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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)** $1 \times 10 = 10$

(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.

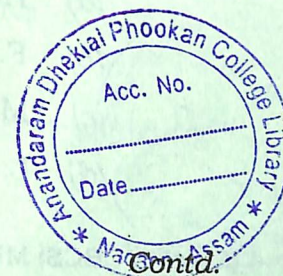
(Write True or False)

(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 ?

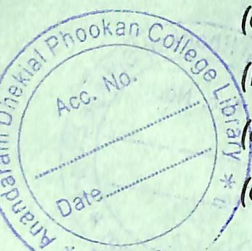
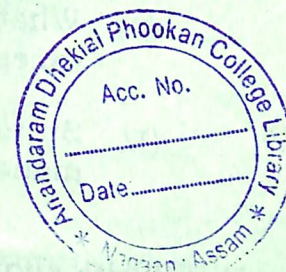
- (a) Customers
- (b) Employees
- (c) Product
- (d) Process

(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*) $5 \times 4 = 20$

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

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- (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 : $10 \times 4 = 40$

- (a) Discuss the principles of scientific management. Also examine their relevance in modern day business.

$7 + 3 = 10$

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

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- (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.

