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4 (Sem-3/CBCS) MPA

2022

COMMERCE

(Honours)

Paper : COM-HC-3036

(Management Principles and Applications)

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Choose the correct answers of the following questions : **(any ten)** 1×10=10
 - (i) In which year Fayol's work 'General and Industrial Management' was published in French ?
 - (a) 1916
 - (b) 1918
 - (c) 1929
 - (d) 1949

Contd.

- (ii) Informal relationship can be
- (a) vertical
 - (b) horizontal
 - (c) diagonal
 - (d) All of the above
- (iii) Theory Z is a synthesis of :
- (a) Indian and Japanese style of management
 - (b) Chinese and American style of management
 - (c) Indian and American style of management
 - (d) American and Japanese style of management
- (iv) Forecast is a planning premise that :
- (a) precedes planning
 - (b) succeeds planning
 - (c) resides planning
 - (d) incubates planning
- (v) CPM stands for :
- (a) Critical Policy Method
 - (b) Critical Path Method
 - (c) Control Path Method
 - (d) None of the above

- (vi) Internal forces are generally regarded as uncontrollable.
(Write True or False)
- (vii) Leadership continuum theory was evolved by _____.
(Fill in the blank)
- (viii) Factors like age, sex, family size etc. of the population is known as _____ environment.
(Fill in the blank)
- (ix) The term 'Span' literally means the space between two supports of a structure.
(Write True or False)
- (x) Who introduced the concept of value chain in management?
- (a) Michael Porter
 - (b) Tom Peter
 - (c) Peter F. Drucker
 - (d) H. Simon
- (xi) Workers' participation in management is best achieved with which of the following leadership style?
- (a) Laissez-faire style
 - (b) Democratic style
 - (c) Autocratic style
 - (d) Contingency style

(xii) The exception principle to control means—

- (a) control over all deviations
- (b) control over significant deviation
- (c) control over nominal deviation
- (d) control over no deviation

(xiii) Matrix organisation is a combination of functional and project organisation.
(Write True or False)

(xiv) A plan of expected result expressed in numerical terms is known as :

- (a) Project
- (b) Policy
- (c) Budget
- (d) Strategy

(xv) Who advised substitution of functional organisation structure in place of line organisation structure ?

- (a) Henry Fayol
- (b) F. W. Taylor
- (c) M. Farland
- (d) L. A. Allen

(xvi) Delphi method is associated with :

- (a) Forecasting Technique
- (b) Operational Control
- (c) Communication Network
- (d) Strategic Planning

(xvii) Which of the following is not a base of departmentation ?

- (a) Customers
- (b) Employees
- (c) Product
- (d) Process

(xviii) In decision-making by whom was bounded rationality introduced ?

- (a) Herbert Simon
- (b) Elton Mayo
- (c) Peter F. Drucker
- (d) Tom Peter

2. Give very short answer to the following questions : **(any five)** 2×5=10

(i) Write *two* differences between planning and forecasting.

- (ii) Write *two* main characteristics of theory 'X' of motivation.
- (iii) "Management is neither a pure science nor a pure art." Comment.
- (iv) List out *two* areas where managerial control is considered necessary.
- (v) Explain the meaning of standing and single use plan.
- (vi) What is Staffing?
- (vii) Mention *two* characteristics of leadership.
- (viii) What is meant by 'internationalisation of business'?
- (ix) What do you mean by management by exception?
- (x) State *two* factors affecting span of management.

3. Write short answers to the questions given below : (**any four**)
5×4=20

- (i) Give *two* reasons why Fayol's theory has wider applicability compared to Taylor's scientific management.

- (ii) State the barriers to effective delegation.
- (iii) "Non financial incentives are as strong motivators as the financial incentives." Discuss.
- (iv) What are basic objectives of SWOT analysis?
- (v) Explain the principles of effective control.
- (vi) Explain the importance of decision-making.
- (vii) What are the main causes of conflict between line and staff type of authority?
- (viii) Write the major distinctions between Management by Objectives and Traditional Goal Setting Plan.

4. Answer **any four** of the following :
10×4=40

- (a) Discuss the principles of scientific management. Also examine their relevance in modern day business.
7+3=10

- (b) Discuss Peter Drucker's contribution to management.

- (c) What do you understand by planning? Also discuss the major steps involved in planning process. $3+7=10$
- (d) What do you mean by business environment? Discuss the various components of business environment. $3+7=10$
- (e) What is decentralisation? Also discuss the advantages of decentralisation. $3+7=10$
- (f) What is meant by delegation of authority? Explain the important principles of delegation. $3+7=10$
- (g) Explain why leadership is important in motivation. State the various types of leadership in an organisation. $5+5=10$
- (h) Define motivation. Discuss the Maslow's Need Hierarchy theory of motivation. $3+7=10$
- (i) Define control. Also discuss the process of managerial control. $3+7=10$
- (j) "Managerial environment in future is going to be more challenging requiring high degree of professionalisation from managers." Discuss.