

2016

MANAGEMENT PAPER-I

Time Allowed : 3 Hours

Full Marks : 200

If the questions attempted are in excess of the prescribed number, only the questions attempted first up to the prescribed number shall be valued and the remaining ones ignored.

Answers may be written either in English or in Bengali but all answers must be in one and the same language.

GROUP - A

Answer any ten questions.

Each question carries 8 marks.

1. What is the meaning of Theory X and Theory Y workers ?
2. Elucidate in brief the contribution of the Hawthorne experiments on management thoughts.
3. What are the broad categories of roles played by managers, according to Henry Mintzberg.?
4. Why does competition have different meanings to managers in private sector businesses and government officials ?
5. Why are cultural differences important for organisations which are competing globally ?
6. Explain the difference between making decisions under conditions of certainty, risk and uncertainty.
7. Explain the concept of MBO and describe its essential elements .
8. What does an organisation chart show ? State in brief the key considerations in choosing the span of management.
9. Elucidate the meaning of line and staff authority and the causes of conflict between the two.
10. Differentiate between job enrichment and job enlargement.
11. Discuss in brief the 2 factor theory of motivation proposed by Herzberg.
12. Discuss how the behavioural approach to leadership is different from the trait approach.

GROUP - B

Answer any ten questions.

Each question carries 4 marks.

13. What is the meaning of a Learning Organisation ?
14. State in brief the significance of Max Weber's contribution to management thought.
15. What do you mean by Enterprise Resource Planning (ERP) ?
16. How does effective supply change management help an organisation ?
17. What is the role of innovation, in ensuring position of a firm in its industry ?
18. What are the different types of plans ?
19. What do you mean by informal organisation structure ?
20. What is differentiation and why does it make coordination difficult ?
21. Discuss the advantages of delegation.

P. T. O.

(b) A proforma cost sheet of a company provides the data below :

Cost per unit :		Rs.
Raw materials	...	52.00
Direct labour	...	19.50
Overheads	...	39.00
Total Cost (per unit)	...	<u>110.50</u>
Profit	...	<u>19.50</u>
Selling Price	...	130.00

Additional information is as follows :

Average raw material in stock : one month; average materials in process : half a month. Credit allowed by suppliers : one month ; credit allowed to debtors : two months. Time lag in payment of wages : one and a half weeks, overheads : one month. One-fourth of sales are on cash basis. Cash balance is expected to be Rs.1,20,000. You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue similarly.

(c) Exemplify high-gearred, low-gearred and evenly-gearred capital. 20+14+6

6.(a) Which source would you capitalise to recruit personnel for a service sector industry and why ? Your answer should adore with examples and justification.

(b) 'Unworthy personnel are burden on the organisation. To get rid of them, it is necessary to have continuous performance appraisal'. How can you make it possible in a government organisation ? 20+20

7.(a) What are different types of grievances ? How would you redress all these grievances so that organisational progress cannot be hampered ?

(b) In the age of competition, modern organisation needs regular training and development to maintain efficiency of the employees. Justify your answer with arguments. 20+20

8. Write notes on any four questions 10x4

- (a) E-governance in KMC.
- (b) Collective bargaining.
- (c) Financial Control.
- (d) Large Retailing in India.
- (d) Procedure, of manpower estimation.