

Total Pages—5

MBA/IS/101/09

2009

**MASTER OF BUSINESS ADMINISTRATION**

**[1st Semester ]**

*( Management Theory : Principles and Processes )*

PAPER— 101

*Full Marks : 100*

*Time : 3 hours*

*The figures in the right-hand margin indicate marks*

*Candidates are required to give their answers in their  
own words as far as practicable*

*Illustrate the answers wherever necessary*

**Write the answers to questions of each Half  
in separate books**

**FIRST HALF**

**[ Marks : 50 ]**

*( Turn Over )*

1. Answer any *four* questions from the following : 5 × 4

- (a) Discuss about 'Universality of Management'.
- (b) Explain the major principles of Scientific Management theory that are widely followed in organisations today.
- (c) What, according to Chester Barnard, are the inducements (both general and specific) that motivate people to work in organisations?
- (d) Discuss briefly the contributions of Chris Argyris.
- (e) State the limitations of Behavioural approach of management.
- (f) Can an organisation be viewed as a system? Explain.

2. Answer any *two* questions from the following : 10 × 2

- (a) Analyse the importance of the Classical Management Theory. 10

- (b) Explain with the help of research findings from Hawthorne experiments the basic postulates of Human Relations approach to organizations. 10
- (c) What do you understand by decision making? Explain briefly the 'bounded rationality model' of decision making. 3 + 7

[ *Internal Assessment* — 10 Marks ]

SECOND HALF

[ *Marks : 50* ]

3. Answer any *four* questions from the following : 5 × 4
- (a) What is 'divisionalisation'? Discuss its common forms. 2 + 3
- (b) Write a short note on 'functional authority'. 5
- (c) Explain the concept of managerial grid. 5

- (d) Differentiate between cooperation and coordination. 5
- (e) "Leaders are not born but made." Comment. 5
- (f) State the basic components of the New Public Management. 5

4. Answer any *two* questions from the following : 10 × 2

- (a) (i) What are the determinants of an effective span of supervision ?
- (ii) Describe any one study on calculation of an ideal span of supervision, pointing out its limitations. 4 + 6
- (b) (i) How is 'matrix' organization structure formed? Explain with illustration.
- (ii) Which are the benefits of such a structure ?
- (iii) Distinguish between 'matrix' organization structure and 'project' organization structure. 4 + 3 + 3

- (c) Discuss briefly various traditional leadership styles. Which style is the best style and why? 4 + 6

[ *Internal Assessment* — 10 Marks ]

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