2017

BM- (O) MG- II/17

MANAGEMENT - PAPER-II

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 <u>English</u> or in <u>Bengali</u> but all answers must be in one and the same language.

Answer <u>any five</u> questions

1. (a) Why is testing important in personnel selection ? Explain the concept of reliability and validity of a test.

   (b) Describe and evaluate Behaviourally Anchored Rating Scale (BARS) as a performance appraisal technique.

   (c) Define performance management and discuss how it differs from performance appraisal.

   15 + 15 + 10

2. Differentiate between the following pair of strategic alternatives.

   (a) Position defense and flank defense

   (b) Frontal attack and guerrilla attack

   (c) Horizontal merger and vertical merger

   (d) Concentric diversification and conglomerate diversification.

   10 x 4

3. (a) How are 'Operating Leverage' and 'Financial Leverage' measured and what do they signify ? A company borrows money to buy labour and other cost saving machines. How is that decision going to affect the leverages ?

   (b) What would be the likely dividend policy in case of (i) a highly profitable FMCG Company with mature product lines and (ii) a profitable telecommunication company ? Why ?

   (c) A public utility company does not plough back any earnings and is expected to produce a level dividend stream of Rs.4 per share. If the current stock price is Rs.50, what is the cost of capital of the company ? It gets an investment opportunity that requires skipping the dividend and investing the entire earning of next year into the project and it is expected to yield perpetual return at the same rate as the opportunity cost of capital. How would this change the share price of the company ?

   10 + 10 + 20

4. (a) Discuss the methods of identification of training needs.

   (b) Discuss some important on-the-job training methods.

   (c) How will you evaluate the effectiveness of a training programme ?

   15 + 15 + 10

5. (a) What are the factors that influence consumers' buying behaviour ?

   (b) Discuss the key psychological processes that influence consumer responses to the marketing programme.

   20 + 20

6. Explain M.E. Porter's framework to analyse industry structure. How does it help in determining the attractiveness of an industry ?

   40

   T. O.

7. (a) Define services and discuss distinctive characteristics of services.

(b) Describe different levels of market segmentation.   20 + 20

8. (a) A department has five jobs to be performed. The time each man will take to perform each job is given in the effectiveness matrix below. How should the jobs be allocated, one per employee, so as to minimize the total man-hours ?

Employees

		I	II	III	IV	V
	A	10	5	13	15	16
	B	3	9	18	13	16
Jobs	C	10	7	2	2	2
	D	5	11	9	7	12
	E	5	9	10	4	12

(b) A steel company has three open hearth furnaces and five rolling mills. Transportation cost (rupees per quintal) for shipping steel from furnaces to rolling mills are shown in the following table. What is the optimal shipping schedule ?

Rolling Mills / Open Hearth Furnace	M_1	M_2	M_3	M_4	M_5	Availability
F_1	4	2	3	2	6	8
F_2	5	4	5	2	1	12
F_3	6	5	4	7	7	14
Demand	4	6	6	8	10	

(c) AB Ltd. has two bottling plants located at A and B. Each plant produces three drinks — whiskey, beer and brandy. The number of bottles produced per day are as follows :-

Drink	Plants at	
	A	B
Whiskey	1500	1500
Beer	3000	1000
Brandy	2000	5000

A market survey indicates that during the months of July, there will be a demand of 30,000 bottles of whiskey, 36,000 bottles of beer and 40,000 bottles of brandy. The operating cost per day for plants at A and B are 600 and 400 monetary units. For how many days each plant be run in July so as to minimize the production cost, while still meeting the market demand ?   15 + 10 + 15

9. Write short notes on any four of the following questions :-

(a) BCG Matrix

(b) Advantages of collective bargaining

(c) Marketing mix

(d) Job analysis

(e) Quality circles.   10 x 4