

**PRINCIPLES OF MANAGEMENT  
(HMTS 4101)**

**Time Allotted : 2½ hrs**

**Full Marks : 60**

*Figures out of the right margin indicate full marks.*

*Candidates are required to answer Group A and  
any 4 (four) from Group B to E, taking one from each group.*

*Candidates are required to give answer in their own words as far as practicable.*

**Group - A**

1. Answer any twelve:

**12 × 1 = 12**

*Choose the correct alternative for the following*

- (i) Henry Fayol propounded  
(a) Administrative principles (b) Scientific principles  
(c) Contingency theory (d) System theory
- (ii) Planning in management is best described as the process of:  
(a) Directing and motivating employees  
(b) Setting objectives and determining how to achieve them  
(c) Controlling organizational activities  
(d) Allocating resources
- (iii) What is the primary purpose of job analysis?  
(a) To evaluate employee performance  
(b) To determine the compensation and benefits package  
(c) To gather detailed information about job duties, responsibilities, and the necessary skills for a position  
(d) To recruit and select the best candidates
- (iv) Which type of communication flow is essential for ensuring that top management's policies are implemented?  
(a) Upward communication (b) Downward communication  
(c) Lateral communication (d) Grapevine communication
- (v) Which of the following is NOT a benefit of group decision-making?  
(a) Greater acceptance of decisions  
(b) Increased likelihood of innovative solutions  
(c) Enhanced individual accountability  
(d) Improved problem-solving capabilities

- (vi) High job satisfaction is often associated with:  
 (a) Low levels of job involvement (b) High levels of job stress  
 (c) Strong job performance (d) Frequent job changes
- (vii) In Herzberg's Two-Factor Theory, which factor would be considered a hygiene factor?  
 (a) Promotion opportunities (b) Achievement  
 (c) Recognition (d) Salary
- (viii) A leadership approach where employees are given more autonomy and involvement in decisions is known as \_\_\_\_\_.  
 (a) Democratic (b) Paternalistic  
 (c) Autocratic (d) Directive
- (ix) According to Alderfer's ERG theory, which of the following correctly represents the three categories of human needs?  
 (a) Existence, Relatedness, Growth (b) Esteem, Recognition, Gratification  
 (c) Esteem, Relatedness, Grouping (d) Existence, Recognition, Gratification
- (x) Which of the following is a common method used in off-the-job training?  
 (a) Classroom lectures (b) Internship  
 (c) Job Rotation (d) Apprenticeship

*Fill in the blanks with the correct word*

- (xi) The \_\_\_\_\_ function involves comparing actual performance against the established standards to determine if corrective actions are needed.
- (xii) The five stages of Tuckman's model of group development are \_\_\_\_\_.
- (xiii) The concept of MBO is developed by \_\_\_\_\_.
- (xiv) According to the Hawthorne studies, worker productivity is directly influenced by \_\_\_\_.
- (xv) According to Maslow, the stage where individuals seek personal growth and self-fulfillment is termed \_\_\_\_\_.

### **Group - B**

2. (a) Discuss the illumination experiments of the Hawthorne Studies and their impact on management practices. [[CO1](Understand/LOCQ)]
- (b) Explain the role of social and psychological factors in worker productivity. [[CO2](Apply/LOCQ)]
- (c) Name two key principles of Elton Mayo's behavioral management theory. [[CO5](Remember/LOCQ)]
- 5 + 5 + 2 = 12**
3. (a) State three situational impacts if any principles of management have not been applied to organisations, use examples accordingly. [[CO&6](Understand/LOCQ)]

- (b) Anticipating changes allows setting goals and arranging for resources beforehand. Do you agree with this statement? Which two scopes of management are referred here and why are they relevant? (Use examples suitably).

*[[CO2 &3](Remember/LOCQ)]*

**6 + 6 = 12**

### **Group - C**

4. (a) Evaluate the advantages of on-the-job training compared to off-the-job training. *[[CO2](Analyse/HOCQ)]*  
(b) What are the differences between training and development? *[[CO2](Analyse/HOCQ)]*

**6 + 6 = 12**

5. Roshnayi Fireworks, earned quite a fame in the market for its quality products and also its employees were found satisfied with factory protocols. However, the fireworks industry is prone to accidents and thus the factory manager decided to make stringent plans on Workplace Safety Policy. Frame a standing plan fulfilling sub-components (as given) by explaining the application of each sub-component in the plan.  
[Hint: State the title of the plan, purpose & objective, policy statement, procedures, responsibilities, consequences for non-compliance, approval/ approving authority, related documents for reference.]

*[[CO3&CO4](Analyse/HOCQ)]*

**(1 + 2 + 4 + 5) = 12**

### **Group - D**

6. (a) Formal communication follows various networks to reflect the direction of the flow of communication in an organisation. With the help of diagrams show any three networks and explain their contribution into the formal interaction taking place in an organisation. *[[CO4&5](Apply/IOCQ)]*  
(b) Management looks into group behaviour playing an important role at the workplace. Give three reasons as to why individual employees join groups? Name and explain any three stages of group development. *[[CO2&6](Remember/LOCQ)]*

**6 + 6 = 12**

7. (a) During pandemic-period, offices implementing remote work (work from home) found their own flexibilities for both the employer and employees. However, different forms of communication within the organisation (verbal and non-verbal) suffered. Identify and explain any three challenges to interpersonal communication in this context. *[[CO5](Apply/IOCQ)]*  
(b) As HR, Manager frame and suggest significance of a simple three step communication guideline for employees at different levels of management (high-mid-low) to follow in your organisation. *[[CO5](Apply/IOCQ)]*

**(3 + 3) + (3 + 3) = 12**

## Group - E

8. (a) Managers need to care for both people and process (production). With examples explain a related theory under styles of management related to the above statement traditional and distributed. *[[CO2&1)(Apply/IOCQ]]*
- (b) As a 7th semester student how would you map your needs to Maslow's theory? Explain every level along with respective examples from your life. *[[CO1)(Analyse/HOCQ]]*  
**6 + 6 = 12**
9. You are joining Firm Health Pharma as the HR Manager and wish to suggest the management in implementing McKinsey's 7 S model to revive this ten-year-old pan-Asia represented organisation. Apply and explain any six components (from McKinsey's 7 S model) in this situation. *[[CO3&2)(Apply/IOCQ]]*  
**(6 × 2) = 12**
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Cognition Level	LOCQ	IOCQ	HOCQ
Percentage distribution	31.25	37.5	31.25