



Roll No.

**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF LAW**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019-2020

**Date:** 20 December 2019

**Course Code:** BBL 101

**Time:** 9:30 AM to 12:30 PM

**Course Name:** PRINCIPLES OF MANAGEMENT

**Max Marks:** 80

**Program & Sem:** BBA, L.L.B. (Hons.) & III

**Weightage:** 40%

**Instructions:**

(i) *All parts of the question paper are Compulsory*

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 4 marks.**

**(5Qx4M=20M)**

1. Mention any four important features of bureaucratic administration. (C.O.No.2) [Knowledge]
2. Why do you need to have proper staffing in any organization? (C.O.No.3) [Knowledge]
3. Mention any four functions of an executive leader mentioned by Kerch and Crutchfield (C.O.No.3) [Knowledge]
4. Mention any four uses of new control technique in the organization? (C.O.No.4) [Knowledge]
5. What is the difference between efficiency and effectiveness of a manager? (C.O.No.1) [Knowledge]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries 5 marks.**

**(6QX5M=30M)**

6. How managerial control technique is defined by E.F.L Brech? Describe the steps in a control process. (C.O.No.4) [Comprehension]
7. Managers at all levels require some competence in each of technical, human and conceptual skills – Analyse this statement. (C.O.No.1) [Comprehension]
8. Differentiate between Internal and External Recruitment. Explain different sources of External recruitment. (C.O.No.3) [Comprehension]
9. Is there any difference between "Policy and Procedures" – Explain. Describe different types of policy. (C.O.No.2) [Comprehension]

10. Describe different level of management. What are the different roles played by a senior manager.  
(C.O.No.1) [Comprehension]
11. “The successful leader accurately understands himself, the individual and the group he is dealing in the organization” – Comment  
(C.O.No.3) [Comprehension]

### Part C [Problem Solving Questions]

Answer both the Questions. Each Question carries 15 marks.

(2Qx15M=30M)

12. Ramaji Rao is incharge of a bindery in Vijayawada, which employs fifteen people, five of whom work in the factory, three of these employees run machines, one supervises and the fifth moves the blank paper and finished print by handcar. This fifth position, which requires no skill other than driving a handcar, needs to be filled, and three applicants have responded.
- The first is Mr. Matti Anjaiah, thirty-five year old, unmarried and a Navy veteran. He has a poor work record. During his five years in Vijayawada, he has worked only as a seasonal labourer on occasional odd jobs. He drove a forklift in the Navy, while working at Vishakapatnam. He has a strong build, which could help, although the work is generally light.
- Mr. Nehal Singh, twenty-two years old, came at Vijayawada two years back from Punjab. He has done farm labour for many years and assembly-line work for one year. His command of English is poor (but can speak regional language fluently). He resides with his mother and seems certain to remain in the area for some time. After having run farm equipment he should have no trouble steering a handcar.
- Mr. Vandaveeti Raja is a local boy who finished high school two years ago. Subsequently he got a diploma from a local institute and is currently employed as an assistant in Savani Transport Company, Vijayawada. His character references are excellent. Mr. Raja is small, but he seems quick and was track star in high school.

Who should be hired in your opinion and why?

(C.O.No.3) [Application]

13. For several months, the supervisors of a large corporation have been very dissatisfied with the new division head. Before the arrival of the new division head, the department has functioned as a cohesive, effective unit, combining hard work with equal amount of leisure. The new division head has very strong ideas about the type of environment his employees should have. As one supervisor puts it, it resembles a full-scale military operation. No longer are employees allowed to place personal belongings on the walls of their offices or have occasional informal gatherings during office hours. The bottom line has become productivity first, with the employees' feelings being considered as an afterthought. Grass-root employees as well as supervisory personnel are very upset about the changes in structure, and their dissatisfaction is beginning to show up in their performances. Because of the decreased productivity levels, the supervisors have been informed that if they don't shape up their subordinates, "the axe will fall on several heads". The frustration and anger is now beginning to come to a full boil and the supervisors have decided to meet to discuss the situation.

Identify the leadership style of the division head from the angle of Managerial Grid. From the point of viewpoint of Theory X and Theory Y, what assumptions did the new head make about the way in which people work most effectively?

(C.O.No.3) [Application]



**SCHOOL OF LAW**

**Semester:** III Semester  
**Course Code:** BBL 101  
**Course Name:** Principles of Management

**Date:** 20/12/2019  
**Time:** 3 HOUR  
**Max Marks:** 80  
**Weightage:** 40%

**Extract of question distribution [outcome wise & level wise]**

Q.NO	C.O.NO	Unit/Module Number/Unit /Module Title	Memory recall type [Marks allotted] Bloom's Levels			Thought provoking type [Marks allotted] Bloom's Levels			Problem Solving type [Marks allotted]			Total Marks
			K			C			A			
1	2		4									4
2	3		4									4
3	3		4									4
4	4		4									4
5	1		4									4
6	4					5						5
7	1					5						5
8	3					5						5
9	2						5					5
10	1						5					5
11	3							5				5

12	3								15			15
13	3									15		15
	Total Marks		20			15	10	5	15	15		80

K = Knowledge Level C = Comprehension Level, A = Application Level

**Part A**

**Memory Recall type (5Q x 4M = 20Marks)**

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	Insistence on following Standard Rules, Systematic Division of Work, Principle of hierarchy is followed, It is necessary for the individual to have knowledge of and training in the Application of Rules, Administrative acts, decisions and rules are recorded in writing, There is rational personnel administration	4	5 Min
2	Helps in discovering talented and competent workers, Ensures greater production, Helps to avoid a sudden disruption of an enterprise's production run, Helps to prevent under-utilization of personnel, Provides information to management for the internal succession of managerial personnel	4	5 Min
3	Goal setter, Planner, Executive, Expert, External group representative, Surrogate for individual responsibility, Controller of internal relationships within the organization, Administrator of rewards and punishment, Arbitrator and mediator, Exemplar, Symbol of the group, Ideologist, Father figure, Scapegoat	4	5 Min
4	Ensures actual planning, Makes every manager fully aware of his responsibilities, Ensures improved management of resources, Facilitates improved decision-making, Facilitates future-oriented control, Ensures simultaneous performance of different parts of the work	4	5 Min

5	Efficiency is the ability of a manager to do something correctly, i.e., at the lowest possible cost or cost acceptable to the competitive environment. Effectiveness is the ability of a manager to do correct things, i.e., achieve high levels of value.	4	5 Min
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Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

**Annexure- II: Format of Answer Scheme**



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**SOLUTION**

**Semester: III Semester**

**Course Code: BBL 101**

**Course Name: Principles of Mgt**

**Date: 20/12/19**

**Time: 3 HOUR**

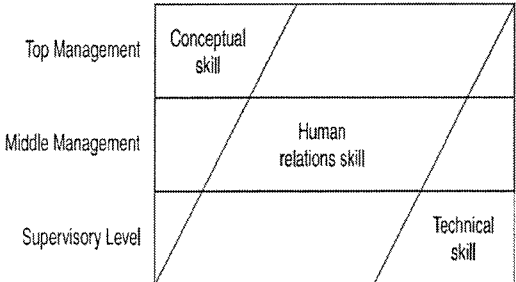
**Max Marks: 80**

**Weightage: 40%**

**Part B**

**Comprehension**

(4Q x 5M = 20Marks)

Q No	Question	Scheme of Marking	Max. Time required for each Question
6	<p>In the words of <b>E.F.L. Brech</b> “Control is checking current performance against predetermined standards contained in the plans, with a view to ensuring adequate progress and satisfactory performance.”</p> <p>Three basic steps in a control process:</p> <ul style="list-style-type: none"> <li>➤ <b>Establishing standards</b> - Guidelines for Setting Pars/Standards</li> <li>➤ <b>Measuring and comparing actual results against standards</b></li> <li>➤ <b>Taking corrective action</b></li> </ul>	5	10 min
7	<p>A skill is an individual’s ability to perform physical or mental tasks with a specified outcome. To successfully discharge roles, a manager should possess three major skills:</p> <ol style="list-style-type: none"> <li>i. Conceptual Skill</li> <li>ii. Technical Skill</li> <li>iii. Human Relations Skill</li> </ol> <div style="background-color: #333; color: white; padding: 5px; text-align: center; margin: 10px 0;"> <p><b>Skill-mix at Different Management Levels</b></p> </div> 	5	10 Min

8	<p>Internal recruitment – from within the organization  External recruitment – Outside the organization  Internal vs. External Sources of Recruitment</p> <ul style="list-style-type: none"> <li>▪ From the point of view of its impact on motivation, recruitment from external sources is not desirable, particularly when an adequate number of qualified persons is already available inside the organisation.</li> <li>▪ On the other hand, when the internal candidates are too advanced in age, it may become imperative for the management to tap outside sources for recruitment.</li> </ul> <p>Sources of external recruitment</p> <ul style="list-style-type: none"> <li>▪ Re-employing former employees</li> <li>▪ Friends and relatives of present employees</li> <li>▪ Applicants at the gate</li> <li>▪ College and technical institutions</li> <li>▪ Employment exchanges</li> <li>▪ Advertising the vacancy</li> <li>▪ Labour unions</li> </ul>	5	15 Min										
9	<table border="1" data-bbox="261 922 1011 1496"> <thead> <tr> <th data-bbox="261 922 638 985">Policies</th> <th data-bbox="638 922 1011 985">Procedure</th> </tr> </thead> <tbody> <tr> <td data-bbox="261 985 638 1133">Policies are general guides to both thinking and action of people at higher level.</td> <td data-bbox="638 985 1011 1133">Procedures are general guides to action only usually for people at lower levels.</td> </tr> <tr> <td data-bbox="261 1133 638 1240">Policies help in fulfilling the objectives of the enterprise.</td> <td data-bbox="638 1133 1011 1240">Procedures show us the way to implement policies.</td> </tr> <tr> <td data-bbox="261 1240 638 1384">Policies are generally broad and allow some latitude in decision-making.</td> <td data-bbox="638 1240 1011 1384">Procedures are specific and do not allow latitude.</td> </tr> <tr> <td data-bbox="261 1384 638 1496">Policies are often established without any study or analysis.</td> <td data-bbox="638 1384 1011 1496">Procedures are always established after thorough study and analysis of work.</td> </tr> </tbody> </table> <p>Types of policies –</p> <ul style="list-style-type: none"> <li>• Classification on the basis of sources – Originated policies, Appealed policies, Implied policies, Externally imposed policies</li> <li>• Classification on the basis of function</li> <li>• Classification on the basis of organizational level.</li> </ul>	Policies	Procedure	Policies are general guides to both thinking and action of people at higher level.	Procedures are general guides to action only usually for people at lower levels.	Policies help in fulfilling the objectives of the enterprise.	Procedures show us the way to implement policies.	Policies are generally broad and allow some latitude in decision-making.	Procedures are specific and do not allow latitude.	Policies are often established without any study or analysis.	Procedures are always established after thorough study and analysis of work.	5	15 Min
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10	<p><b>Different levels of manager</b> – Lower level, Middle level and Top level  <b>Roles of a senior manager:</b>  Interpersonal roles – Figurehead, leader, liaison  <b>Informational roles</b> – Monitor, Disseminator, Spokesman</p>	5	15 Min										

	<b>Decisional roles</b> – Entrepreneur, Disturbance handler, Resource allocator, negotiator		
11	<p>Leadership effectiveness:</p> <p><b>Factors in manager himself</b> – Theory X and Theory Y</p> <p>Theory X includes the following assumptions:</p> <ul style="list-style-type: none"> <li>➤ The average person has an inherent dislike of work, and tries to avoid it when possible. He does, not what the boss expects but what the boss inspects.</li> <li>➤ The average person is by nature self-centered and different to overall organizational goal achievement.</li> <li>➤ The average person is resistant to change.</li> <li>➤ The average person lacks ambition, dislikes job responsibilities, and prefers to be closely directed.</li> <li>➤ The average person desires job security and economic rewards above all else.</li> </ul> <p>Autocratic form of leadership</p> <p>Theory y includes the following assumptions:</p> <ul style="list-style-type: none"> <li>➤ The average person is not by nature passive or resistant to organization's needs.</li> <li>➤ The average person exercises self-direction and control in the service of objectives, to which he is committed.</li> <li>➤ Commitment to objectives is a function of rewards, associated with their achievement.</li> <li>➤ The average person, under rewarding conditions, not only accepts but seeks responsibility.</li> <li>➤ The capacity to exercise a relatively higher degree of imagination, ingenuity and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.</li> <li>➤ Under the conditions of modem industrial life, the intellectual potentialities of the average person are only partially utilized.</li> </ul> <p>Democratic style of leadership</p> <p>Factors in the subordinates – Certain factors may work as substitute for leadership and certain factors which work as neutralizers – prevent workers from behaving in a certain way.</p>	5	15 Min



**Part C**  
**Application**

(2Q x 15M =

30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
12	<p align="center"><b>IMPORTANCE AND NEED FOR PROPER STAFFING</b></p> <p>It is estimated that the labour costs constitute from 25 per cent of the production costs to 40 per cent of the selling costs in manufacturing enterprise. Therefore, a business cannot be successful unless it is capable of bringing in and developing the right kind of people. There are numerous advantages of proper and efficient staffing. These are as under:</p> <ol style="list-style-type: none"> <li>1. It helps in discovering talented and competent workers and developing them to meet the requirements of the enterprise.</li> <li>2. It ensures greater production by putting the right man in the right job.</li> <li>3. It helps to avoid a sudden disruption of an enterprise's production run by indicating shortages of personnel, if any, in advance.</li> <li>4. It helps to prevent under-utilisation of personnel through overmanning and the resultant excess cost and low profit margins.</li> <li>5. It provides information to management for the internal succession of managerial personnel in view of the anticipated turnover.</li> </ol> <p>In my opinion Nehal Singh should be hired. He is young and a strong Punjabi with farm labour experience. Proficiency in English language is not required. He is stable staying with his mother and will have a long tenure.</p> <p>Matti Anjaih has poor work record and not stable.</p> <p>Vandaveeti Raja has good track record and a local boy will not last long.</p>	15	30
13	<p><i>Managerial Grid</i> Robert Blake and Jane Mouton (experimental psychologists, University of Texas) use a chart called Managerial Grid<sup>10</sup> to describe five types of managerial styles. They make use of the terms "concern for production" and "concern for people". These two dimensions (concern for people and concern for production) are plotted on a 9-point scale on two separate axes as shown in Fig. 17.3. Concern for production is shown on the horizontal axis and concern for people is shown on the vertical axis. There are thus 81 combinations of concerns represented on the grid. But the authors' main emphasis is on the styles in the 4 corners and at the middle of the grid because these are the ones we see most often. These are as under:</p> <ol style="list-style-type: none"> <li>1. <i>Task management</i> Here the management shows maximum concern for production and least concern for people. Therefore, it is also called "authority-obedience" approach.</li> </ol> <p><small>10 Robert R. Blake and Jane S. Mouton, <i>The New Managerial Grid</i>, Houston: Gulf Publishing, 1975.</small></p> <p>The Leadership style of the new divisional head is of Task Management with concern for production only and no concern for people. It is also called " Authority-Obedience" approach.</p>	15	30

	<p>The new head assumed Theory X particularly points a), b) &amp; c).</p> <p><i>(2) Assumptions about Human Nature</i></p> <p>Douglas McGregor<sup>11</sup> says that a manager's assumptions about human nature determine his choice of style. He classifies these assumptions in two broad categories under the terms "Theory X" and "Theory Y". Theory X includes the following assumptions:</p> <ul style="list-style-type: none"><li>(a) The average person has an inherent dislike of work, and tries to avoid it when possible. He does not what the boss expects but what the boss inspects.</li><li>(b) The average person is by nature self-centred and different to overall organisational achievement.</li><li>(c) The average person is resistant to change.</li><li>(d) The average person lacks ambition, dislikes job responsibilities, and prefers to be closely directed.</li><li>(e) The average person desires job security and economic rewards above all else.</li></ul> <p>McGregor says that the above assumptions about human nature give rise to the need for control and fear and punishment in organisations. The manager who makes these assumptions is likely to follow a high <i>authoritarian leadership approach</i>. In McGregor's opinion, these assumptions are incorrect and should be replaced by another set of assumptions which he calls Theory Y. The</p>		