HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
George F. Baker Foundation

MANUFACTURING I
18 December 1964

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

Please answer all four questions. Question 4 should only take 30 minutes of your time. Divide the rest of your time equally among the remaining questions.

Please spend adequate time preparing your answers before you start to write. We want you to be extremely proud of your performance on this examination.

Question 1 (70 minutes)

"Though it's a rare corporate official who can point to any concrete sign of slackening business these days, more and more of them are making ready for the day a downturn begins."

Wall Street Journal 11/17/64

Assume you are president of either one of the companies you are studying.

1. Outline the particular problems you face in working out your 1965 budget.

2. Outline in detail what preparations you would make now for an economic downturn. (Please be very practical.)

Question 2 (70 minutes)

All fall we have stressed the importance of looking at everything with an eye to how it might be improved. In fact, to stimulate this we used to request that groups submit new ideas weekly.

a. Please analyze your own case. Do you get ideas concerning new or improved products, methods, services, etc.? If you do have any, please outline one and explain how it could be used or commercialized. How did it come to you? If you do not have any or if the ones you have are not particularly interesting, are you not worried about it? How do you explain such deficiency? How do you plan to remedy such a situation or do you think it does not make any difference?
Question 2 (continued)

b. Looking at the world around you, state three things which you believe deserve desirable and useful new ideas or developments. Why did you select these?

Question 3 (70 minutes)

You have been given the task of developing and executing a program to overcome the strong tendency for young men not to enter business. As you know, this has received considerable publicity recently in the press.

Is it your personal experience that college seniors do not wish to enter business? What are their reasons? Please comment on these.

Assume that the allegations stated are accurate. Work out a plan, with methods of execution, so that in future years business will be assured of a supply of high grade, able, young men.

Question 4 (30 minutes)

Please state the yardsticks or measurements you used when you were asked in class to extend credit to your group members. We are not asking for names nor ratings but merely for the method you used.

Had you been asked to forecast the probable success of your fellow group members in the industrial world, would you have used the same reasoning? If not, explain the difference in your thinking.