CCE(M)/MGT-I/10/2024

MANAGEMENT

(PAPER—I)

Time : 3 hours] [Full Marks : 250

Please read each of the following instructions carefully before attempting the questions :

(i) There are **eight** questions divided in **two Sections**.

(ii) Candidate has to attempt **five** questions in all.

(iii) Question Nos. **1** and **5** are compulsory and out of the remaining, **three** are to be attempted choosing at least **one** question from each Section.

(iv) The number of marks carried by a question/part is indicated against it.

(v) Word limit in questions, wherever specified, should be adhered to.

(vi) Attempts of questions shall be counted in sequential order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.

SECTION—A

1. Answer *any* **five** of the following questions in about **150** words each : 10×5=50

(a) What are the key managerial functions and how do they contribute to effective management?

(b) What is organizational behaviour and what factors influence it?

(c) What is the difference between job costing and process costing and how are they used in management accounting?

(d) What is capital budgeting and how does it help organizations make informed investment decisions?

(e) What is integrated marketing communication and how does it contribute to marketing success?

(f) What are the different approaches to organizational design?

(g) What is the importance of performance management in Human Resource Management and how does it contribute to organizational success?

2. Answer the following questions :

(a) Describe the evolution of management thoughts and explain the significance of understanding the historical development of management theories and practices. 20

(b) Explain the concept of organizational culture and its impact on organizational behaviour. Discuss the role of leaders in shaping organizational culture and promoting a positive work environment. 15

(c) What are the significances of social responsibility and managerial ethics in management? Discuss the importance of corporate social responsibility initiatives and their impacts on organizational reputation and sustainability. 15

3. Answer the following questions :

(a) What is a financial statement analysis? Discuss its importance in decision-making. Describe the various tools and techniques used in financial statement analysis, including ratio analysis, trend analysis and cash flow analysis. 20

(b) What is the difference between marginal costing and absorption costing? Explain the advantages and disadvantages of each method and discuss the situations in which each method is suitable. 15

(c) What is budgetary control? Discuss its importance in management accounting. Describe the various steps involved in the budgetary control process, including budget preparation, budget execution and budget review. 15

4. Answer the following questions :

(a) Design a comprehensive retention plan for a multinational organization that operates in diverse cultural contexts. Your plan should include strategies for retaining top talent, developing a positive work culture and addressing the needs of diverse employee groups. 20

(b) With the increasing trend of globalization, how can organizations ensure fairness and equity in employee treatment across different cultures and geographical locations? 15

(c) Discuss the concepts "Pay for Performance" and "Pay for Competence" in the context of compensation and rewards. Provide examples to illustrate each concept. 15

SECTION—B

5. Answer *any* five of the following questions in about 150 words each : 10×5=50

(a) Explain the managerial functions and process and discuss the importance of planning, organizing and controlling in management.

(b) Explain the concept of job analysis and its components. What are the methods of collecting information for job analysis? State the advantages and disadvantages of each method.

(c) Define human resource planning and discuss its significance in strategic management of human resources. How does human resource planning impact organizational performance?

(d) What is the difference between financial accounting and management accounting? Discuss the importance of financial statement analysis and budgeting in management accounting.

(e) Discuss the concept of cost of capital and discuss its importance in financial management. How does cost of capital impact capital budgeting decisions?

(f) State the importance of Segmentation, Targeting and Positioning (STP) in marketing management. Discuss the role of market research and consumer behavior in STP.

(g) "A company operating in a competitive market should adopt a cost leadership strategy, provided the customers are price-sensitive." With adequate justifications, explain whether you agree or disagree with the above statement.

6. Answer the following questions :

(a) For a manufacturing unit, the cost sheet based on a budget volume of sales of 500000 units per quarter is as under :

Cost Item	**Cost per Unit (₹)**
Direct Materials	5.00
Direct Wages	2.50
Factory Overheads (60% fixed)	7.00
S/Adm Overheads (1/4 variable)	3.50
Selling Price	20.00

The company realizes that it can only achieve a volume of 400000 units of production and sales per quarter under the current market conditions. To address this, the company is considering two proposals :

Proposal I :

- Sell 700000 units per quarter by spending ₹ 3,00,000 on advertising. The factory fixed costs will increase by ₹ 5,00,000 per quarter.

Proposal II :

- Sell 800,000 units per quarter subject to the following conditions :
    - o An overall price reduction of ₹ 1.50 per unit is allowed on all sales
    - o Variable selling and administration costs will increase by 5%
    - o Direct material costs will be reduced by 2% due to purchase price discounts
    - o The fixed factory costs will increase by ₹ 3,00,000 more

You are required to prepare a flexible budget at 400000, 700000 and 800000 units of output per quarter and calculate the profit at each of the above levels of output. 20

(b) With adequate reasoning, justify why the price of items purchased has no importance on Economic Order Quantity (EOQ) under the basic EOQ model, assuming no safety stock, no price discount, single delivery and constant consumption. 15

(c) Explain how differential cost analysis assists managers in decision-making, with suitable examples. How does differential cost analysis allow the determination of the most profitable level of production and price? 15

7. Answer the following questions :

(a) XYZ Corp. forecasts a demand of 3000 units for its product "X-Prime" for the upcoming year. Calculate the company's :

- Total annual sales revenue
- Total annual production cost
- Net working capital requirements (assuming a cash balance of $100,000)
- Inventory turnover ratio (assuming a cost of goods sold of $2,700,000) 20

(b) Define the concept of "operating cycle" and its significance in working capital management for XYZ Corp. How does the company's operating cycle affect its working capital requirements? 15

(c) Distinguish between the company's "gross working capital" and "net working capital." Explain the importance of net working capital in assessing XYZ Corp's liquidity position. Provide examples to illustrate your answer. 15

8. Answer the following questions :

(a) Explain the importance of human resource planning in an organization. Discuss the steps involved in the human resource planning process. 20

(b) What is performance management? Discuss the key components of a performance management system and explain its importance in improving employee productivity. 15

(c) Critically evaluate the role of strategic human resource management in achieving organizational objectives. Discuss the key challenges faced by HR managers in implementing strategic HRM and explain how these challenges can be overcome. 15

CCE(M)/MGT–II/10/2024

MANAGEMENT

(PAPER—II)

Time : 3 hours] [Full Marks : 250

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SECTION—A

1. Answer *any* **five** of the following questions : 10×5=50

(a) The following data represents the expenditure of two families on various items. Draw a suitable diagram for the data given below :

Sl.No	**Items**	**Expenditure (₹)**	
		Family A	**Family B**
1.	Food	1200	1700
2.	Clothing	500	800
3.	House Rent	600	900
4.	Fuel and Electricity	250	300
5.	Miscellaneous	450	800
Total		**3000**	**4500**

(b) 100 students were classified according to their brilliance and community. B1 and B2 denote two levels of brilliance and A1, A2, A3 denote three communities. Examine whether there is any relation between community and brilliance.

	B1	**B2**	**Total**
A1	215	135	350
A2	325	175	500
A3	60	90	150
Total	**600**	**400**	**1000**

(c) For the following grouped data, find the modal value (using formula) and verify it using graphical method :

I.Q. Group	10-30	30-50	50-70	70-90	90-110	110-130	130-150
No. of Students	5	10	25	30	15	10	5

(d) What do you mean by inter-quartile range, quartile deviation and coefficient of quartile? Calculate quartile deviation and coefficient of quartile deviation for the following data deviation :

Age	20	30	40	50	60	70	80
No. of persons	3	61	132	153	140	51	3

(e) Solve the linear programming problem given below :

Maximise $Z = 3x_1 + 2x_2$

Subject to $-2x_1 + x_2 \leq 1$

$x_1 \leq 2$

$x_1 + x_2 \leq 3$

$x_1 \geq 0,\ x_2 \geq 0$ graphically

(f) Use simplex method to solve the following LPP :

Maximise $Z = 7x_1 + 5x_2$

Subject to $x_1 + 2x_2 \leq 6$

$4x_1 + 3x_2 \leq 12$

$x_1 \geq 0,\ x_2 \geq 0$

(g) State the difference between correlation and regression analysis.

2. Answer the following questions :

(a) Define sampling. Explain different techniques of sampling. 20

(b) The following are the monthly figures of advertising expenditure and sales of a firm. It is found that advertising expenditure has its impact on sales generally after two months. Allowing for this time lag, calculate coefficient of correlation between advertisement expenditure and sales :

Month	Jan	Feb	Mar	April	May	June	July	Aug
Advertising expenditure (in lakhs)	2	3	4	5	6	7	8	9
Sales (in lakhs)	60	70	80	90	100	90	120	150

15

(c) Calculate the regression equations of X on Y and Y on X from the following :

X	1	2	3	4	5
Y	2	5	3	8	7

(i) Estimate the value of X, when $Y = 10$

(ii) Estimate the value of Y, when $X = 7$

(iii) Also calculate correlation coefficient 15

3. Answer the following questions :

(a) Explain Enterprise Resource Planning (ERP) systems in Management Information Systems. Discuss the different components of ERP systems, including financial management, human resources management and supply chain management. Provide examples of companies that have successfully implemented ERP systems and explain the benefits they have achieved. 20

(b) What is a Joint Venture? How is it advantageous to companies with low technology? Describe at least two Joint Ventures – one in the Indian public sector and one in the Indian private sector industries. 5+10=15

(c) What is diversification? How does it help companies to expand their product lines? Discuss the functioning of two major companies with a well diversified portfolio. 5+10=15

4. Answer the following questions :

(a) Elaborate the conceptual foundations of information systems. Discuss the role of information theory in the development of management information systems. Describe the different types of information systems and their applications in business organizations. 20

(b) How does the implementation of six sigma in large organizations help in reducing costs and increase productivity? Describe at least two companies which are pioneers of the six sigma concept in the world. 5+10=15

(c) Describe the role of Public Distribution System (PDS) in India. Explain the provisions of the Consumer Protection Act (CPA) and the role of voluntary organizations in protecting consumers' rights. 15

SECTION—B

5. Answer *any* **five** the following questions within *150* words each (**10** marks each) : 10×5=50

(a) Explain the concept of probability distributions in decision-making. Discuss the differences between discrete and continuous probability distributions. Provide examples of each type of distribution.

(b) Highlight the importance of aggregate production planning in operations management. Discuss the different strategies used in aggregate production planning, including level production, chase production and mixed production. Provide examples of each strategy.

(c) What is Management Information System (MIS)? Discuss the different types of information system, including Transaction Processing System (TPS), Management Information System (MIS) and Decision Support System (DSS). Provide examples of each type of system.

(d) Describe the role of the Government in promoting small-scale industries in India. Discuss the different policies and schemes implemented by the Government to support small-scale industries. Provide examples of successful small-scale industries in India.

(e) Define strategic cost management. Discuss the different tools and techniques used in strategic cost management, including SWOT analysis, experience curve and BCG matrix. Provide examples of companies that have successfully implemented strategic cost management.

(f) Describe the importance of internationalization in business. Discuss the different modes of internationalization, including exports, joint ventures and foreign direct investment. Provide examples of companies that have successfully internationalized their operations.

(g) Write about the global competitiveness in context of international business. Discuss the different factors that affect global competitiveness, including technological developments, global marketing strategies and multicultural management. Provide examples of companies that have successfully achieved global competitiveness.

6. Answer the following questions :

(a) What is linear programming? Discuss the different steps involved in solving a linear programming problem, including problem formulation, simplex method and sensitivity analysis. 20

(b) State the importance of quality management in production and operations management. Discuss the different tools and techniques used in quality management, including statistical process control, Six Sigma and total quality management. 15

(c) Describe value chain analysis in strategic cost management. Discuss the different steps involved in conducting a value chain analysis, including identifying the value chain, analyzing the value chain and implementing improvements. 15

7. Answer the following questions :

(a) Elaborate on the concept of core competence in strategic management. Discuss the importance of core competence in achieving competitive advantage. Provide examples of companies that have successfully leveraged their core competence to achieve sustainable competitive advantage. 20

(b) Describe the role of Foreign Direct Investment (FDI) in international business. Discuss the benefits and challenges of FDI for both the host country and the investing company. Provide examples of successful FDI projects and explain the factors that contributed to their success. 15

(c) Discuss the concept of global e-business within the scope of international business. Discuss the benefits and challenges of conducting business online in a global context. Provide examples of companies that have successfully implemented global e-business strategies and explain the factors that contributed to their success. 15

8. Answer the following questions :

(a) Elucidate the concept of world-class manufacturing in production and operations management. Discuss the key characteristics of world-class manufacturing, including total quality management, just-in-time production and continuous improvement. Provide examples of companies that have successfully implemented world-class manufacturing practices. 20

(b) What is Material Requirement Planning? How does it assist in production management? What are some challenges faced while implementing MRP in manufacturing operations? 15

(c) Elaborate the concept of corporate governance in the context of Government Business Interface. Discuss the importance of corporate governance in ensuring transparency, accountability and fairness in business operations. Provide examples of companies that have implemented good corporate governance practices and explain the benefits of doing so. 15

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