

Q.P. Code – 57221

First Year M.Com. Degree Examination, OCTOBER/NOVEMBER 2016

(Directorate of Distance Education)

Commerce

(DPA 510) Paper 10.01 — PRINCIPLES AND PRACTICE OF MANAGEMENT

Time : 3 Hours

[Max. Marks : 70/80

Instructions to Candidates :

- 1) Sections-A, B and C are common and compulsory for the students of both new and old schemes.
- 2) Section-D shall be answered by only the students under new scheme (with 20 internal assessment marks).

SECTION – A

1. Answer **ALL** the sub-questions and each sub-question carries **2** marks. Answer to each sub-question shall be in not more than six sentences : **5 × 2 = 10**
 - (a) What is Management by Exception (MBE)?
 - (b) Mention 5 creative elements in decision-making.
 - (c) What is Motivation? Mention its theories.
 - (d) What do you mean by Business Communication?
 - (e) Mention various contingency factors in planning.

SECTION – B

Answer any **THREE** questions and each carries **10** marks. Answer to each theory question shall not be more than five pages : **3 × 10 = 30**

2. What is planning? Explain its significance.
3. What do you mean by organising? Explain its principles and variables.
4. What is control? Explain its control process and types.
5. Differentiate between transformational and transactional leaders in management.
6. Differentiate between programmed and non-programmed decision in decision-making process.

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SECTION – C

Answer any **TWO** questions and each question carries **15** marks. Answer to each theory question shall not be more than eight pages : **2 × 15 = 30**

7. What is management? Explain its functions, skills and changing style of management.
8. Briefly explain vertical and horizontal dimension of organisation.
9. Analyse the following case and answer the questions appended :

Super Department Stores' MBO Programme

Prakash Gupta was irritated and confused, after the meeting with Dinesh Sharma. Prakash was the chief manager of Delhi city Super Department Stores (SDS), and Dinesh was the regional stores manager, in charge of stores of Noida, Faridabad and Ghaziabad. Three weeks earlier, Prakash had received a letter from Dinesh explaining that top management had decided on an MBO programme to help SDS improve its operational efficiency and profitability. The letter mentioned about linking stores managers' salary hikes, promotions etc. to performance. The accompanying instructions required managers to list the objectives they achieved which were appropriate for their store and then to await the regional manager's review visit.

Prakash has done just what he was asked to do. In a meeting with his departmental managers, Prakash has chosen objectives that they all agreed were appropriate. All of the objectives represented performance levels that were improvement over the past year and were reasonably attainable, such as : <https://www.kuvempuonline.com>

- Increasing sales by 10 percent
- Reducing inventory losses by 2 percent
- Improving customer service (i.e. 20 percent fewer complaints made to head office)
- Reducing cash register shortages to .05 percent of sales.

Dinesh came late for the MBO review visit and stressed that there was little time. He quickly scanned the written statement of objectives which Prakash gave him, then explained that profit improvement was really what the home office was interested in. Senior management in Chennai, running the SDS in over 18 major cities in India, decided that a 10 per cent increase in profit would be a reasonable objective for Prakash's store. This single objective, Dinesh explained, would facilitate the monitoring of performance by the head office and would also reduce the amount of information the store would have to submit. The visit was cut short because Dinesh had to attend a meeting on the advertising budget back at the head office.

Questions :

- (a) Does the MBO system at SDS meet the criteria for an effective programme? Why? Why not?
- (b) Evaluate Prakash's approach to objective setting.

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SECTION - D

This section is only for the students of New Scheme (with **20** internal assessment marks). Answer any **ONE** question and it carries **10** marks. Answer to the theory question shall be in not more than five pages : **1 × 10 = 10**

10. Explain the various evolution of management thoughts.
 11. What is communication? Explain its process.
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