1. “The average manager is not the reflective planner and ‘orchestra leader’ that the functional approach suggests. On the other hand, the ‘managerial roles’ approach emphasises on work actually done by manager. It reveals picture of what life as a manager is like. It depicts managerial behaviour.” Elucidate this statement in the context of ‘managerial work activity’ approach and describe the roles played by Directors/Executives.

(20 marks)

2. (a) “In this era of enlightened corporate governance, the concept of customer asset management is now replaced by view of customer relationship management.” Explain. Make sure to put specific arguments.

(10 marks)

(b) “Organisational culture has assumed considerable importance now a days because of its impact on employees’ performance and commitment.” Elucidate.

(10 marks)

3. “The mere existence of an audit committee itself acts as an effective tool for good governance.” Do you agree? Explain the role of the audit committee giving details of any ten items which have to be reviewed by the audit committee.

(20 marks)

4. “There is one and only one social responsibility of business — to use its resources and engage in activities designed to increase its profits. But the enlightened corporate governance focuses on business to be socially responsible — responsible to social groups and forces.” Discuss. Also compare the shareholder and stakeholder value perspectives in the above context.

(20 marks)
5. (a) A recognised trade union has reminded the Board of directors that the two factors that the employees fear are inflation and job losses. Draft a note to the Board of directors as a Company Secretary, explaining the good governance practices that the company follows which will eliminate the concerns of the trade union.  

(10 marks)

(b) Managing the risks and not its elimination is an important function of the Board of directors. Explain the significant risks that a corporate is exposed to and briefly explain measures to reduce the risks.  

(10 marks)

6. Evergrow Ltd. is planning to implement a large project which involves land acquisition through government. This can displace some land owners. Advise the Board of directors on the areas of good governance practices to be followed so that no problems related to land acquisition are encountered at implementation stage.  

(20 marks)