

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) What is the primary goal of management in an organization?
 - (a) Maximizing profit
 - (b) Ensuring employee satisfaction
 - (c) Achieving organizational objectives effectively and efficiently
 - (d) Reducing costs and expenses.
- (ii) The principle of "Time and Motion Study" in Taylor's Scientific Management is used to
 - (a) evaluate the physical and mental capabilities of workers
 - (b) determine the most efficient way to perform tasks
 - (c) develop employee compensation plans
 - (d) analyse organizational culture.
- (iii) Which of the following is a characteristic of centralization?
 - (a) Decision-making authority is distributed across various levels of the organization
 - (b) Decision-making authority is concentrated at the top levels of management
 - (c) Lower-level managers have significant autonomy in decision-making
 - (d) Employees at all levels are involved in strategic planning.
- (iv) Which of the following is "not" a type of control technique?
 - (a) Budgetary Control
 - (b) Break-even Analysis
 - (c) Operational Planning
 - (d) Statistical Reports.
- (v) Which of the following can be considered a cultural barrier in communication?
 - (a) Use of jargon
 - (b) Emotional state of the sender
 - (c) Differences in values and beliefs
 - (d) Lack of feedback.
- (vi) Simon's Model of Decision Making consists of _____, design, and _____ stages.
 - (a) Identification; Choice
 - (b) Evaluation; Implementation
 - (c) Analysis; Execution
 - (d) Development; Action

- (vii) The difference between a team and a group are
 (a) a group focuses on shared leadership, while a team has a designated leader
 (b) a team works toward a common goal with collective responsibility, while a group may not have a unified objective or accountability
 (c) a group communicates more frequently than a team
 (d) a team has fewer members than a group.
- (viii) MBE is a technique of _____.
 (a) Appraisal (b) Directing (c) Controlling (d) Planning
- (ix) The highest level of Maslow's Hierarchy of Needs, which involves achieving one's full potential, is known as _____.
 (a) Self-Actualization (b) Esteem
 (c) Safety (d) Love/Belonging
- (x) The Blake and Mouton Managerial Grid identifies which two dimensions of leadership behaviour
 (a) Task orientation and relationship orientation
 (b) Autocratic and democratic styles
 (c) Transactional and transformational approaches
 (d) Directive and supportive behaviours.

Fill in the blanks with the correct word

- (xi) _____ leadership style allows team members to make decisions independently
- (xii) _____ contains information about division of profits and losses in the partnership business.
- (xiii) In a private sector enterprise, the control of the business remains in the hands of _____.
- (xiv) In performance management, the process of setting clear, measurable objectives and assessing progress toward achieving those objectives is known as _____.
- (xv) ERG in Clayton's ERG theory stands for _____.

Group - B

2. Given the rapid evolution of technology, the increasing importance of sustainability, and the shift towards more flexible work environments, critically evaluate how these current trends are reshaping traditional management practices. [[CO6](Analyse/HOCQ)]
(4 + 4 + 4) = 12
3. (a) Sole proprietor might face some difficulties in raising capital for their business. What could be the impact of this factor on sole proprietorship business? [[CO2](Understand/LOCQ)]
- (b) Name 2 essential elements of partnership. [[CO2](Remember/LOCQ)]
- (c) What is a partnership deed? [[CO2](Understand/LOCQ)]

- (d) Discuss the advantages of partnership business in comparison with sole proprietorship business.

[[CO2](Understand/LOCQ)]

3 + 2 + 2 + 5 = 12

Group - C

4. (a) Examine the steps involved in Human Resource Planning. [[CO1](Analyse/HOCQ)]
(b) Differentiate between recruitment and selection processes. [[CO3](Remember/LOCQ)]
(c) Explain the role of job satisfaction in HRM. [[CO6](Apply/IOCQ)]

4 + 4 + 4 = 12

5. (a) Briefly describe the difference between a job and career. Mention any three determinants of job satisfaction and show how the presence / absence of those determinants impacts the outcome of job satisfaction. Use a suitable organisational context to explain your analysis. [[CO2](Understand/LOCQ)]

- (b) In order to introduce the newly recruited staff at *TechSolve* Company, the HR Manager is planning to design an organisational chart placing the following ranks in order of hierarchy. Use the given information and add details as required to prepare the chart.

(Senior Software Engineer, Assistant Software Engineer, Senior Product Manager, Senior Account Executive, Customer Relations Manager, Assistant Manager Accountant, Co-founder, CEO, Managing Director, Chief Financial Officer, Chief Marketing Officer, Human Resource Manager, Creative Head Marketing).

[[CO3&2](Understand/LOCQ)]

(2 + 3 + 3) + 4 = 12

Group - D

6. (a) Briefly discuss any 3 major characteristics of group behaviour vis -a-vis individual behaviour. [[CO5](Understand/LOCQ)]

- (b) Which types of jobs call for Group behaviour? [[CO5](Remember/LOCQ)]

- (c) Group behavior in organizations lead to more innovative solutions, better problem-solving and higher productivity, making it a powerful tool for achieving organizational goals. Elaborate. [[CO5](Apply/IOCQ)]

3 + 3 + 6 = 12

7. (a) Explain the role of non-verbal communication in interpersonal interactions. [[CO3](Apply/IOCQ)]

- (b) How does non-verbal communication impact the effectiveness of interpersonal communication? [[CO4](Remember/LOCQ)]

- (c) A company is implementing new collaboration tools. How can these tools enhance interpersonal communication among remote teams? [[CO5](Apply/IOCQ)]

4 + 4 + 4 = 12

Group - E

8. (a) Evaluate the following factors in the context of hygiene theory of motivation-

(i) Job security

(ii) Promotion.

[[C05)(Apply/IOCQ)]

- (b) Consider a software development company where employees are feeling demotivated despite decent salaries and good working conditions. How can the company apply Herzberg's Two-Factor Theory to improve employee motivation in their organization?

[[C05)(Apply/IOCQ)]

(3 + 3) + 6 = 12

9. Mr. Rex had been a very influential CEO at RENO Auto Manufacturing eliminating any critic or criticism during his tenure. Though infamous his organisational policies always added to company gains and so his ruthless ways ensured stability. But often that grieved the experienced employees who found no motivation and growth opportunities causing increased employee turnover. Soon, the management made a disruptive step replacing Rex for Mr. Jordan as new CEO. Jordan was an automobile engineer and understood the work-culture well. He would set objectives, personally extend/ arrange for required cooperation to every department and do follow-ups at weekly meetings. Living the motto of changing self to change the world, all his department team-leaders were allowed to share ideas during open discussion forums which inspired both junior staff and colleagues towards a healthy competition. Company employees well appreciated Jordan's way of demonstrating before he calls for effective execution of tasks. All this led to a steady growth in sales during his tenure along with high employee satisfaction.

Identify the two leadership styles adopted by Rex and Jordan respectively, and mention three features each explaining why and how you think that impacted employee morale for being productive. Use references from the case.

[[C04&5)(Analyse/HOCQ)]

(6 + 6) = 12

Cognition Level	LOCQ	IOCQ	HOCQ
Percentage distribution	39.58	31.25	29.17