

	[2]		[3]
vi.	The Neoclassical approach to organizational design emerged as a reaction to the Classical approach and emphasizes: (a) Scientific techniques (b) Human relations and social needs (c) Rigid structures (d) Task specialization	1 1 1 3	(d) Path-Goal theory
vii.	Which of the following best describes a shared value approach to CSR? (a) Focusing only on shareholder returns (b) Creating economic value in a way that also creates value for society (c) Avoiding legal obligations related to social issues (d) Reducing costs at the expense of employee welfare	1 1 1 4	Q.2 i. Define management with suitable example. 2 1 3 1 ii. What are the functions of managers? 3 2 2 1 iii. In what way does the controlling function contribute to the achievement of organizational objectives? Discuss it. 5 2 4 1 OR iv. Explain the evolution of management thoughts in detail. 5 2 1 1
viii.	Which of the following is an example of environmental CSR? (a) Providing scholarships to students (b) Implementing a recycling program in the organization (c) Offering flexible working hours for employees (d) Launching a new product to increase market share	1 1 2 4	Q.3 i. What is personality and perception? 2 1 2 2 ii. What are the main elements of motivation as outlined in Herzberg's two-factor theory? Which decision making skill required for management of organization? Explain. 8 2 2 2 OR iii. Outline the organisational culture and the concept of managing culture diversity. 8 2 3 2
ix.	Which of the following best defines leadership? (a) The ability to issue commands and control subordinates (b) The ability to influence others to achieve organizational goals (c) The ability to manage day-to-day operations (d) The ability to implement strict rules and regulations	1 1 4 5	Q.4 i. Give the theory of organization. 3 1 2 3 ii. Define organizational design. How does the Neoclassical approach differ from the classical approach to organizational design? 7 2 4 3 OR iii. Explain the phenomena of organizational structure with appropriate example 7 2 4 3
x.	Which leadership theory suggests that leaders are born with specific traits that make them effective? (a) Behavioural theory (b) Trait theory (c) Situational theory	1 1 3 5	Q.5 i. Interpretate the corporate citizenship. 4 2 3 4 ii. What is the main purpose of corporate social responsibility and corporate governance? 6 2 2 4 OR iii. What is business ethics? Describe the ethical guidelines for marketing, finance and advertising. 6 2 4 4 Q.6 Attempt any two: i. Distinguish the concept and nature of leadership. 5 4 4 5 ii. Give the importance of leadership. What are the attributes of a leader? 5 2 4 5 iii. Explain leadership grid. 5 2 3 5

Marking Scheme**CB3CO26 Fundamentals of Management (T)**

Q.1	i) Controlling	1	Q.4 OR Q.5 OR Q.6	i.	Proper theory -3 marks	3
	ii) Douglas McGregor	1		ii.	Define -2 marks	7
	iii) Skinner's Reinforcement Theory	1			Difference -5 marks	
	iv) Judging someone based on a single trait	1		iii.	Proper explanation with example -7 marks	7
	v) Efficiency and structure	1				
	vi) Human relations and social needs	1				
	vii) Creating economic value in a way that also creates value for society	1				
	viii) Implementing a recycling program in the organization	1		i.	Proper distinguish- 5 marks	5
	ix) The ability to influence others to achieve organizational goals	1		ii.	Importance -2.5 marks Attributes -2.5 marks	5
	x) Trait Theory	1		iii.	Proper explanation -5 marks	5

Q.2	i. Define -2 marks	2				
	ii. 3 function -3 marks	3				
	iii. Proper discussion -5 marks	5				
	OR iv. Proper explanation -5 marks	5				
Q.3	i. Personality -1 marks Perception -1 marks	2				
	ii. Herzberg's Two-Factor Theory- 4 marks decision making skill- 4 marks	8				
	OR iii. organisational culture- 4 marks culture diversity - 4 marks	8				