



Register Number:

Date:

ST. JOSEPH'S COLLEGE (AUTONOMOUS), BANGALORE-27

B. COM. (IFA) - I SEMESTER

SEMESTER EXAMINATION: OCTOBER 2019

BCIFA1419 – ORGANISATION MANAGEMENT

Time- 2 1/2 hrs

Max Marks-70

This paper contains 4 printed pages and four parts

Section- A

Answer any 5 questions

5 x 2 = 10

1. a) Which of the following statements regarding organisations are correct?

- (i) Companies tend to raise money from central government.
- (ii) Most sole traders and partnerships have the aim of maximising owner wealth.
- (iii) Public sector organisations are controlled by the central government.
- (iv) Charities form part of the public sector.

- A. (i) and (ii) only
- B. (iii) and (iv) only
- C. (ii) and (iii) only
- D. (ii) and (iv) only

b) GreenWatch is an independent environmental charity set up to lobby the government for improved environmental regulation on business. What type of organisation is GreenWatch most likely to be classed as?

- A. Public sector
- B. Co-operative
- C. Non-governmental
- D. Commercial

2. a) Which of the following are usually seen as the primary objectives of companies?

- (i) To maximise the wealth of shareholders
- (ii) To protect the environment
- (iii) To make a profit

- A. (i), (ii) and (iii)
- B. (i) and (ii) only
- C. (ii) and (iii) only
- D. (i) and (iii) only

b) Which of the following would NOT be described as a connected stakeholder?

- A. Customers
- B. Suppliers
- C. Employees
- D. Shareholders

3. a) When analysing its strategic position, an organisation may use one of several models, including:

- (i) SWOT
- (ii) Five forces
- (iii) PEST
- (iv) Value chain

OIU company is undertaking a strategic analysis of its operations. It has discovered government plans to write new legislation that would result in OIU's closure. Which of the strategic models should have identified this issue?

- A. (i) and (ii)
- B. (ii) and (iii)
- C. (i) and (iii)
- D. (i) and (iv)

b) Consider the following statements:

- (i) Under the functional structure, each department operates as a strategic business unit.
- (ii) The matrix structure will enable rapid decision-making within the organisation.

Which of the statements is/are correct?

- A. (i) only
- B. (ii) only
- C. Both
- D. Neither

4. a) Which of the following are consequences of unemployment?

- (i) There is less pressure for the government to increase taxes.
 - (ii) There is reduced economic output.
 - (iii) There is greater inflationary pressure in the economy.
- A. (i) only
 - B. (ii) only
 - C. (i) and (ii) only
 - D. (ii) and (iii) only

b) 'Low industry profitability is a barrier to entry.' Is this statement:

- A True
- B False

5. a) Which of the following is **NOT** a likely additional cost to an organisation caused by decentralisation?

- A. Additional training costs are often required in a decentralised organisation
- B. Duplication of roles, leading to higher personnel costs
- C. Extra costs of gathering information from various sources and locations
- D. Lost sales due to lack of local knowledge and expertise

b) Which of the following benefits could be realised from a successful CSR programme?

- (i) Improvement in innovation by identifying new market opportunities.
- (ii) Improvement in the company's reputation.
- (iii) Improvement in relationships with internal and external stakeholders.
- (iv) Maintenance of strategic assets such as licences to operate.

Select one from the following four options:

- A. (i), (ii) and (iii) only
- B. (ii), (iii) and (iv) only
- C. (i), (iii) and (iv) only
- D. (i), (ii), (iii) and (iv)

6. a) Two employees are currently in conflict with each other. They only have to work together for a short period on a mutual project, but the conflict has progressed to the point where they have stated that they are no longer willing to work with one another. Their manager is currently very busy, but is aware that it will be impossible to reach a compromise between the two workers. Which approach to conflict management would the manager find most appropriate?

- A. Suppression
- B. Resolution
- C. Reduction
- D. Denial

b) Consider the following two statements:

- (i) Your supervisor at work instructs you to undertake an activity you believe to be illegal. This is an example of an ethical dilemma.
- (ii) Adopting a strong ethical code will tend to improve a company's relationship with investors.

Which of these statements is/are correct?

- A. (i) only
- B. (ii) only
- C. Both
- D. Neither

Section- B

Answer any 3 questions

3 X 5 = 15

- 7. Who are the stakeholders of an organisation? What are their roles in the growth of the organisation?
- 8. What is SWOT? Explain how SWOT analysis is used to study the competitive environment of business.
- 9. Define CSR. What are the roles of a business organisation in implementing an effective CSR programs?
- 10. What is meant by personal effectiveness? Explain the different techniques of personal effectiveness.

Section-C

Answer any 2 questions

2 X 15 = 30

- 11. Define Political system. Explain the effect of political and legal factors on organisations in different sectors of our economy
- 12. Discuss the various types of organisation structures with the help of suitable illustrations.
- 13. Discuss the role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession in the context of international business accounting.

Section-D

Answer the following compulsory question

1 X 15 = 15

14. Case Study:

X is a junior manager in his early 40s who joined his company at the age of 21. He sticks to a strict routine, arriving and leaving work punctually. He is married with two

children at school. He has always worked in the functional section that he now manages and is the most experienced employee in his particular field. However, he is not familiar with latest developments in information technology and feels swamped by an excess of useless information. He claims that he is, in any case, aware of the information he needs, but his subordinates worry because they notice that he ignores information that does not agree with his opinions.

Y is a young accounting graduate who works in the management information department. She has been promoted quickly to supervisor level, having joined the company a few years ago straight from university. She is single and lives close to the office and often works late because she loves computers and is fascinated by their potential. She frequently and fluently tells anyone willing to listen that the company is old fashioned and needs to be dragged into the twenty-first century. X hears this, disapproves but does not comment, and carries on in his usual way.

Although Y and X are located in different buildings on the same site, their work requires them to co-operate regularly. Their relations are getting more and more strained and their work is suffering.

Question:

Identify and describe the barriers to communication between the two colleagues.