



V. M. SALGAOCAR INSTITUTE
of
INTERNATIONAL HOSPITALITY EDUCATION

B. Sc, International Hospitality Management

Type: Semester End Assessment (SEA)

Date: 08/04/2025

Batch and Semester: 2024-27 & II

Total Marks: 80

Time Duration: 2 Hours

Course Name: Principles and Practice of Management

Course Code: COM-111

Faculty: Dr. Lysette D'souza

This paper contains 03 pages in addition to the cover page.

Full Name of the Student: _____

Permanent Registration Number: _____ Class: _____

Marks Obtained: _____ Faculty Signature: _____ Invigilator Signature: _____

Main Answer sheet	Number of Supplements	Total number of Answer sheets
01		

- Carefully read each question at the outset of the paper. All queries must be addressed to the faculty within the first 10 minutes of the examination.
- Students are expected to maintain complete silence in the examination hall and should not interact or communicate with their peers.
- Students will carry only their essential stationery like pens, pencils, ruler and simple calculators into the examination hall.
- Bags, eatables, drinks, etc. will not be allowed inside the hall with the exception of a bottle of water.
- Cell phones, electronic data banks, scientific calculators and smart/beeping watches are prohibited in the examination hall.
- Students will answer the examination with only blue/ black ball point pens unless informed differently by faculty. Avoid usage of green or red ink pens on the answer sheet.
- Dictionaries will not be allowed into examination hall unless informed differently by faculty.



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Q.1) Answer the following questions.

(8x 2 = 16 Marks)

- I. State the three common characteristics of an organization.
- II. According to the functions approach name the 4 important management functions.
- III. Explain the term "TQM".
- IV. Differentiate between Unity of Command and Unity of Direction.
- V. Name 4 factors and forces outside the organization that affects its performance.
- VI. Define Organizational Culture.
- VII. Describe the term "Workplace Diversity".
- VIII. Define Motivation.

Q.2 A) i) Describe the role of a "Figurehead" in Mintzberg's managerial roles?

(03 Marks)

- ii) Explain the difference between "Disseminator" and "Spokesperson" roles in Mintzberg's model of managerial roles.

(03 Marks)

OR

Q.2 A) iii) Explain the principle of "Division of Work" and "Subordination of Individual Interest to General Interest" in Fayol's management theory.

(03 Marks)

- iv) Explain the principle of "Equity" and "Scalar Chain" in Fayol's management theory.

(03 Marks)

Q.2 B) i) What are "Hygiene Factors" in Herzberg's theory, and can they motivate employees?

(03 Marks)

- ii) How do "Motivators" differ from "Hygiene Factors" in terms of their impact on employee satisfaction?

(03 Marks)

Q.2 C) i) Explain the term management, and why is it important in organizations?

(04 Marks)

Q.3 A) i) How does the "People Orientation" dimension affect management practices? Illustrate using the Six Dimensions of Organizational Culture.

(03 Marks)

- ii) How does the "Attention to Detail" dimension influence employee behavior in an organization? illustrate using the Six Dimensions of Organizational Culture.

(03 Marks)

OR



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Q.3 A) iii) Why is it important for an organization to have a unique culture that sets it apart from its competitors? **(03 Marks)**

iv) How does the "Stability" dimension impact the work environment in an organization? **(03 Marks)**

Q.3.B) i) Planning is an important function of Management. Explain using an example. **(03 Marks)**

ii) Why is "Controlling" necessary for effective management? **(03 Marks)**

Q.3. C)i) How can the management by objectives (MBO) approach be effectively implemented to align individual performance with organizational goals and drive overall business success? **(04 Marks)**

Q.4 A)i) What personality traits are commonly found in effective leaders? **(03 Marks)**

ii) What are the main differences between autocratic and democratic leadership styles? **(03 Marks)**

OR

Q.4 A) iii) Why is it important for managers to focus on both efficiency and effectiveness? **(03 Marks)**

iv) How do conceptual skills help top managers make strategic decisions? **(03 Marks)**

Q.4 B) i) In what ways do managers contribute to the success of an organization, and how is this rewarding? Briefly describe three rewards of being a manager. **(03 Marks)**

ii) Why is management essential in all types of organizations, regardless of size or industry? **(03 Marks)**

Q.4 C) i) Recommend strategies that can be implemented to reinforce positive cultural behaviors? **(04 Marks)**

Q.5 A)i) Describe the common challenges managers face when managing a diverse workforce? **(03 Marks)**

ii) How do varying work styles and values among diverse employees' present challenges for managers? **(03 Marks)**



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OR

- Q.5 A)iii) How can managers apply the understanding of cultural diversity to improve team performance in the workplace? **(03 Marks)**
- iv) In what ways can gender diversity contribute to creative problem-solving in a workplace? **(03 Marks)**
- Q.5 B) i) How would Maslow's Hierarchy of Needs be relevant to understanding employee behavior in a workplace? **(03 Marks)**
- ii) How can managers tailor motivational strategies to meet the diverse needs and preferences of employees in order to boost engagement and productivity? **(03 Marks)**
- Q.5 C) How does an individual's personality type impact their approach to teamwork, leadership, and conflict resolution in the workplace? **(04 Marks)**
