

PRINCIPLES OF MANAGEMENT

(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. Identify different types of managers in terms of different managerial levels and various functional areas.
2. Discuss in brief the essential elements which are taken together constitute the process of management.
3. Describe the main functions of Human Resource Management.
4. What is controlling? Describe steps in the process of controlling.
5. What are the merits and demerits of performance appraisal?

PART B — (40 marks)

Case study

6. Strong Bond Co. is a medium sized enterprise which has followed a policy of growth through acquisitions. Six years ago, it took over stick well adhesives as a subsidiary. Although stick well was the third adhesive manufacturer in the country, its sales and profit position has rapidly deteriorated. The management of strong bond felt that it was good buy in the depressed condition and they were confident of turning it around.

The first new General Manager of strong Bond tried for five years to change the profit position, but he met with little success. Stick well operates two plants, both in rural areas in the east and the South. Such plant employs approximately 800 people. At both the plants the employees and management are very set in their ways and not receptive of new ideas. In fact last year at one plant the workers almost rebelled against top management.

- (a) What are the barriers to change in this case?
 - (b) How can new ideas become accepted at the plants?
 - (c) Which technique of organisation development can be useful in this case?
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ORGANISATIONAL BEHAVIOUR

(For those who joined in July 2000 and after)

Time : Three hours Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. How are the "Hawthorne Experiments" useful in understanding organisational behaviour?
2. Discuss the important determinants of perception.
3. Elucidate the measures to resolve conflicts in the workplace.
4. Discuss the methods of transmitting organisational culture to employees.
5. State and discuss the factors contributing to organisational development.

PART B — (40 marks)

Compulsory

6. Case Study

Rahul is an engineer in a large design engineering office. He comes from a rural background and he belongs to a low income group family with traditional values.

Rahul is an intelligent and capable worker. He main fault is that he does not want to take risks. He hesitates to take decisions for himself, often bringing petty and routine problems to his supervisors or to other engineers for a decision. When ever he does a job design he brings it in rough draft to his supervisor for approval before he finalises it. Since Rahul is a capable person his supervisor wants to motivate him to be more independent in his work. The supervisor believes that his approach will improve Rahul's performance, relieve the supervisor from extra routine and give Rahul more self-confidence. However, the supervisor is not sure how to go about motivating Rahul to improve his performance.

- (a) In the role of supervisor, explain how you would motivate Rahul.
- (b) While motivating Rahul, how three different motivational models can be employed.
- (c) Explain the reaction of Rahul towards his supervisor motivation.

15. Ascertain the cost and selling price from the following :

Materials consumed Rs. 9,000

Wages paid Rs. 6,000.

Works on cost 50% on wages; office on cost 20% of work cost; selling on cost 10% of work cost; profit 20% on cost.

2606/M13/A13/D12

OCTOBER 2011

MANAGEMENT ACCOUNTING

(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

SECTION A — (4 × 5 = 20 marks)

Answer any FOUR questions.

1. Enumerate the term Financial Accounting.
2. Elucidate the term 'Money Measurement Concept'.
3. Define the term 'costing'.
4. What do you mean by the 'Concept of decision making'?
5. What is Absorption costing?
6. What are the advantages of zero base budgeting?

SECTION B — (4 × 8 = 32 marks)

Answer any FOUR questions.

7. Describe the scope of management accounting.
8. Explain the various techniques of costing.
9. Explain the steps to be taken for decision making.

10. Narrate the benefits and defects of zero base budgeting.
11. Distinguish between standard costing and budgetary control.
12. What are the qualities of good financial reporting?

SECTION C — (2 × 24 = 48 marks)

Answer any TWO questions.

13. Prepare Trading, P/L a/c and Balance sheet from the following for the year ending 31-12-2005

Trial Balance

	Rs.		Rs.
Drawings	4,000	Capital	20,000
Cash	1,700	Sales	16,000
Bank	6,500	Creditors	4,500
Wages	1,000		
Purchases	2,000		
Stock	6,000		
Building	10,000		
Debtors	4,400		
Bills receivable	2,900		

	Rs.	Rs.
Rent	450	
General expenses	1,050	
Furniture	500	
	<u>40,500</u>	<u>40,500</u>

Adjustments :

- (a) Closing stock Rs. 4,000
 - (b) Wages to be paid Rs. 100
 - (c) Rent prepaid Rs. 50
 - (d) Interest to be provided on drawings 5% on capital 6%.
14. Calculate BEP (in units) and BEP (in Rupees) from the following data

Fixed cost Rs. 3,00,000

Variable cost per unit Rs. 20

Selling price per unit Rs. 30.

MANAGERIAL ECONOMICS

(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. What is an economic model? Explain it with the help of an example pointing out its role in decision making process.
2. What are the factors which determine price elasticity of demand? What role does price elasticity of demand play in decision-making by business firms?
3. Define market power. Discuss important measures of market power and list out its determinants.
4. How are wages determined under perfect competition? Explain the role of trade unions in raising wages of labour.
5. Explain the market area determination with different conditions of production and transportation costs. Give reasons for locating firms in foreign countries.

6. Critically evaluate the different methods of appraising an investment decision.
 7. Explain the different types of inflation. Suggest measures to control inflation.
 8. Write short notes on :
 - (a) National income
 - (b) Balance of payments
 - (c) Consumption function
 - (d) Cost of capital.
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