



**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF COMMERCE  
END TERM EXAMINATION - JAN 2023**

**Semester :** SEMESTER - III - 2021

**Course Code :** COM2003

**Course Name :** Sem III - COM2003 - Contemporary Management

**Program :** B.Sc - Economics

**Date :** 6-JAN-2023

**Time :** 1.00PM - 4.00PM

**Max Marks :** 100

**Weightage :** 50%

**Instructions:**

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.

**PART A**

**ANSWER ALL THE FOLLOWING QUESTIONS**

**10 X 2 = 20M**

1. "Art of getting things done through others" the definition is given by  
a) Koontz & Weihrich (CO1) [Knowledge]  
b) Parker Follett  
c) George R Terry  
d) Louis Allen
2. Scientific Management theory is developed by  
a) Fredrick Winslow Taylor (CO1) [Knowledge]  
b) Henri Fayol  
c) Max Weber  
d) Elton Mayo and Fritz Roethlisberger
3. Planning is also referred as  
a) Projected course of action (CO2) [Knowledge]  
b) Anticipatory decision making  
c) Principle of Primacy of Planning  
d) All of the above
4. One of the following is not principles of Organizing  
a) Unity of Command (CO2) [Knowledge]  
b) Management by Exception  
c) Scalar Chain  
d) Espirit de corps

5. \_\_\_\_\_ assumes that the typical worker has no ambition, avoids responsibility, and is individual-goal oriented. (CO3) [Knowledge]
- a) Theory X
  - b) Theory Y
  - c) Theory Y
  - d) None of the above
6. Which of the factors influence Hygiene Factors or Dissatisfiers in Herzberg's Two Factor Theory? (CO3) [Comprehension]
- a) Achievement, Recognition, Responsibility and Work itself
  - b) Achievement, Advancement, Personal growth, Responsibility
  - c) Working conditions, Coworker relations, Policies and rules, Supervisor quality
  - d) Working conditions, Advancement, Personal growth, Recognition
7. "Managerial Control implies the measurement of accomplishment against the standard and the correction of deviations to assure attainment of objectives according to plans." The definition is given by \_\_\_\_\_ (CO4) [Comprehension]
- a) Koontz & O' Donnel
  - b) Parker Follett
  - c) George R Terry
  - d) Louis Allen
8. The word "Communication" is derived from \_\_\_\_\_ language (CO4) [Comprehension]
- a) Spanish
  - b) German
  - c) Latin
  - d) Japanense
9. \_\_\_\_\_ change in an organization that upgrades their computer operating systems from Windows 8 to Windows 10. (CO5) [Comprehension]
- a) Adaptive
  - b) Transformational
  - c) Individual
  - d) Transactional
10. One of the factor does NOT help in overcoming resistance to change. (CO5) [Comprehension]
- a) Education
  - b) Facilitation
  - c) Uncertainty
  - d) Employee security

## PART B

### ANSWER ALL THE FOLLOWING QUESTIONS

4 X 10 = 40M

11. Human Relations management theory originated between 1924 and 1932 during experiments conducted at the Hawthorne plant of the Western Electric Company in Cicero, Illinois. These studies were started by scholars from the Massachusetts Institute of Technology (MIT), but Elton Mayo and Fritz J. Roethlisberger of the Harvard Business School became involved in 1927 and eventually popularized the subject. Discuss the phases in Hawthorne experiment. (CO1,CO2) [Comprehension]

12. A performance appraisal is a tool that is used to rate how well employees are meeting the expectations of the job – employee job description and goals. Doing so helps the employee understand what they can do to improve how well they perform, rewards employees for doing a good job and serves as a tool to determine appropriate raise distribution. Many organizations promote front-line employees to supervisors without providing adequate training for the new role of managing others.

This lack of training can result in front-line supervisors making subconscious mistakes on performance evaluations. These subconscious errors result in confusion, hurt feelings, and unnecessary anxiety for employees. Explain the rating errors in performance appraisal.

(CO3) [Comprehension]

13. Control is a fundamental managerial function. Managerial control regulates organizational activities. It compares the actual performance and expected organizational standards and goals. For deviation in performance between the actual and expected performance, it ensures that necessary corrective action is taken. Review the techniques in managerial control.

(CO4) [Comprehension]

14. The resistance to organizational change is rarely irrational. Employees resist change efforts from a perspective that makes perfect sense to them. These reasons may be varied in nature. Summarize the reasons to resistance to change.

(CO5) [Comprehension]

### PART C

#### ANSWER ALL THE FOLLOWING QUESTIONS

2 X 20 = 40M

15. There are numerous ways of defining leadership. Some leadership theories attempt to explain what differentiates a leader, while some explain how great leaders come to be. Leadership theories don't only exist in history. They are concepts with actionable advice that can be adopted by many, from executive managers to community leaders and government officials.

As leadership theories evolved, every latest theory is becomes a criticism of the earlier theory. Express the criticism of each latest theory over the earlier theory with explanation.

(CO2,CO3) [Comprehension]

16. Gayatri, aged 49 is working in an aviation company. She is the senior most employee in her division. She is even senior to the division manager, Ram.

Gayatri is considered as one of the most committed, capable and hard-working employees. As a result of her abilities and seniority, she generally received the work assignments of her choice. Although there was no formal designation of various special projects assigned to Gayatri, she handled them as a matter of routine.

A problem developed when an able and intelligent person Arvind, aged 33, was appointed by Ram. Arvind's previous three years' experience in the closely related work, made it possible for him to catch on to the routine work of his new job more rapidly than was customary for a new employee. On several occasions, Ram noticed the tension developing between Gayatri and Arvind. However, Ram didn't want to get involved in their personal issues as long as the work was completed effectively and efficiently by them.

One day, the tension between them reached the boiling point and Gayatri complained to Ram stating that her duties were being largely taken over by Arvind. Ram issued the order stating the clear allocation of the jobs and related duties between the two. He further clarified the working relationship between them by specifying who was to report to whom. This helped in reducing the workload, enhancing productivity and removing ambiguity.

- a. Identify the function of management in the case. Rewrite the meaning of the function. (5M)  
b. Discover principles of the identified function missing in the case. (10M)  
c. Ram had re-allocated the jobs and re-allocated the hierarchy. Modify the solution if you had to resolve the problem in the case. (5M)

(CO4,CO5) [Application]

\*\*\*\*\*