



PRESIDENCY UNIVERSITY
BENGALURU

SCHOOL OF COMMERCE

TEST 1

Roll No.

Sem & AY: Odd Sem 2019-20

Date: 27.09.2019

Course Code: COM102

Time: 1.00 PM to 2.00 PM

Course Name: PRINCIPLES & PRACTICES OF MANAGEMENT

Max Marks: 30

Program & Sem: B.Com/B.Com Hons. & I

Weightage: 15%

Instructions:

- (i) Answer all the questions.

Part A (Memory Recall Questions)

Answer all the Questions. Each Question carries one mark.

(5Qx1M=5M)

1. The order in which managers typically perform the managerial functions is
 - a) Organising, planning, controlling, leading
 - b) Organising, leading, planning, controlling
 - c) Planning, organising, leading, controlling
 - d) Planning, organising, controlling, leading(C.O.NO.2) [Knowledge]

2. Three interpersonal roles of managers are
 - a) Figurehead, leader and liaison
 - b) Spokesperson, leader, coordinator
 - c) Director, coordinator, disseminator
 - d) Communicator, organizer, spokesperson(C.O.NO.1) [Knowledge]

3. Which feature does not form one of Henri Fayol's 14 Principles of Management?
 - a) Esprit de corps
 - b) Initiative
 - c) Order
 - d) Individualism(C.O.NO 1) [Knowledge]

4. Objective is literally defined as
- a) A specified outcome to be achieved in the long-term
 - b) A clear set of goals to be attained given a set number of resources
 - c) A clearly defined and measurable outcome to be achieved over a specified timeframe
 - d) A set standard of performance agreed by workers and managers
- (C.O.NO.2) [Knowledge]
5. Strategic plans is related to
- a) Long-term
 - b) Medium-term
 - c) Short-term
 - d) Unspecified time it takes to achieve an aim
- (C.O.NO.1) [Knowledge]

Part B (Thought Provoking Questions)

Answer both the Questions. Each Question carries five marks. (2Qx5M=10M)

6. Explain the important managerial functions of a Finance Manager in an automobile company. (C.O.NO.1) [Comprehensive]
7. Narrate the importance of planning for achieving organisational success. (C.O.NO.2) [Comprehensive]

Part C (Problem Solving Questions)

Answer the Question. The Question carries fifteen marks. (1Qx15M=15M)

8. **Case Study** (C.O.NO.1)[Application]

Adidas is a Germany shoe, clothing and apparel company that also own Reebok, Taylor Made and Rockport. Adidas is the largest sportswear company in Europe and is the second only to Nike as the largest sportswear company in the world. The company sports the recognizable logo of three slanted parallel bars of ascending height.

Adidas was founded in 1924 by Adolf Dassler, but it did not become a fully registered company until 1940. Its headquarters are located in Herzogenaurach, Germany, the hometown of its founder. Although many believe that Adidas stands for "All day I dream about soccer" the true origin of the name comes from the amalgamation of Adolf's nickname, Adi, and the first three letter of his last name.

Adidas specializes in the design and manufacturing of footwear, sportswear, sports equipment and, yes, even toiletries, most notably, deodorant. However, the company first gained international recognition in 1936 at the Summer Olympic in Berlin, where it outfitted U.S. track star Jesse Owens with its track shoes. Owens won four gold medals in the games.

With a specifically stated Corporate Strategy, the company needs to ensure that their organizational structure will allow for and be flexible to this strategy being sought after. Their objectives outlined in the corporate strategy ensure the mission statement will translate into action, while also guiding and coordinating decisions. There is no purpose in having well thought out strategic objectives, but no structure and cohesion to attain these objectives. The Adidas Group comprises of a four person executive board, including one Chief Executive Officer and three board members representing the shareholders and six members representing the staff. The Supervisory Board advises and supervises the executive board in matter concerning the management of the company. It is the role of the supervisory board to ensure that the pathway and vision determine by the executive board is forthrightly followed by the rest of the organization from the top, all the way down to those entrusted with manufacturing their products.

The strengths of ADIDAS are strong management team and good corporate strategy in North American and overseas markets, brand recognition and reputation, diversity and variety in productions offered on the web (footwear, apparel, sporting, equipment, etc.), strong control over its own distribution channel, strong customer base, and strong financial position with minimal long term debts. Weakness of ADIDAS is negative image portrayed by poor working condition in its overseas factories, and E-commerce is limited to USA.

Questions:

- a. Bring out the important principles practiced in ADIDAS to achieve its goals.
- b. Describe the importance of SWOT analysis for organisational development according to ADIDAS.



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SCHOOL OF COMMERCE

TEST – 1

Semester: I

Course Code: COM102

Course Name: Principles & Practices of Management

Program & Sem: B.Com & B.Com Honors I Sem

Date: 27-09-19

Time: 1 to 2pm

Max Marks: 30

Weightage: 15%

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	CO2	Module 2		K								1
2	CO1	Module 1		K								1
3	CO1	Module 1		K								1
4	CO2	Module 2		K								1
5	CO1	Module 1		K								1
6	CO2	Module 1					C					5
7	CO1	Module 2					C					5
8	CO2	Module 1								A		15
	Total Marks			5			10			15		30

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

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.

I hereby with certify that all the questions are set as per the above guidelines . Dr. Balu

Reviewer's Comments,



PRESIDENCY UNIVERSITY
BENGALURU

SCHOOL OF COMMERCE

TEST – 1
SOLUTION

Semester: I

Course Code: COM102

Course Name: Principles & Practices of Management

Program & Sem: B.Com & B.Com Honors I Sem

Date: 27-09-19

Time: 1 to 2pm

Max Marks: 30

Weightage: 15%

Part A

(1 x 5M = 5Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	c) Planning, organising, leading, controlling	1x1=1	2minutes
2	a) Figurehead, leader and liaison	1x1=1	2minutes
3	d) Individualism	1x1=1	2minutes
4	c) a clearly defined and measurable outcome to be achieved over a specified timeframe	1x1=1	2minutes
5	a) Long-term	1x1=1	2minutes

Part B

(2 x 5 = 10Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
6	Planning, Organising, Staffing, Directing, Coordination & Control, Reporting and Budgeting.	Any 5 functions with proper explanation. 5 marks	10 minutes

7	<p>Importance of Planning - Why Planning is Important?</p> <ol style="list-style-type: none"> 1. Increases Efficiency 2. Reduces Business-related Risks 3. Facilitates Proper Coordination 4. Aids in Organising 5. Gives Right Direction 6. Keeps Good Control 7. Helps to Achieve Objectives 8. Motivates the Personnel 9. Encourages Creativity and Innovation 10. Helps in Decision Making 	<p>any 5 importance with explanation 5 marks</p>	<p>10 minutes</p>
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Part C

(1 x15 = 15Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	<p>a) Any 5 Principles with justification Specialization, Authority, Scalar Chain, Team work, Delegation, Discipline, Span of control, Chain of command.</p> <p>b) SWOT Analysis Strength, Weakness, Opportunities and Threat. Highlight the two strengths and opportunities aspects in the case.</p>	<p>Introduction and Conclusion- 3 marks a) 6 marks b) 6 marks</p>	<p>30 minutes</p>



Roll No.																				
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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF COMMERCE

TEST – 2

Sem & AY: Odd Sem 2019-20

Course Code: COM102

Course Name: PRINCIPLES & PRACTICES OF MANAGEMENT

Program & Sem: B.Com & B.Com (Hons.) & I

Date: 18.11.2019

Time: 9.30 AM to 10.30 AM

Max Marks: 30

Weightage: 15%

Instructions:

- i. Answer all the Questions.

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries one mark. (5Qx1M=5M)

1. _____ is the process of stimulating to apply for a job
(C.O.NO.3) [Knowledge]
- a) Staffing
 - b) Recruitment
 - c) Controlling
 - d) Selecting
2. _____ refers to the learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.
(C.O.NO.3) [Knowledge]
- a) Training
 - b) Learning
 - c) Motivation
 - d) Development
3. _____ refers to a process or technique of instructing, guiding, inspiring, counseling, overseeing and leading people towards the accomplishment of organizational goals.
(C.O.NO.3) [Knowledge]
- a) Demonstration
 - b) Communication
 - c) Directing
 - d) Individualism

4. _____ of a message is how an audience member is able to understand, and interpret the message. It is a process of interpretation and translation of coded information into a comprehensible form.

(C.O.NO.4) [Knowledge]

- a) Decoding
- b) Coding
- c) Encoding
- d) Reading

5. _____ is a process for managers to set financial and performance goals with budgets, compare the actual results, and adjust performance, as it is needed.

(C.O.NO.4) [Knowledge]

- a) Financial Analysis
- b) Controlling
- c) Organizing
- d) Budgetary control

Part B [Thought Provoking Questions]

Answer both the Questions. Each Question carries five marks. (2Qx5M=10M)

6. Explain the important leadership styles adopted in modern organizations.

(C.O.NO.3) [Comprehension]

7. Describe the effective communication process adopted in the process of effective decision making

(C.O.NO.4) [Comprehension]

Part C [Problem Solving Questions]

Answer the Question. The Question carries fifteen marks. (1Qx15M=15M)

8. Situation Analysis

(C.O.NO.4) [Application]

You have joined a new Organization as a Human Resource Manager; you have been given a task to identify the important departments the company can formalize for the effective function of HR department. Illustrate how you go about formalizing different HR department.



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SCHOOL OF COMMERCE

TEST – 2

Semester: I

Course Code: COM102

Course Name: Principles & Practices of Management

Program & Sem: B.Com & B.Com Honors I Sem

Date: 18-11-19

Time: 9.30 to 10.30 am

Max Marks: 30

Weightage: 15%

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	CO3	Module 3		K								1
2	CO3	Module 3		K								1
3	CO3	Module 3		K								1
4	CO4	Module 4		K								1
5	CO4	Module 4		K								1
6	CO3	Module 3					C					5
7	CO4	Module 4					C					5
8	CO4	Module 4								A		15
	Total Marks			5			10			15		30

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

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

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**PRESIDENCY UNIVERSITY
BENGALURU
SCHOOL OF COMMERCE**

**TEST – 2
SOLUTION**

Semester: I

Course Code: COM102

Course Name: Principles & Practices of Management

Program & Sem: B.Com & B.Com Honors I Sem

Date: 27-11-19

Time: 1 to 2pm

Max Marks: 30

Weightage: 15%

Part A

(1 x 5M = 5Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	b) Recruitment	1x1=1	2minutes
2	a) Training	1x1=1	2minutes
3	c) Directing	1x1=1	2minutes
4	a) Decoding	1x1=1	2minutes
5	d) Budgetary control	1x1=1	2minute

Part B

(2 x 5 = 10Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
6	Types of Leadership Styles Democratic Leadership. Autocratic Leadership. Laissez-Faire Leadership. Strategic Leadership. Transformational Leadership. Transactional Leadership. Bureaucratic Leadership.	Any 5 leadership styles with proper explanation. 5 marks	10 minutes

7	<p style="text-align: center;">The Communication Process</p>	<p>Explanation of all the stages 5 marks</p>	10 minutes
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Part C

(1 x15 = 15Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	<p style="text-align: center;"><i>Functions of Human Resource Management</i></p>	<p>Any 7 HR Functions with explanation. 15 marks</p>	30 minutes

12. Explain the important types of Leaders in companies. (C.O.No.2) [Comprehension]
13. Illustrate scientific selection process. (C.O.No.3) [Comprehension]
14. Explain the stages in the process of communication. (C.O.No.4) [Comprehension]
15. Explain the important features of ethics. (C.O.No.5) [Comprehension]

Part C [Problem Solving Questions]

Answer both the Questions. Each Question carries 20 marks. (2Qx20M=40M)

16. If you have been appointed as head of leadership team in a Pharmaceutical company with a capacity of 600 workforce, what principles of management you suggest for Chairman for successful completion of organisational objectives? Illustrate each principle you suggest for the same. (C.O.No.1) [Application]
17. Prepare a SWOT analysis report for automobile company which wants to close because of policies of government and global recession. (C.O.No.5) [Application]



SCHOOL OF COMMERCE

Semester: End Sem 2019-20

Course Code: COM 102

Course Name: PRINCIPLES AND PRACTICES OF MANAGEMENT

Date: 30-12-2019

Time: 1.00-4.00

Max Marks: 100 marks

Weightage: 50%

Extract of question distribution [outcome wise & level wise]

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

15	C.O.5	Module 5					C					8
16	C.O.1	Module 1								A		20
17	C.O.5	Module 5								A		20
	Total Marks			20			40			40		100

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

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.

I hereby certify that all the questions are set as per the above guidelines.

BAKUC
19/12/19

Faculty Signature

Reviewer's Comments:

Annexure- II: Format of Answer Scheme



SCHOOL OF MANAGEMENT

SOLUTION

Semester: End Sem 2019-20

Course Code: COM 102

Course Name: PRINCIPLES AND PRACTICES OF MANAGEMENT

Date: 30-12-2019

Time: 1.00-4.00

Max Marks: 100 marks

Weightage: 50%

Part A

(10 x 2 = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	Yes	2 marks with justification	5 minutes
2	Focused vision, Reduced costs, Quick implementation of decisions, Improved quality of work.	Any 2 points 2 marks	5 minutes


3	Identification and Division of work: The organising function begins with the division of total work into smaller units Grouping the Jobs and Departmentalization Assignment of Duties Establishing Reporting Relationship	2 marks for stages	5 minutes
4	Directing is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals.	2 marks	5 minutes
5	Good teamwork skills. Communication skills and networking ability. Strong attention to detail. Creativity and writing skills. Commercial awareness.	Any 2 skills 2 marks	5 minutes
6	Panel interview, Stress interview, depth interview, formal and informal interview.	Any 2 types of interview 2 marks	5 minutes
7	Increases efficiency, quick decisions, less time consuming	Any two advantages 2 marks	5 minutes
8	This service helps people navigate difficult life situations, such as the death of a loved one, divorce, natural disasters, school stress and the loss of a job.	2 marks with justification	5 minutes
9	Social responsibility is a duty every individual has to perform so as to maintain a balance between the economy and the ecosystems.	2 marks	5 minutes
10	1) Integrity. A professional accountant should be straightforward and honest in all professional and business relationships. 2) Objectivity. 3) Professional competence and due care. 4) Confidentiality. 5) Professional behaviour.	Any 2 examples 2 marks	5 minutes

Part B

(5 x 8 = 40 Marks)

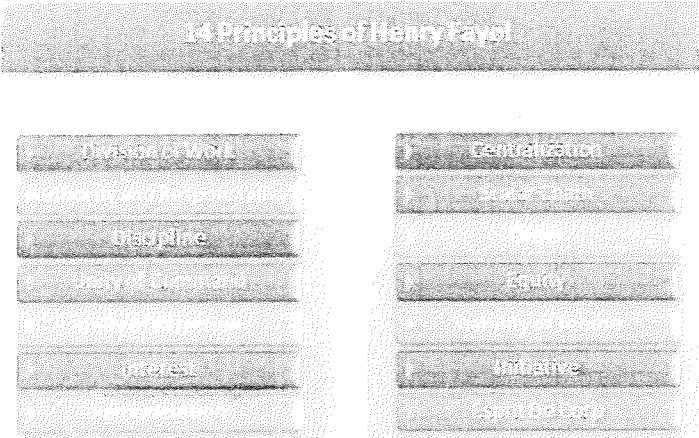
Q No	Solution	Scheme of Marking	Max. Time required for each Question
11	Effective Communication With Your Employees Shifting Your Mindset Along With Your New Role Pressure To Perform As A New Manager Shifting From Coworker To Boss Managing Your Time Setting Clear Goals And Expectations Encouraging Productivity Hiring For Your Team Firing An Employee	Any 5 with explanation 8 marks	15 minutes

	Asking For Help		
12	<p>Autocratic Leadership. Autocratic leadership style is centered on the boss. ...</p> <p>Democratic Leadership. ...</p> <p>Strategic Leadership Style. ...</p> <p>Transformational Leadership. ...</p> <p>Team Leadership. ...</p> <p>Cross-Cultural Leadership. ...</p> <p>Facilitative Leadership. ...</p> <p>Laissez-faire Leadership</p>	Any 4 types of leaders with illustration 8 marks	15 minutes
13		All stages with explanation 8 marks	15 minutes
14		All the points in stages with explanation 8 marks	15 minutes

15	 <ul style="list-style-type: none"> • Code of Conduct • Based on Moral and Social Values • Gives Protection to Social Groups • Provides Basic Framework • Voluntary • Requires Education and Guidance • Relative Term • New concept 	Any 5 with illustration 8 marks	15 minutes
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Part C

(2 x 20 = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
16		Apply at least 10 principles of management. 20marks	25 minutes
17	SWOT Analysis	Proper identification of SWOT and illustration of the same 20marks	30 minutes

