

CSM—44/24
PART—II/PAPER—VI
MANAGEMENT
PAPER—I

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Time : 3 Hours

Full Marks : 250

*The question paper contains **18 (Eighteen)** questions in **GROUP—A, (12)** and **GROUP—B, (06)** together.*

GROUP—A

*Candidates to attempt **10 (ten)** questions within word limit of **250**.*

*Each question carries **15** marks.*

1. Elucidate the process of analysing environmental opportunities and threats as part of the managerial function. Why does SWOT analysis often suffer from 'managerial myopia'? Discuss the limitations and advantages of SWOT analysis in organisational decision-making.
2. A manufacturer who produces medicine bottles finds that 0.1% of the bottles are defective. The bottles are packed in boxes containing 500 bottles. A drug manufacturer buys 100 boxes from the producer of bottles. Using Poisson distribution, find out how many boxes will contain (a) no defective and (b) at least two defectives.
3. Explain the qualitative techniques employed in managerial decision-making. Discuss their significance in managerial judgement and evaluate the constraints associated with these techniques. Support your answer with appropriate examples.

4. A project involving the installation of a computer system comprises of eight activities. The following table lists immediate predecessors and activity times (in weeks) :

Activity	Immediate Predecessor	Time
A	—	3
B	—	6
C	A	2
D	B, C	5
E	D	4
F	E	3
G	B, C	9
H	F, G	3

Draw a project network. What are the critical activities? What is the project completion time?

5. Explain the major dysfunctions that occur in groups and teams in organizations. What is social loafing? Describe the key reasons why social loafing occurs and discuss the strategies that managers can use to minimize or overcome it.
6. Briefly define the horizontal, network and virtual organization designs. How do these differ from the classical design? How do they better meet the challenges of the new environment?
7. Define delegation of authority and explain its importance in managerial effectiveness. Discuss the major elements and barriers of effective delegation and suggest how managers can overcome these barriers to improve organizational performance.
8. What are some of the major sources of interpersonal conflict? Which do you think is most relevant in today's organizations?
9. Explain the concept of Activity-Based Costing (ABC). How does ABC improve the accuracy of product costing compared to traditional costing methods?
10. Compare and contrast transactional leadership and transformational leadership. How do these leadership styles influence the way modern organizations are managed and motivated?
11. Explain the concepts of Johari Window and Transactional Analysis. Discuss how these frameworks can be applied to improve interpersonal communication in an organizational setting. Illustrate your answer with practical examples.

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- 12.** Elucidate the concepts of job description and job specification. Discuss their purposes and significance in human resource management and illustrate your answer with practical examples.

GROUP—B

Candidates to attempt 05 (five) questions within word limit of 300.

Each question carries 20 marks.

- 13.** Elucidate Porter's Value Chain Model and discuss how it can be applied in Strategic Cost Management to analyze business activities, enhance efficiency and build sustainable competitive advantage. Also explain the caveats in Porter's model, supporting your answer with suitable examples.
- 14.** Explain how the systems approach can be applied to improve the understanding and practice of management. Discuss the advantages this approach offers to a traditional manufacturing firm seeking to adopt modern management practices. Further, analyze how the concepts of negentropy and homeostasis can be used to optimize organizational processes and maintain stability while pursuing continuous improvement.
- 15.** Critically elucidate the convergence and divergence between Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. Argue why the Critical Incident Method (CIM) is a necessary diagnostic tool for a manager seeking to apply Herzberg's principles.
- 16.** Explicate the concept and purpose of Profit Variance Analysis in managerial accounting. Discuss the major components of profit variance and how each component helps managers evaluate performance and improve cost control.
- 17.** Cost accountants often estimate overhead based on the level of production. At the Birla Corp. Ltd., they have collected information on overhead expenses and units produced at different plants and want to estimate a regression equation to predict future overhead.

Overhead	191	170	272	155	280	173	234	116	153	178
Units	40	42	53	35	56	39	48	30	37	40

Develop the regression equation for the cost accountants. Predict overhead when 50 units are produced. Calculate the standard error of estimate.

- 18.** Explain the PESTEL framework as a tool for scanning the macro business environment. How can organizations use PESTEL insights to anticipate risks and opportunities in a dynamic business environment?

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