Program:	S.Y.B.Com	**Semester:**	III	**Program Code:**	UGCOM01
Course:	Commerce - III			**Course Code:**	NUCM301
Duration:	2 Hours	**Examination Pattern:**	NEP-Autonomous /External.	**Max. Marks:**	60

Instructions:

1. Answer any 4 from Q1 to Q6
2. Figures to the right indicate full marks.
3. Draw neat diagrams wherever necessary.
4. CO (Course Outcome), KL (Knowledge Level).

Examination:

REGULAR

Q. 1		**Case Study Analysis**	[15]	CO's	KL's
		Sunrise Bakery is a small bakery in Mumbai, operating for five years. Its owner, Mr. Raj, manages 10 employees by dividing work among dough preparation, baking, packing and sales. He clearly defines their responsibilities and gives necessary instructions. Recently, Raj noticed that some employees were taking longer to complete their tasks. He observed their work and introduced standard methods to reduce unnecessary movements and save time. He also encouraged short breaks and maintained friendly relations, believing that happy employees perform better. Raj follows basic management principles such as division of work, discipline, unity of command and fair treatment. He also encourages employees to share ideas for improving products and customer service. Raj believes that business success is not only about profits. He encourages employees to treat customers honestly, respect co-workers, work as a team, and maintain a balance between work and personal life.			
		Answer the following questions:			
	(a)	What are the three main functions of management performed by Raj in the bakery?	(03)	CO1	L2
	(b)	Which scientific management approach of F.W. Taylor is reflected when Raj introduces a standard method of working?	(03)	CO2	L2
	(c)	Identify any two principles of Henri Fayol followed by Raj.	(03)	CO2	L3
	(d)	If you were Raj, what would you do if employees were unhappy even though productivity had increased?	(03)	CO2	L3
	(e)	How can Raj use a modern management approach and Indian ethos to improve Sunrise Bakery further?	(03)	CO2	L4

Q. 2		**Answer any TWO of the following.**	**[15]**	**CO's**	**KL's**
	(a)	Define management. State the nature of management.		**CO1**	**L1**
	(b)	Identify any 8 principles of management given by Henri Fayol.		**CO2**	**L3**
	(c)	Correlate the significance of Indian ethos to modern management.		**CO2**	**L4**
Q. 3		**Answer any TWO of the following.**	**[15]**	**CO's**	**KL's**
	(a)	What is planning? Recognize the importance of planning.		**CO3**	**L1**
	(b)	Articulate the various components involved in planning.		**CO3**	**L3**
	(c)	Explain decision making and give the various techniques of decision making.		**CO3**	**L1**
Q. 4		**Answer any TWO of the following.**	**[15]**	**CO's**	**KL's**
	(a)	Sketch matrix organization diagram and explain its features.		**CO3**	**L3**
	(b)	Differentiate between centralisation and decentralisation.		**CO3**	**L2**
	(c)	What is departmentation? Share the various bases of departmentation.		**CO3**	**L1**
Q. 5		**Answer any TWO of the following.**	**[15]**	**CO's**	**KL's**
	(a)	Illuminate the meaning of motivation. What are the factors influencing motivation?		**CO4**	**L3**
	(b)	State the different barriers to effective communication.		**CO4**	**L1**
	(c)	Classify the various styles of leadership.		**CO4**	**L4**
Q. 6		**Write short note on any THREE.**	**[15]**	**CO's**	**KL's**
	(a)	Coordination as essence of management		**CO2**	**L2**
	(b)	Levels of management		**CO1**	**L1**
	(c)	Delegation of authority		**CO2**	**L1**
	(d)	Organization structure		**CO3**	**L1**
	(e)	Importance of communication		**CO4**	**L1**

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