CSM – 50/21
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 any **three** of
the remaining questions, selecting
at least **one** from each Section.*

SECTION – A

1. Answer any **three** questions of the following :

$20 \times 3 = 60$

(a) Explain the term Manager and identify the functions performed by Managers by describing different types of management jobs.

(b) Describe the process of management and the various managerial roles.

(c) Vital part of leadership is directly assisting less experienced workers to improve their job performance and advance their careers – Justify your answer.

(d) Describe the basic types of responsibility centers. Correlate the measurement of inputs and outputs with reference to different types of responsibility centers.

2. (a) How can organizations utilize knowledge management to foster innovation ?

(b) Are Written Communications more effective than Verbal ones ?

(c) Do you think Grapevine is an effective way to communicate ?   35+15+10 = 60

3. The government of India announced Demonetization of ₹ 500 and ₹ 1,000 currency notes with effect from the midnight of November 8, 2016. As a result, the existing ₹ 500 and ₹ 1,000 currency notes ceased to be legal tender from that date. New currency notes of the denomination

of ₹ 500 and ₹ 2,000 were issued by Reserve Bank of India after the announcement. This step resulted in a substantial increase in the awareness about and use of Point of Sale machines, e-wallets, digital cash and other modes of cashless transactions. Also, increased transparency in monetary transactions and disclosure led to a rise in government revenue in the form of tax collection.   30+30 = 60

(a) Enumerate the dimensions of business environment highlighted above.

(b) State the features of Demonetization.

4. (a) Solve the following LP problem using simplex method :   20

$$\text{Maximize } Z = 10X_1 + 15X_2 + 20X_3$$

Subject to

$$2X_1 + 4X_2 + 6X_3 \leq 24$$
$$3X_1 + 9X_2 + 6X_3 \leq 30$$
$$X_1, X_2 \text{ and } X_3 \geq 0$$

(b) The details of a project consisting of activities A to K are summarized in Table :

Activity	Immediate Predecessor(s)	Duration (weeks)		
		Optimistic	Pessimistic	most likely
A	–	6	7	8
B	–	1	2	9
C	–	1	4	7
D	A	1	2	3
E	A, B	1	2	9
F	C	1	5	9
G	C	2	2	8
H	E, F	4	4	4
I	E, F	4	4	10
J	D, H	2	5	14
K	I, G	2	2	8

(i) Construct the project network.

(ii) Find the expected duration and the variance of each activity.

(iii) Find the critical path and the expected project completion time.

10+15+15 = 60

SECTION – B

5. Answer any **three** questions of the following :

$$20×3 = 60$$

(a) Explain, with examples, the various dimensions of business environment.

(b) What economic changes were initiated by the Government under the Industrial Policy, 1991 ? What impact have these changes made on business and industry ?

(c) A number of interpersonal and intrapersonal barriers affect the message decoded by a receiver is often different from what the sender intended – Briefly describe.

(d) How might an MNC use transfer pricing strategies ? How do import duties affect transfer pricing policies ?

6. (a) Explain, in brief, the impact of Government policy changes on business and industry in India.

(b) How would yo argue that the success of a business enterprise is significantly influenced by its environment ? $$30+30 = 60$$

7. Describe the positive and negative consequences of information technology for the Manager with example(s). 60

8. Family Supermarket (FS) has decided to increase the size of its Memphis store. It wants information about the profitability of individual product lines : soft drinks, fresh produce and packaged food.

FS provides the following data for the year 2000 for each product line :

	Soft Drinks	Fresh Produce	Packaged Food
	₹	₹	₹
Revenues	3,17,400	8,40,240	4,83,960
Cost of goods sold	24,000	6,00,000	3,60,000
Cost of bottles returned	4,800	0	0
Number of purchase orders placed	144	336	144

	Soft Drinks	Fresh Produce	Packaged Food
Numbers of deliveries received	120	876	264
Hours of shelf-stocking time	216	2160	1080
Items sold	50,400	4,41,600	1,22,400

FS also provides the following information for the year 2000 :

S.No.	Activity	Description of the Activity	Total Costs ₹	Cost Allocation base
1	Bottle returns	Returning of empty bottles of store	4,800	Direct tracing to soft drink line
2	Ordering	Placing of orders for Purchase	62,400	624 purchase orders
3	Delivery	Physical delivery and receipt merchandise	1,00,800	1,260 deliveries

S.No.	Activity	Description of the Activity	Total Costs ₹	Cost Allocation base
4	Shelf Stocking	Stocking of merchandise on store shelves and time ongoing restocking	69,120	3456 hours of stocking time
5	Customer support	Assistance provided to customers, including checkout and bagging	1,22,880	6,14,400 items sold

Questions :

(a) FS allocates store support cost (all costs other than cost of goods sold) to product lines using an ABC systems, calculate the operating income and operating income as a percentage of revenues for each product lines.

(b) Comment on your answer.

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