

**2 0 1 2**  
( 1st Semester )

**COMMERCE**

Paper No. : BC-102

**( Principles of Management )**

*Full Marks : 70*

*Pass Marks : 45%*

*Time : 3 hours*

**( PART : B—DESCRIPTIVE )**

*( Marks : 45 )*

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

Answer **all** questions

1. (a) Define 'management'. Critically examine the importance of management in today's business world. 3+6=9

*Or*

- (b) What is contingency approach to management? What are its implications? 3+6=9

2. (a) What is decision making?  
the process of decision making.

Or

- (b) Explain the concept and importance of MBO in a modern business organisation. 9

3. (a) "There is neither complete centralisation nor complete decentralisation." Elaborate. 9

Or

- (b) Define departmentation. Describe 'departmentation by functions'. 3+6=9

4. (a) Explain how managers can motivate their staff using Maslow's hierarchy of needs theory. 9

Or

- (b) Briefly explain the essentials of an effective communication system.

5. (a) Explain any two controlling techniques used by management. 9

Or

- (b) Why is control needed? Discuss the steps in the control process. 3+6=9

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PM/BC-102

**2 0 1 2**  
( 1st Semester )

**COMMERCE**

Paper No. : BC-102

**( Principles of Management )**

( PART : A—OBJECTIVE )

( Marks : 25 )

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

Answer **all** questions

1. Choose the correct answer and write its code :

1×10=10

(a) The concept of scientific management was given by

(i) F. W. Taylor

(ii) Henry Fayol

(iii) Elton Mayo

(iv) P. F. Drucker

(       )

( 2 )

(b) Which one of the following approaches has emerged from the findings of Hawthorne experiments?

- (i) Human behaviour approach
- (ii) Systems approach
- (iii) Human relations approach
- (iv) Decision theory approach ( )

(c) Which one of the following roles does not constitute management role as proposed by Henry Mintzberg?

- (i) Interpersonal role
- (ii) Informational role
- (iii) Decisional role
- (iv) Training role ( )

(d) Which one of the following is a quantitative technique of decision making?

- (i) Brainstorming
- (ii) Decision tree
- (iii) Delphi technique
- (iv) Consensus mapping ( )

( 3 )

(e) According to contingency approach, which one of the following factors is not important in organisational design?

(i) Environment

(ii) Strategy

(iii) Informal relationships

(iv) Technology ( )

(f) According to Maslow's need hierarchy theory, which of the following sequence is correct?

(i) Physiological, safety, social, esteem, self-actualisation

(ii) Safety, social, esteem, physiological, self-actualisation

(iii) Self-actualisation, safety, esteem, social, physiological

(iv) Physiological, safety, esteem, social, self-actualisation ( )

(g) Managerial grid has been developed by

(i) Blake and Mouton

(ii) W. J. Reddin

(iii) Rensis Likert

(iv) Elton Mayo ( )

( 4 )

(h) In managerial grid, which numbers do represent team approach?

(i) 1, 9

(ii) 9, 9

(iii) 5, 5

(iv) 9, 1

( )

(i) Grapevine is a source of

(i) informal communication

(ii) formal communication

(iii) written communication

(iv) pictorial communication

( )

(j) Which one of the following is a technique of financial control?

(i) ABC analysis

(ii) Break-even analysis

(iii) Quality circle

(iv) Milestone budgeting

( )

( 5 )

2. State whether the following statements are *True (T)* or *False (F)* by putting a Tick (✓) mark : 1×5=5

(a) Henry Fayol advocated functional or administrative or process management.

( T / F )

(b) Elton Mayo and Roethlisberger propagated the human relations movement.

( T / F )

(c) Contingency approach to management was developed by Lorsch, Lawrence and others.

( T / F )

(d) The best way of doing things can be determined by taking up time-motion-fatigue studies as suggested by Henry Fayol.

( T / F )

(e) Strategic planning is the process of developing and analysing the organisation's short-term plans.

( T / F )

( 6 )

3. Write notes on the following in about 4 sentences : 2×5=10

(a) Span of management



( 7 )

(b) Grapevine communication

(c) Bounded rationality

( 8 )

(d) Delegation of authority

(e) Types of leaders

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