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**4 (Sem-3/CBCS) MPA**

**2021**

**(Held in 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 from the following : **1×10=10**

(a) Who among the following is not regarded as a thinker of the classical school of management ?

- (i) Henry Fayol
- (ii) Max Weber
- (iii) F. W. Taylor
- (iv) A. H. Maslow

**Contd.**

(b) M.B.O. (Management by Objectives) is also known as :

- (i) MBE (Management by Exception)
- (ii) Management by Results
- (iii) Management of Change
- (iv) Professional Management

(c) Organisation chart shows —

- (i) communication channel
- (ii) leadership styles
- (iii) structure of relationship
- (iv) span of control

(d) Workers' participation in management is best achieved with which of the following leadership styles ?

- (i) Laissez-faire style
- (ii) Democratic type
- (iii) Autocratic type
- (iv) Contingency type

(e) The exception principle to control means —

- (i) control over all deviations
- (ii) control over significant deviation
- (iii) control over nominal deviation
- (iv) control over no deviation

(f) Who advised substitution of functional organisation structure in place of line organisation structure ?

- (i) Henry Fayol
- (ii) McFarland
- (iii) F. W. Taylor
- (iv) L. A. Allen

(g) The plan to achieve overall organisational goal is called :

- (i) Tactical plan
- (ii) Strategic plan
- (iii) Standing plan
- (iv) Operational plan



(h) To which theory 'if' and 'then' approach to management is associated with ?

- (i) Operational theory
- (ii) Systems theory
- (iii) Quantitative theory
- (iv) Contingency theory

(i) Which one of the following is not a characteristic of new and dynamic organisation ?

- (i) Permanent job
- (ii) Flexibility
- (iii) Skill focused manpower needs
- (iv) Diverse workforce

(j) Which of the following aspects of human life may be adversely affected owing to overdependence upon electronic tools ?

- (i) Personal life
- (ii) Family life
- (iii) Mental health
- (iv) All of the above

2. Give very short answers to the following questions :  $2 \times 5 = 10$

- (a) Mention *two* limitations of Weber's Bureaucratic Model.
- (b) State *two* major distinctions between Management by Objectives and Traditional Goal Setting Plan.
- (c) Mention *two* principles of delegation of authority.
- (d) What do you mean by management by exception ?
- (e) Give *two* comparisons between planning and forecasting.

3. Write short answers to the questions given below : (**any four**)  $5 \times 4 = 20$

- (a) What are the activities of business as divided by Henry Fayol ?
- (b) State briefly the process of control in management.
- (c) Discuss the importance of leadership in brief.



- (d) Discuss the external factors that necessitate change.
- (e) What are various barriers of delegation of authority from superiors' viewpoint ?
- (f) Explain the principles of sound decision-making.

4. How is Scientific management approach different from Human relations approach of management ? Critically explain. 10

**Or**

What are the stages of evolution of management thoughts ? Discuss the important features of classical theories of management. 5+5=10

5. What are various types of plans ? Also state the characteristics of a good plan. 5+5=10

**Or**

Discuss the process of 'Management by Objectives'. Also state the merits of Management by Objectives (MBO). 5+5=10

6. Distinguish between delegation and decentralisation. Why and when decentralisation becomes necessary ?

5+5=10

**Or**

What do you mean by span of management ? Explain in this connection, the factors that determine an ideal span of control. 3+7=10

7. How is communication important for effective management performance ? Also state the advantages and limitations of informal communication. 5+5=10

**Or**

Explain the major areas which require managerial control in an undertaking. Also discuss the limitations of control system. 6+4=10