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4 (Sem-3/CBCS) MPA

2024

**COMMERCE**

(Honours Core)

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 to the following questions :  $1 \times 5 = 5$

(i) Management by Objectives (MBO) was introduced by

- A. Rensis Likert
- B. Peter F. Drucker
- C. Elton Mayo
- D. Henry Fayol

Contd.

(ii) Pre-determined targets against which actual performance can be measured are called

- A. Policies
- B. Rules
- C. Standards
- D. Programmes

(iii) Exit Interview is conducted when the employee –

- A. Leaves the organisation
- B. Joins the organisation
- C. He is due for promotion
- D. None of the above

(iv) Expectancy theory of Motivation was formulated by

- A. B.F.Skinner
- B. Douglas McGregor
- C. Victor Vroom
- D. William Ouchi

(v) PERT stands for

- A. Programme Evaluation and Review Technique
- B. Plan Evaluation and Review Technique
- C. Policy Evaluation and Review Technique
- D. None of the above

2. State whether the following statements are True **or** False : 1×5=5

- (i) Grapevine communication is a form of formal communication channel.
- (ii) Modern management theories view organisations as closed systems.
- (iii) Accountability cannot be delegated.
- (iv) Leaders who create a shared vision with their followers are transactional leaders.
- (v) Feedback control is also Known as post-action control.



3. Answer the following questions in brief :

2×5=10

(i) What do you mean by bounded rationality?

(ii) The production manager asked the foreman to achieve a target production of 200 units per day. But he does not give him the authority to requisition tools and materials from the store department. Can the production manager blame the foreman if he is not able to achieve the desired target?

Explain briefly the principle relating to the situation.

(iii) Write a brief note on 'Management by Exception'.

(iv) State the different elements of Directing.

(v) Define the term 'Planning Premises'.



4. Write short answers to the questions given

below : (*any four*)

5×4=20

(i) Explain the features of an ideal bureaucratic organisation.

(ii) Describe the benefits of Training to an organisation.

(iii) How is coordination different from cooperation?

(iv) Write a short note on 'SWOT Analysis'.

(v) Discuss briefly the various modern techniques of control.

(vi) Distinguish between formal and informal organisation.

5. Discuss the contributions of Michael Porter to the management thought. 10



**OR**

What is strategic planning? Explain the steps involved in the process of strategic planning.  $2+8=10$

6. What is a matrix organisation? Examine its merits and limitations.  $2+8=10$

**OR**

Critically analyse the various internal and external sources of recruitment. 10

7. "No one leadership style is the best." Do you agree? Comment and explain. 10

**OR**

What do you mean by a learning organisation? Explain its features.  $3+7=10$

8. Give a comparative study of Herzberg's and Maslow's Theories of Motivation. Also show the relationship between these two theories.  $7+3=10$

**OR**

Explain the different barriers to effective communication in management. Suggest measures towards overcoming these barriers.  $5+5=10$

