

D 132350

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Name.....

Reg. No.....

FIRST SEMESTER (CUFYUGP) DEGREE EXAMINATION, NOVEMBER 2025

Accounting and Finance / Commerce

COP1CJ101/COM1CJ101—MANAGEMENT PRINCIPLES AND APPLICATION

(2024 Admission onwards)

Time : Two Hours

Maximum : 70 Marks

*Answers should be written in English only.***Section A***Answer all questions.**Each question carries 3 marks ; ceiling 24 marks.*

- 1) What are the functions of management ?
- 2) Explain the concept of managerial competency.
- 3) What do you mean by line organisation ?
- 4) What is the difference between authority and responsibility ?
- 5) What is the Trait Theory of leadership ?
- 6) What is McGregor's Theory X ?
- 7) What is the Control Process in management ?
- 8) Name two types of conflict within groups.
- 9) List two principles of business ethics.
- 10) Name two barriers to effective communication.

(Ceiling 24 marks)

Section B*Answer all questions.**Each question carries 6 marks ; ceiling 36 marks.*

- 11) Do you think management is an art ? Justify your answer.
- 12) Elaborate in detail the process of planning.
- 13) Explain the structure of Line and Staff organisation.
- 14) Elaborate the importance of departmentalisation.

Turn over

- 15) Analyse the importance of effective communication in an organisation.
- 16) Discuss different techniques for employee motivation and how these can lead to goal persistence in the workplace.
- 17) Define business ethics. Describe its important features.
- 18) Discuss the contributions of C.K.Prahalad to management.

(Ceiling 36 marks)

Section C

*Answer any one question.
The question carries 10 marks.*

- 19) Define motivation. Explain in details any four theories of motivation.
- 20) You have been assigned to lead a cross-functional project team at a mid-sized technology company. The team consists of four members from different departments:
 - **Sophie (Product Development)** : She is highly knowledgeable in her field and prefers a structured, directive environment. She expects clear instructions and is hesitant to take risks.
 - **Ravi (Sales)** : He is a natural relationship-builder and thrives in collaborative settings. He is flexible but sometimes needs guidance on priorities.
 - **Jaseela (Finance)** : Jaseela is detail-oriented and follows rules strictly. She prefers minimal ambiguity and is resistant to rapid changes.
 - **David (Marketing)** : David is highly innovative and willing to take risks, but often lacks focus on process. He requires frequent feedback and independence to work effectively.

As the team leader, you need to decide on a leadership approach that can motivate and guide the team towards success. The project is challenging and time-sensitive, requiring all team members to work effectively together.

Questions :

- a) What leadership style would be most effective for leading Sophie, Ravi, Jaseela, and David? How can you adapt your leadership style to suit each individual?
- b) What potential challenges might arise from using a specific leadership style with this diverse team? How would you address these challenges to ensure the project's success?
- c) How would you handle a situation where David (Marketing) proposes an idea that conflicts with Jaseela's (Finance) strict adherence to budget constraints? What leadership approach would help mediate this conflict and bring the team towards a consensus?

(1 × 10 = 10 marks)

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Section A*Answer all questions.**Each question carries 3 marks.**Ceiling 24 marks.*

1. Write down any three principles of Fayol.
2. Write a note on M.B.O.
3. Define delegation of authority.
4. What are the key steps involved in the organizing process ?
5. Define Authoritarian Leadership.
6. What is McGregor's Theory Y ?
7. What is MBE ?
8. What is the role of communication in conflict management ?
9. What are the key factors affecting business ethics in the workplace ?
10. Define Contingency Theory of leadership.

Turn over

Section B

Answer all questions.

Each question carries 6 marks.

Ceiling 36 marks.

11. Critically assess the various managerial roles identified by Henry Mintzberg.
12. Do you think management is a science ? Give justifications for your answer.
13. Analyse the steps involved in the organizing process. How do these steps contribute to creating an effective organizational structure ?
14. Explain the structure of Line organisation.
15. Compare and contrast the Authoritarian, Democratic, and Laissez-Faire leadership styles.
16. Describe Maslow's Need Hierarchy Theory.
17. Explain the key traits that are associated with Trait Theory.
18. Define communication. Discuss the strategies to overcome barriers to communication.

Section C

Answer any one question.

The question carries 10 marks.

19. What is organizing ? Give an overview of contemporary organisational design.
20. You are the manager of the Sales and Marketing department at a growing e-commerce company. The department consists of three teams:
 - **Sales Team (Team A)** : Led by Sujith, the Sales Manager, who is very goal-oriented and focused on achieving sales targets. Sujith is known for his high-pressure tactics to ensure that quotas are met.
 - **Marketing Team (Team B)** : Led by Nidhila, the Marketing Manager, who is highly creative and prefers to take a strategic approach. Nidhila believes that a strong marketing strategy should precede any sales targets and is cautious about rushing campaigns to meet deadlines.

- **Customer Support Team (Team C)** : Led by Vijay, who is focused on maintaining customer satisfaction and is often caught in the middle of the conflicting priorities of Sales and Marketing teams.

Recently, the two departments (Sales and Marketing) have been in constant conflict over priorities, deadlines, and resource allocation. The Sales team feels that the Marketing team is delaying campaigns, causing a drop in leads and conversions. Meanwhile, the Marketing team argues that the Sales team is pushing them to launch campaigns before they are fully prepared, leading to ineffective results. The Customer Support team is feeling the stress as they deal with more customer complaints due to miscommunication between the other teams.

As the department manager, you are tasked with resolving this conflict and ensuring that all teams work cohesively to drive the company's growth.

(1 × 10 = 10 marks)