CSM – 51 / 15
Management
Paper – II

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 **three** of the remaining questions, selecting at least **one** from each Section.*

Section – A

1. Write notes on any **three** of the following. Each note not to exceed **200** words : 20×3 = 60

   (a) Management of corporate distress and restructuring strategy.

   (b) Global Competitive Advantage

   (c) Export pricing and finance

   (d) System Development Management life-cycle

2. (a) Explain, giving suitable illustration, the following formula given by Walter for determining dividend policy :

$$Vc = \frac{D + \left[(R / Rc)(E - D)\right]}{Rc}$$

where,

Vc = Theoretical market value of ordinary shares

R = Internal productivity of retained earnings

Rc = Market capitalization rate

E = Earnings per share

D = Dividend per share

(b) What are the merits and limitations of the formula in designing the dividend policy for a company ? 60

3. What kind of items should be selected when managers are attempting to improve an inventory system and why ? Explain how the situation in the finite production (gradual replacement) rate inventory differs from the simple lot size situation. What impact does the cost of an item have on each situation ? 60

4. What kind of distribution channel (direct or indirect) would you recommend for the following products and why ? 60

    (a) Personal Computer

    (b) A lubricant for industrial use

    (c) Textile machinery

    (d) Push-button telephone

Section – B

5. Describe briefly any **three** of the following. Each description not beyond **200** words : 20×3 = 60

    (a) Mergers and acquisitions

    (b) Public Distribution System

    (c) Supply Chain Management-Vendor Evaluation

    (d) Organizational Climate and Industrial Relations

6. "The quality of management information is directly related to its timing".

    (a) Discuss this statement with particular reference to (i) the different purposes for

which the information may be required, and (ii) the relative merits of speed vs accuracy in each case.

(b) Explain in what ways the timing of information flows should be taken into account when designing information system. 60

7. Define and explain the HRD systems in the organizational context. Give an example to support your answer. In your opinion, which subsystem of HRD system needs to be emphasized in present day business scenario and why ? 60

8. With reference to the Michael Porter's analysis, examine the factors which determine the competitive advantage of nations and what policies do you suggest to minimize the damages and maximize the opportunities of globalization from the macro-economic point of view ? 60

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