

**PRINCIPLES OF MANAGEMENT
(HMTS 3201)**

Time Allotted : 3 hrs

Full Marks : 70

Figures out of the right margin indicate full marks.

*Candidates are required to answer Group A and
any 5 (five) from Group B to E, taking at least one from each group.*

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

**Group – A
(Multiple Choice Type Questions)**

1. Choose the correct alternative for the following: **10 × 1 = 10**

- (i) Hawthorne studies were the part of _____ management
(a) scientific (b) administrative
(c) behavioural (d) none of the above.
- (ii) To what does authority refer?
(a) The ability to organise people (b) The need for order
(c) The power to command and direct (d) The right to change jobs.
- (iii) The following is also known as Military organization:
(a) Line organization (b) Functional organisation
(c) Line and staff organisation (d) Formal organisation.
- (iv) Henri Fayol is known as the propounder of
(a) administrative principles
(b) scientific management principles
(c) behavioural views in management (d) work study in management.
- (v) The term "halo effect" in the process communication is known as
(a) forming opinions based on perception.
(b) noise in the background
(c) fear (d) problem related to projection.
- (vi) According to Blake and Mouton, the style of leadership that has high concern for people but low concern for production is referred as
(a) team management (b) authoritarian
(c) country club (d) impoverished.

- (vii) Employment exchange is an example of
(a) external source of recruitment
(b) internal source of recruitment
(c) both of these
(d) none of the above.
- (viii) The critical path in a network of activities
(a) must have at least three activities
(b) with the greatest number of activities
(c) cannot be delayed else the entire project will be delayed
(d) will always have all activities with positive slack.
- (ix) According to Herzberg's dual factor theory of motivation, the two factors involved are
(a) hygiene and technology
(b) technology and motivators
(c) motivators and hygiene
(d) technology and decision.
- (x) What are the three phases of the decision making process according to Herbert A. Simon?
(a) Discussion, consensus and application
(b) Intelligence, design and choice
(c) Searching, identification and solving
(d) Identification, development and selection.

Group – B

2. (a) Is management an art or science? Explain.
(b) Discuss the major managerial practices that emerged from F.W. Taylor's approach to management.

6 + 6 = 12

3. (a) Give an abstract structure of an MNC with respect to its hierarchy.
(b) Highlight the finding of Hawthorne studies conducted by Elton Mayo.

4 + 8 = 12

Group – C

4. (a) What are the **steps** essential to make **decision** making process more effective?
(b) Are the two terms *Selection* and *Recruitment* similar or do they diverge significantly from each other in managerial practices? Give your views. What do you mean by organizing principle?

4 + (4 + 4) = 12

5. Discuss any 3 methods of performance appraisal-
- (i) Ranking
 - (ii) Graphic rating
 - (iii) BARS
 - (iv) MBO.

4+ 4 + 4= 12

Group - D

6. (a) Point out any two underlying areas of differences between a *tall* and a *flat* level organization.
- (b) Is it always advantageous to apply a centralised framework in an organization? Discuss your views in brief.

4 + 8 =12

7. (a) How will you differentiate between vertical and horizontal organization structure?
- (b) Do you think authority and responsibility differ significantly? Justify your views.

6 + 6 = 12

Group - E

8. (a) How McGregor perceived the changes employee motivation and productivity in different ways into their practices in his Theory X and Theory Y.
- (b) Discuss the elements involved in Mc. Kinsey's 7's in the context of organizational analysis.

6 + 6 = 12

9. (a) Explain the process of communication in a business organization with the help of a diagram.
- (b) State the major barriers to communication. Suggest the way to make communication effective.

4 + (4 + 4) = 12