

When it comes to deciding whom to delegate to, managers should consider the employee's workload, availability, and interest in the task. Delegating tasks to employees who are already overloaded with work may lead to burnout and decreased performance. It is also essential to consider the employee's availability and other responsibilities to ensure that the task can be completed within the required timeline.

Finally, the manager should consider the employee's interest and motivation to take on the task. Assigning tasks that align with the employee's interests and career goals can increase their motivation and engagement, leading to higher quality work and improved performance.

In conclusion, a manager's decision on delegation can have a significant impact on the organization's success. Managers should consider the employee's capabilities, the importance of the task to the organization, the employee's workload and availability, and the employee's interest and motivation when deciding what tasks to delegate and to whom. By carefully considering these factors, managers can effectively delegate tasks and improve employee engagement, performance, and the organization's overall success.

Q5.The matrix organization design is complex and difficult to implement successfully. Why then do so many organizations use it?

Ans. The matrix organization design is a complex structure that combines functional and project-based structures within an organization. It is often used in organizations where multiple projects are being executed at the same time, and where cross-functional collaboration is required to ensure success. Despite the complexity and difficulties associated with implementing a matrix structure, many organizations use it for several reasons:

1. Efficient use of resources: The matrix structure allows organizations to efficiently use their resources by sharing them across different projects. This means that resources can be utilized more effectively and efficiently, thereby maximizing productivity and minimizing costs.

2. Enhanced collaboration: The matrix structure encourages collaboration among different departments, as well as between managers and employees. This can lead to increased creativity, innovation, and problem-solving capabilities, as well as improved communication and decision-making.

3. Greater flexibility and adaptability: The matrix structure allows organizations to be more flexible and adaptable to changing business environments. This is because it can be easily reconfigured to meet the needs of different projects, without requiring significant changes to the overall organizational structure.

4. Improved customer focus: The matrix structure can improve the focus on the customer by enabling cross-functional teams to work together to address customer needs and requirements.

Despite these advantages, the matrix structure can also be challenging to implement successfully. It requires strong leadership, effective communication, and a well-defined system of roles and responsibilities. Without these elements, the matrix structure can become confusing, inefficient, and counterproductive.

Q6. Discuss with examples how entrepreneurship and innovation assist in the development of new business model and mobilizing resources.

Ans. Entrepreneurship and innovation play crucial roles in developing new business models and mobilizing resources. Entrepreneurs are known for their ability to identify opportunities in the market and create new business models that capitalize on those opportunities. Innovation is a key component of this process, as entrepreneurs need to develop new products, services, or processes to meet the needs of customers.

For example, consider the case of Airbnb. The founders of Airbnb identified an opportunity in the market for a new type of accommodation service that would allow people to rent out their homes or apartments to travelers. This business model was based on the idea of the sharing economy, where people could use their existing resources to generate income. The founders of Airbnb used innovation to create a platform that would connect travelers with hosts, making it easy to find and book accommodations.

Another example is Tesla, which has disrupted the automotive industry with its innovative electric vehicles. Tesla's business model is based on the idea of sustainable transportation, which has become increasingly important in recent years. Tesla's innovation has been key to its success, as the company has developed new technologies and processes for building electric vehicles that are more efficient, more reliable, and more affordable than traditional gasoline-powered cars.

In both of these examples, entrepreneurship and innovation have been essential in developing new business models and mobilizing resources. Without the vision and creativity of the entrepreneurs behind these companies, these new business models would not have been possible. And without the innovation that these companies have brought to their respective industries, they would not have been able to compete effectively with established players.

In conclusion, entrepreneurship and innovation are critical components of developing new business models and mobilizing resources. They allow entrepreneurs to identify opportunities in the market, create new products or services, and build successful businesses that can disrupt established industries. By harnessing the power of entrepreneurship and innovation, companies can create value for customers, generate profits for shareholders, and contribute to the growth and development of the economy.