

**GUJARAT NATIONAL LAW UNIVERSITY**  
**GANDHINAGAR**  
 Course: **Business Organization and Management**  
**Semester-I (Batch: 2018-23)**

End Semester Examination: Oct-Nov. 2018

Date: 27<sup>th</sup> October, 2018

Duration: 3 hours

Max. Marks: 50

**Instructions:**

- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in-line.
- Do not write anything on the question paper.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

- |   | Marks                |
|---|----------------------|
| <p>Q.1 Answer the following questions (any three):</p> <p>(a) Discuss the requirements of funds for any startup based on its development phases. Also, compare characteristics of private equity, angle investment, bootstrapping and venture capital.</p> <p>(b) 'Managers are managers - cross boarder transfers do not affect their performance as managers.' Do you agree with the statement? Justify your views with appropriate reasoning.</p> <p>(c) Explain the model of managerial competencies. Also discuss rewards and challenges of being a manager.</p> <p>(d) What is organizing function? Discuss its key elements in detail with suitable examples.</p>  | <p>(3x7<br/>=21)</p> |
| <p>Q.2 Answer the following questions:</p> <p>(a) Explain the contingency approach and behavioural approach of management with suitable examples.</p> <p>(b) 'The things get measured get managed.' Discuss the statement in the context of the controlling function of management.</p> <p>(c) 'Is management science or art or both?' Give your views with appropriate reasoning.</p>  | <p>(3x5=<br/>15)</p> |
| <p>Q.3 Discuss the following (any two):</p> <p>(a) Herzberg's motivation – hygiene theory &amp; McClelland's three needs theory</p> <p>(b) Quantitative approach of management</p> <p>(c) Organizational culture building at startup</p>  | <p>(2x4=<br/>08)</p> |
| <p>Q.4 Read the passage and answer the questions given below:</p> <p><i>Management is a bottom-line focus: How can I best accomplish certain things? Leadership deals with the top line: What are the things I want to accomplish? In the words of both Peter Drucker and Warren Bennis, "Management is doing things right; leadership is doing the right things." Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. You can quickly grasp the important difference between the two if you envision a group of producers cutting their way through the jungle with machetes. They're the producers, the problem solvers. They're cutting through the undergrowth, clearing it out. The managers are behind them, sharpening their machetes, writing</i></p> | <p>(2x3=<br/>06)</p> |

*policy and procedure manuals, holding muscle development programs, bringing in improved technologies, and setting up working schedules and compensation programs for machete wielders. The leader is the one who climbs the tallest tree, surveys the entire situation, and yells, 'Wrong jungle!'.*

*(Source: Seven Habits of Highly Effective People by Stephen Covey)*

Questions:

- (i) From long term as well as short term success perspective, differentiate roles and responsibilities of a leader and a manager.
- (ii) It is essential for organizations to have synergy between leadership and management for enduring success. Do you agree with the statement? Justify.

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