

**CSM : 15**

**MANAGEMENT  
PAPER - I**

Time Allowed : 3 hours

Full Marks : 100

*Marks for each question is indicated against it.*

*Attempt any 5 (five) questions taking not more than 3 (three) questions from each Part.*

**PART A**

1. (a) 'Management is both a science and an art'. Elucidate with suitable examples. (10)  
(b) Explain the steps involved in the planning process. (10)
2. "Organisations operate by distributing authority and setting a stage for exercise of power". Critically examine the positive and negative outcomes of exercising power in organisations. (20)
3. How is culture developed in any organisation? Evaluate Hofstede's cultural dimension model with suitable examples while managing the organisation across cultures. (10+10=20)
4. What information must you provide in a business plan? Discuss the pre-requisites for preparing a business plan. (10+10=20)

**PART B**

5. Differentiate between Training and Development. Explain the methods of training new recruits in an organisation. (8+12=20)
6. What do you understand by the term 'Consumer Behaviour'? Discuss the buyer behaviour normally evident in the industrial markets. (4+16=20)

7. Upon scrutiny of the balance sheet given below, what is the position of the organisation with regards to assets, liabilities and equity? (20)

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
<b>Current Liabilities</b>		<b>Current Assets</b>	
Bills Payable	15,350	Cash in Hand	1,400
Sundry Creditors	25,500	Cash at Bank	10,700
Outstanding Expenses	1,500	Investment	15,000
<b>Long Term Liabilities</b>		Bills Receivable	6,500
Loan from Bank	10,000	Sundry Debtors	22,750
Loan on Mortgage	20,000	Prepaid Expenses	1,000
		Closing Stock	50,000
<b>Capital and Reserve</b>		<b>Fixed Assets</b>	
Reserve Fund	10,000	Furniture	18,000
Capital as on 01.04.2015	1,05,000	Plant & Machinery	20,000
Add: Net profit	47,000	Land & Building	40,000
	1,52,000	Freehold Land	20,000
Less: Withdrawals	9,000	Goodwill	20,000
	1,43,000		
	2,25,350		2,25,350

8. (a) Distinguish between “Operating Leverage” and “Financial Leverage”.  
(b) Discuss the importance and the factors that affect the working capital management for a manufacturing firm. (8+12=20)

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