

MANAGEMENT AND ORGANISATIONAL  
BEHAVIOUR

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions choosing any TWO questions in Section A and any THREE questions in Section B.

All questions carry equal marks.

SECTION A — (2 × 20 = 40 marks)

1. Define management, and explain its nature and characteristics.
2. What is planning? Explain the importance and benefits of planning.
3. What is Line organisation? Explain its advantages and disadvantages.
4. Define control. Explain the factors that determine a good control system.

SECTION B — (3 × 20 = 60 marks)

5. Discuss Herzberg's theory of motivation. How can understanding of this theory help managers more effectively to motivate their subordinates?
6. Define leadership. Explain the functions of a Leader.
7. What is Communication? Explain the principles of effective communication.
8. Why are groups formed? Explain the factors determining group success.
9. 'Change is inevitable' - Discuss. Also give a detailed study of macro and micro factors affecting change.

INDUSTRIAL PSYCHOLOGY

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Examine the scope of industrial psychology.
2. Explain the positive and negative consequences of frustration and conflict.
3. Enumerate various defence mechanisms available to ventilate frustration.
4. Describe the psychology of individual difference.
5. Elucidate the techniques used to understand and appraise human behaviour.
6. Describe the causes and effects of job satisfaction.
7. What are the features, objectives and limitations of human Engineering?
8. Explain work study, time study and motion study. Light out its significance.

9. Critically evaluate the role of positive rewards in motivation of employees.
  10. What is personal counselling? What are its objectives? What are its uses?
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**Paper III — PERSONNEL MANAGEMENT AND  
INDUSTRIAL RELATIONS**

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Discuss the role of personnel manager.
2. What steps are involved in the selection procedure? Explain them.
3. State the objectives of performance appraisal. Also explain any two modern methods of performance appraisal.
4. Describe the procedure and principles of sound disciplinary action.
5. Suggest a formal grievance procedure for a medium size industrial unit.
6. Explain the scope of industrial relations.
7. What is meant by "Industrial disputes"? What are its causes?

8. Explain various measures generally adopted to improve the industrial relations.
9. Discuss the statutory machinery available for settlement of industrial disputes in India.
10. Define "Trade Union". Enumerate its functions.

**BUSINESS ENVIRONMENT AND LAW**

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Write about the importance of business environment in detail.
  2. How the political environment influences the economic system of India? Discuss in detail.
  3. Brief the role of Indian Companies Act in legal environment.
  4. Write about the industrial policy in India.
  5. Explain the factors for the choice of technology.
  6. Write in detail about IRDA Act.
  7. Explain the Indian culture and values and its implications on Indian Business Environment.
  8. Explain the importance of industrialisation in economic growth.
  9. Examine the information transfer model in detail.
  10. How social responsibility plays a significant role in business environment.
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**MANAGEMENT ACCOUNTING AND FINANCIAL  
MANAGEMENT**

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**Time : Three hours****Maximum : 100 marks**

**Answer any FIVE questions choosing not more than  
THREE in PART A or PART B.**

**PART A**

1. How double entry system works – Explain in detail.
2. Classify the commonly used accounts in detail.
3. Explain the qualitative characteristics of financial statements.
4. Classify various types of accounts in detail.
5. Enumerate the preliminary steps to be considered before setting standards.

**PART B**

6. Explain the types of budgets available on the basis of time and flexibility.
7. Discuss the features of preference shares in detail.

8. Journalise the following transactions and Post to Proper accounts.

	Rs.
Jan. 1 'B' started business with a capital of	10,000
Jan. 4 Bought goods from 'V'	6,750
Jan. 7 Cash purchases	3,000
Jan. 10 Cash sales	4,000
Jan. 13 Bought goods from 'V'	2,000
Jan. 16 Sold goods to 'G'	5,000
Jan. 18 Paid cash to 'V'	2,850
Jan. 19 Sold goods to 'G'	500
Jan. 24 Paid 'V' on account	2,400
Jan. 26 Received cash from 'G'	1,650
Jan. 27 Paid salaries	1,250
Jan. 30 Received cash from 'G'	200

9. From the following details find out

- (a) P/V ratio  
 (b) B.E.P  
 (c) Margin of safety.

Sales	Rs. 1,00,000
Total costs	Rs. 80,000
Fixed costs	Rs. 20,000
Net profit	Rs. 20,000.

10. A company working @ 50% capacity manufacturing of 10,000 units. At 50% capacity the product cost is Rs. 180 and sale price is Rs. 200. The break up of the cost is as below :

Particulars	Cost per unit
Material	Rs. 100
Wages	Rs. 30
Factory	Rs. 30 (40% fixed)
Administration over head	Rs. 20 (50% fixed)

At 60% working raw material cost goes up by 2% and sales price falls by 2%. At 80% working the raw material cost increases by 5% and sale price decreases by same percentage i.e. 5%.

Prepare a statement to show profitability @ 60% and 80% capacity.

