

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
George F. Baker Foundation

MANUFACTURING II
6 March 1965

Final Examination
2:00 - 6:00 p. m.

Please answer all three questions. You should devote no less than 60 minutes to Questions 1 and 2 and no less than 30 minutes to Question 3. Except for this you may allocate your time as you wish, and the questions will be weighted in this manner. Write on the cover of your exam book the amount of time you have spent on each question.

The quality of the last exams was not nearly equal to the quantity of words you wrote. The organization, conciseness, and clarity of your exams will count about 25%, so please prepare your answers before you start to write.

Question 1 (60 minutes as a minimum)

During the year we have often spoken of the importance of reviewing one's actions and progress from time to time. We have illustrated this by our practice of critiquing our own performance.

Today, please mentally review your last two years at the Harvard Business School.

- a. What have you done during these years to get more benefit from your schooling than your contemporaries have gotten?
- b. In retrospect, what do you wish you had done differently in order to have improved yourself even more?
- c. What specific lessons have you learned which may help in your future career? Do not include here a review of your required course work unless some aspect of it has been far more worthwhile than you expected.
- d. And finally, drawing from your answers to these questions, what advice would you give to incoming students to help them get the most out of their two years here?

Question 2 (60 minutes as a minimum)

Please write a manual for leadership which you would be pleased to use as your own handbook. In doing so, we suspect you will want to define your conception of what good leadership is, what characteristics a leader should have, and how a man with these characteristics may use them to be successful. Probably you will also want to bear in mind your own personality and strengths and weaknesses.

What you write should be something you will want to save to check your behavior and actions against from time to time. Of course, you may want to revise it later, but we hope you do so with a clear understanding of why you are doing it.

Question 3 (30 minutes as a minimum)

During your topic report or class presentation research or your company studies you have undoubtedly met at least one man whom you felt was unusually helpful. Please detail what it was this person did or said and why you felt it was so significant. Also, describe what you personally learned from this individual and how you can benefit from this association in the future.