CSM – 50 / 15

Management

Paper – I

Time : 3 hours

Full Marks : 300

The figures in the right-hand margin indicate marks.

Candidates should attempt Q. No. 1 from Section – A and Q. No. 5 from Section – B which are compulsory and three of the remaining questions, selecting at least one from each Section.

Section – A

1. Compare analytically between any three of the following management concepts / terms (substantiate your answer with real life / hypothetical examples in each case) :

$20 \times 3 = 60$

(a) A coach and a mentor

(b) Feedforward control and feedback control

(c) Transformational leadership and transactional leadership

(d) Programmed decisions and non-programmed decisions.

2. How knowledge-based enterprise systems and processes are being impacted by the e-business environment ? Tabulate by funtional systems and processes of a, say, manufacturing enterprise, and show the impact of e-business and the management actions required for taking rational decisions related to these systems and processes in an e-business environment. 60

3. What is organisational development (O. D.) ? Discuss various O. D. techniques used in modern day organisations. Outline various management actions required to reduce resistance to change in organisations. 60

4. The following table gives the activities in a construction project and other relevant data :

Activity	Immediate Predecessor(s)	Time(days) Normal	Time(days) Crash	Direct cost (Rs.) Normal	Direct cost (Rs.) Crash
A	—	4	3	60	90
B	—	6	4	150	250

Activity	Immediate Predecessor(s)	Time(days) Normal	Time(days) Crash	Direct cost (Rs.) Normal	Direct cost (Rs.) Crash
C	—	2	1	38	60
D	A	5	3	150	250
E	C	2	2	100	100
F	A	7	5	115	175
G	D, B, E	4	2	100	240

Indirect costs are as follows :

Days	Cost (Rs.)
15	600
14	500
13	400
12	250
11	175
10	100
9	75
8	50
7	35
6	25

(a) Draw an arrow diagram for the project and show the critical path.

(b) Crash the project to determine the project duration with minimum total project cost.

$30 \times 2 = 60$

Section – B

5. Write short notes on any **three** of the following in about **200** words each : $20 \times 3 = 60$

(a) Analyse the structural dimensions of Indian Economy.

(b) Explain the cost concept and classify various types of costs.

(c) Divisional performance Vs managerial performance.

(d) Explain the concept of macro-business environment.

6. Explain the basic concepts of management control system and discuss various kinds of responsibility centres. How is the budget prepared? 60

7. Discuss cost-volume-profit analysis. How are the cost drivers measured and what are the conceptual issues and applications of cost analysis ? 60

8. Discuss the liberalisation, globalisation and corporation problems and prospects. What are the various regulatory and promotional policies ? 60