



**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

MAKE UP EXAMINATION – JAN 2023

Course Code: BBA2008

Date: 23/JAN/2023

Course Name: Management and Behavioral Practices

Time: 9:30AM – 12.30PM

Program : BBA

Max Marks: 100

Weightage: 50%

Instructions:

- (i) Read the all questions carefully and answer accordingly.
(ii) All Questions are Mandatory.

Part A

Answer all the Questions. Each question carries TWO marks. (10Qx 2M=20M)

1. _____ describes one of the concepts, that is crucial for the smooth running of an organisation. Name that concepts from the below options. **(CO No 1) [Knowledge]**
A) Planning B) Management C) Coordination D) All of the above
2. Which principle of management is violated if a subordinate is asked to receive orders from two or more superiors. Choose the answer from below options **(CO No 1) [Knowledge]**
A) Unity of command B) Unity of direction C) Equity D) Order
3. Which level of management is responsible for implementing programs that are intended to carry out the broader objectives of an organization set by executives? **(CO No 1) [Knowledge]**
A) supervisory managers B) middle managers C) first level managers
D) chief financial managers
4. Top management is concerned with formulation of **(CO No 1) [Knowledge]**
A) guidelines for supervisors. B) long-term plans. C) short-term plans
D) None of these.
5. Management is a -----Activity. **(CO No 1) [Knowledge]**
A) single B) group C) both group and single D) None
6. Companies adapting matrix organization structure follow a combination ofand..... structure **(CO3) [Knowledge]**
A) Functional, Project based
B) Functional, team
C) Functional, virtual
D) Functional, decentralized
7. Hawthorne experiment” which was a real beginning of applied research in OB was conducted by _____ **(CO5) [Comprehension]**
A) Elton Mayo
B) Henry Fayol
C) F.W. Taylor
D) Max Weber
8. Organization Behavior is _____ **(CO5) [Knowledge]**
A) An interdisciplinary approach
B) A humanistic approach
C) Total system approach
D) All of these

9. In Maslow's Need hierarchy which needs are shown between Esteem needs and Safety needs
(CO4)[Knowledge]

- A) Social needs
- B) Esteem needs
- C) Security needs
- D) Basic need

10. Which one of the following is a step of controlling? **(CO 4) [Knowledge]**

- A) Assessing personnel required
- B) Taking corrective action
- C) Assessing environment
- D) Taking disciplinary action

Part B

Answer all the Questions. Each question carries TEN marks. (4Qx10M=40M)

11. M/s Beta Ltd. deals in consumer goods. It employs 100 workers and 10 operative managers who give guidance and support to the workers while operating the machinery. The company has a policy of granting leave as per the requirement of the workers. Workers are generally granted leave on festivals and special occasions. Recently on Puja festival, it received a big order. Workers are keen to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel Manager who called the meeting of operative managers and workers to inform them about the changes in the incentive plan which states payment of double wages for working overtime and triple wages for working on holidays. Workers without any pressure voluntarily took limited holidays and were able to increase their earning by working overtime and on holidays. During Board of Directors meeting, Personnel Manager was asked to update the management for achieving higher output, meeting timely supplies without any confrontation with workers. Personnel Manager replied, "I just used a carrot with no sticks approach".

Answer the following question stated below:

By quoting the lines from above paragraph state Principles of directing. **(CO No 1) [Knowledge]**

12. XYZ is a multinational car manufacturing company head quartered in India that operates in seven countries. Company decisions relating to research and development, marketing strategy, pricing policies, customer grievances are handled by the company headquarters due to which the marketing and CRM team of the organization has been facing problems. Due to the centralized decision making policy of the company resolving customer complaints is taking time and also the marketing managers are restricted as they are not able to engage the prospective customers with promotion strategy as marketing decisions of the company is centralized. The above case narrates the organization structure and its implementation.

- Suggest a combination of any two organization structure that can help the company to respond to the customer complaints and also empower the marketing manager in customer engagement through timely promotion tactics
- Elaborate on feasibility of implementing the organization structures suggested with its advantages

(CO 1) [Knowledge]

13. AMC Pvt limited is an Information technology company and the organization has recently advertised for the position of manager for their four branches in Bengaluru. Company is looking for prospective candidates for managerial position whose knowledge is not just confined to IT but also in other areas of management. Explain the managerial skills to be possessed by the prospective candidate for the managerial position from the case perspective. **(CO 2) [Comprehension]**

14. Kat joined in a garment factory as a supervisor. She observed that the output of employees in manufacturing department is very low compared to the standards set. Kat speaks to employees, and they complain that the material is not available on time. Kat speaks to the shopkeeper, and he complains that every day the employees approach him at the last minute to procure different kinds of threads, laces, mirrors, or buttons. If it is not available in the stores, then the storekeeper must place an order with the purchase officer. As a result, a lot of manufacturing employee's time is wasted. To integrate the various production activities, Kat ensured that the storekeeper is informed about the material requisition three days in advance.

- i. Identify the problem in this case and suggest a solution for the problem.
ii. Brief various management functions Kat is involved into. **(CO No 1) [Knowledge]**

Part C

Answer all the Questions. Each question carries TWENTY marks. (2Qx20M=40M)

15. The history of McDonald's dates back to the late 1930s, when two brothers, Richard and Maurice McDonald, started a hotdog stand called Airdrome in California. Later, in 1940, they opened a barbeque restaurant in San Bernardino and called it McDonald's Barbeque. In 1948, they streamlined the business, incorporating new strategies that would enable quick service at low prices. This in turn was expected to help them sell larger volumes. Inspired by the automobile industry, they started to take an assembly line kind of approach to prepare food at the new restaurant. After implementing the new system, they were able to sell hamburgers at 15 cents (earlier they cost 30 cents) and French fries at 10 cents. For several decades, McDonald's had been synonymous with fast food, but after 2010, customers started looking at it differently. People started showing an interest in outlets serving food which they perceived to be wholesome and made of healthy ingredients, while McDonald's become synonymous with cheap and greasy food made of unhealthy ingredients. According to Mike Donahue, former chief communications officer at McDonald's US, "McDonald's) has become the symbolic scapegoat for anyone wanting to use a generic word to describe obesity or health problems. Anyone that wants to be a critic for food or health issues, their mind Spell Check inserts McDonald's, and that's a major problem if you want to bring in more customers. In several international markets where McDonald's had a presence, it was slowing down too. In the third quarter of 2014, the global same store sales dropped by 3.3%. International operations were affected by challenges in several markets in Europe, Latin America and Asia. The heavily franchised business model put forth by Easterbrook was expected to generate more stable revenue and cash flow streams. The structural changes and ownership were expected to result in savings in the bottom line and spur future growth. McDonald's planned to deliver US\$ 300 million in savings in general and administrative expenses through restructuring, refranchising, and focus on spending on quality improvement of healthy ingredients.

Questions: (CO4) [Comprehension]

- A. Analyze the context of Mc Donalds on its managerial decision making process.
B. Explain the innovative approaches of Mc Donald's new business model.

16. Mr Sundar is planning to start a garment manufacturing company and wants to ensure that employees working in his organization are given proper and timely directions related to work, resources should be effectively utilized, there must be harmony and role clarity in the organization. None of the employee should be overloaded with work so that the employees in the organization feel comfortable and committed. In the light of given case, explain and apply the fourteen principles proposed by Henry Fayol. Explain also how these principles can help Mr Sundar in effectively managing his company.

(CO5) [Application]