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ST. JOSEPH'S COLLEGE (AUTONOMOUS), BANGALORE-27
BCOM IFA - I SEMESTER
SEMESTER EXAMINATION: JANUARY 2021
BCIFA 1419- ORGANISATION MANAGEMENT

Time- 2 1/2 hrs

Max Marks-70

This paper contains four printed pages and four parts

SECTION A

Answer any five questions carrying two marks each:

(5 x 2= 10)

1. Which of the following is NOT a key feature of an organisation?
 - a. Controlled performance
 - b. Collective goals
 - c. Social arrangements
 - d. Creation of a product or service

2. When considering the roles of different departments, which one of the following is likely to be concerned with identifying and satisfying customer needs?
 - a. Production
 - b. Research and development
 - c. Marketing
 - d. Purchasing

3. Outsourcing is often associated with which business processes?
 - a. Allowing employees to work from home
 - b. Sourcing data from outside the company
 - c. Transferring call centres overseas
 - d. Sending staff on foreign assignments

4. Name any four ethical threats.
5. What is grapevine communication?
6. Co sells motor vehicles in country V. It has recently discovered that the government is planning a major overhaul of the public transport system in country V, which will significantly increase its speed and comfort, while lowering the cost to make it attractive to individual drivers. Under which heading of Porter's five forces model would this issue be included?

- a. Barriers to entry
- b. Power of suppliers
- c. Threat of substitutes
- d. Power of buyers

SECTION B

Answer any three questions carrying five marks each:

(3 x 5= 15)

7. (a) C Company has a number of key committees, as recommended by relevant codes of corporate governance. Are the following statements true or false?

Statement	True	False
Audit committees are responsible for reviewing accounting policies and ensuring they are appropriate		
Remuneration committees should be made up of two or more non-executive directors if the company is small		
The nominations committee helps the company to select which of the nominated audit firms should be selected by the company		
Both internal and external auditors report to the audit committee		

- (b) Which FOUR of the following statements are correct with regards to committees.

- i. Ad hoc committees are formed for a particular purpose on a permanent basis
 - ii. Committees can be used a delaying mechanism
 - iii. Committees are often slow at making decisions due to internal disagreements
 - iv. The Chairperson is typically responsible for preparing the minutes of meetings
 - v. The Secretary is typically responsible for ensuring the meeting is kept on time
 - vi. Committees make decisions that are often more easily accepted by the organisation
 - vii. Committees enjoy collective responsibility
 - viii. Standing committees are typically temporary in nature
8. (a) T works in a local government office. He has significant problems with time management and often feels that there are 'simply not enough hours in the day' for him to accomplish all of the tasks he has been given. T has compiled a list of issues that he feels may be preventing him from achieving good time management in his role. Which FOUR of the following statements are most likely to be contributing to T's poor time management?
- i. T's job is dynamic and very unpredictable.
 - ii. T is assertive and willing to tell his managers if he does not have time to complete a task.
 - iii. Many of the people that T has to meet face-to-face are located far from his office.
 - iv. When in his office, T operates a 'closed door' policy meaning that colleagues have to formally book time to discuss issues with him.
 - v. The department that T works for is bureaucratic, requiring significant amounts of paperwork to be undertaken for both major and minor tasks.
 - vi. T's department makes extensive use of IT to aid communication between employees.

- vii. T dislikes keeping a diary and feels he never 'has any time' to complete one.
- viii. T is skilled at breaking larger jobs down into smaller tasks.

(b) T's recent appraisal has led to the development of a personal development plan. This process falls into three main stages. Identify the stage which is associated with each of the following activities.

Activity	Analysis of T's current position	Action plan	Goal setting
Ensuring that all objectives set for T are measurable.			
Carrying out a personal SWOT analysis for T.			
Set specific targets for T to work towards, along with details of how success will be measured.			
Identifying that T has poor time management skills.			

- 9. Briefly explain the fundamental principles of IFAC code of ethics.
- 10. Write a note on Mendelow's Power-Interest Matrix.

SECTION C

Answer any two questions carrying fifteen marks each: (2 x 15= 30)

- 11. Explain the three economic theories.
- 12. Explain the different patterns of organisation structure with pictorial description.
- 13. Apply PEST analysis on a haulage firm.

SECTION D

Answer the compulsory question carrying fifteen marks: (1 x 15= 15)

- 14. David is 35 years old who is a foodservice manager at a casual dining restaurant. David is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16-55years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.

Employees receive "on the job training" about safety basics. But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day.

One day David comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear to work. He admits he needs a haircut and a good hand scrubbing especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. David is frustrated and doesn't know what to

do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.

David has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they are encouraged to wash their hands frequently.

Questions:

- a. What are the communication challenges and barriers David faces? (8 marks)
 - b. What are some ways David might use effective communication as a motivator for employees to follow food handling practices? (7 marks)
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