F.Y.B. Com (Management Studies) Semester - II
Subject: Global Management Theories
Date: 3-10-2025   Duration: 1 hour   Marks: 30 marks

Instructions for the candidate:
1. This question paper contains 1 pages
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.

Q 1	Answer the questions following the case study below.	
	A multinational manufacturing company, DEF Ltd., operates in several countries and is facing challenges in motivating its diverse workforce. The company is considering adopting motivational theories to improve employee engagement and performance. The HR department wants to explore Maslow's Need Hierarchy and McGregor's Theory X and Theory Y to determine how they can apply these concepts in different cultural settings.	
1	Explain Maslow's Need Hierarchy Theory & how it can be applied in the context of DEF Ltd. to enhance employee motivation.	**5 marks**
2	Explain McGregor's Theory X and Y, & how it can be applied in the context of DEF Ltd. to enhance employee motivation.	**5 marks**
Q 2	Answer the following	
A	What is OD? Explain the features of OD.	**5 marks**
B	What are the features of Charismatic Leadership.	**5 marks**
Q 3	Answer the following	
A	Explain the Weisbord Six-box model.	**5 marks**
B	Explain Hersey and Blanchard Situational Leadership Model.	**5 marks**
Q 4	Answer the following	
A	Explain David McClelland's theory of needs.	**5 marks**
B	Write a note on the key features of American Management Style.	**5 marks**

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F.Y.B. Com (Management Studies) Semester - II
Subject: Principles of Management-II

Date: 04-04-2025   Duration: 2 hours   Marks: 60 marks

Instructions for the candidate:
1. This question paper contains 2 pages
2. Q.1 is Compulsory.
3. Attempt any 3 from Q. 2 to Q.6.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6.

Q 1	Answer the following. (Compulsory question) CASE STUDY	
	Sarah is a 32-year-old marketing manager at a leading advertising firm. She has been experiencing high levels of stress and had faced several health issues and burnouts. She often works late hours, skipping meals and sleep. Additionally, her manager frequently assigns last-minute tasks, increasing her anxiety. At home, Sarah struggles even at home with her office work. She started having bad relations at home and even at office. One day, Sarah breaks down in a meeting due to overwhelming stress. Concerned about her well-being, her HR manager suggests she adopts stress management techniques. **Q1:** Suggest the major causes of stress. **Q2:** As a responsible HR manager, help organisation to implement stress management techniques. **Q3:** What further consequences can be suffered by Sarah due to work life imbalance?	5 marks 5 marks 5 marks
Q 2	Answer the following	
A	Elaborate on PODSCORB components.	8 marks
B	What is controlling? Explain the types of controlling.	7 marks
Q 3	Answer the following	
A	Which strategic techniques can be used for conflict management?	8 marks
B	What is work-life balance? Why it is essential to implement in our day-to-day routine?	7 marks
Q 4	Answer the following	
A	What is recruitment? Explain the sources of recruitment	8 marks
B	Explain the change management theory by 'Kurt Lewin'.	7 marks

Q 5	Answer the following	
A	What is motivation? What factors influence motivation in an organization?	8 marks
B	Explain the concept of Green management. Which practices can be followed by organization towards contribution of environment?	7 marks
Q 6	Answer the following	
1	MIS	
2	Eustress	5 marks
		5 marks
3	Contribution of any two Indian leaders in the field of management.	5 marks

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Date: 05 -04-2025   Duration: 1 hour   Marks: 30 marks

Instructions for the candidate:

1. This question paper contains 1 page.
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.

Q 1	Answer the questions following the case study below.	
	TechNova Solutions, a fast-growing IT company, is launching a new software product. The project team consists of experienced developers and new interns, and the project manager, Sarah, must adapt her leadership style based on different team members' skill levels and motivation. Sarah notices that the new interns are enthusiastic but lack technical skills. They need clear guidance to complete their tasks. The experienced developers are highly skilled but feel demotivated due to a lack of creative freedom. They need autonomy and encouragement to stay engaged. Sarah adjusts her leadership approach based on these differences, ensuring both groups contribute effectively to the project. Question: 1. Using Hersey & Blanchard's Situational Leadership Model, identify which leadership style Sarah should use ? 2. If Sarah used the same leadership style for both groups, what problems might arise?	
Q 2	Answer the following	
A	Define Organizational Development. What are the values of Organizational Development?	**5 marks**
B	What are the advantages of Charismatic Leadership?	**5 marks**
Q 3	Answer the following	
A	Explain McKinsey 7S model.	**5 marks**
B	Explain the Tannenbaum and Schmidt Leadership Continuum Theory.	**5 marks**
Q 4	Answer the following	
A	Explain Douglas McGregor's theory of X & Y.	**5 marks**
B	Write a note on key features of Indian Management Style.	**5 marks**

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Instructions for the candidate:
1. This question paper contains 2 pages
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6. Use of simple calculator is allowed.

Q.1	Solve the following system of linear equations by Matrix Inversion Method. $2x + y + z = 10$ $x - y + z = 3$ $x + y + z = 9$	**10 marks**
Q.2	Answer the following:	
A	A particular sum of money amounts to Rs. 6,29,563 in 4 years and Rs. 5,20,300 in 2 years. Find the sum and compound interest rate.	**5 marks**
B	Find the derivatives of the following functions. **1)** $y = \dfrac{x^2 + 1}{x^2 - 1}$ **2)** $y = (x + 3) \cdot (x^2 - 1)$	**5 marks**
Q.3	Answer the following:	
A	A loan of 80,000 is to be repaid in 5 equal monthly installments at the rate of 12% p.a. compounded monthly. Find the E.M.I. by Reducing Balance Method.	**5 marks**
B	If the demand function is $p = 8 - D^2$ and supply function is $p = D^2 + 6D$. Then find, 1) The equilibrium quantity 2) The equilibrium price.	**5 marks**
Q.4	Answer the following :	
A	**1)** If $\begin{bmatrix} a+b & 2 \\ a-1 & 6 \end{bmatrix} = \begin{bmatrix} -1 & 2 \\ 1 & 6 \end{bmatrix}$ Hence, find the values of a and b **2)** If $A = \begin{bmatrix} 1 & -1 \\ -2 & 2 \end{bmatrix}$, Find $A^2 - 3A$	**5 marks**

B	The total cost of producing x items is Rs. $(x^2 + 10x + 12)$. The total revenue of selling x items is Rs. $(330x - x^2)$. Hence, 1) Find profit function 2) Find x for which profit is maximum. 3) Find maximum profit at this output.	5 marks

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F.Y.B. Com (Management Studies) Semester - II
Subject: Introduction to Banking

Date: 12-03-2025   Duration: 1 hour   Marks: 30 marks

Instructions for the candidate:
1. This question paper contains 02 pages
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6. Use of simple calculator is allowed.

Q 1	**Case Study on Credit Control Measures by RBI**	10 marks
	Background: India is experiencing a high inflation rate due to excess liquidity in the economy. Prices of essential goods are rising, and speculative activities in real estate and stock markets are increasing. The Reserve Bank of India (RBI) decides to take action to control inflation while ensuring economic stability.	

RBI's Actions:

1. **Increase in Repo Rate:** RBI raises the repo rate from 4% to 6%, making borrowing costlier for commercial banks. This reduces their ability to lend, thereby decreasing the money supply in the market.

2. **Increase in CRR & SLR:** To reduce excess liquidity, RBI increases the **Cash Reserve Ratio (CRR)** from 4% to 5%, and the **Statutory Liquidity Ratio (SLR)** from 18% to 19%. This limits banks' ability to lend, reducing excess credit in the system.

3. **Margin Requirement Adjustment:** To control speculative lending, RBI raises margin requirements for loans against stocks from 30% to 50%. This means borrowers must provide more collateral, discouraging excessive borrowing for speculative purposes.

4. **Selective Credit Control (SCC):** RBI restricts loans to the real estate sector to prevent a property bubble while encouraging credit flow to MSMEs and agriculture.

Impact:

- Inflation starts to decrease as people and businesses find borrowing costlier, reducing excessive spending.

- Speculative activities in the stock market slow down, bringing stability to financial markets.
- The economy stabilizes, with credit being directed toward productive sectors such as manufacturing and agriculture.

Answer the following questions: -

1. What is the difference between the Repo Rate and Reverse Repo Rate? Explain with examples.
2. How does increasing the Cash Reserve Ratio (CRR) help in controlling inflation? Provide a suitable example.

Q 2	Answer the following.	
A	Discuss the functions of investment banks.	5 marks
B	Explain features of risk management in banking.	5 marks
Q 3	Answer the following.	
A	Elaborate the role of central bank.	5 marks
B	Discuss the need and importance of microfinance.	5 marks
Q 4	Answer the following	
A	Explain quantitative techniques of credit control.	5 marks
B	Explain the features of Banking Ombudsman Scheme.	5 marks

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Instructions for the candidate:
1. This question paper contains **2** page
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6. Use of simple calculator is allowed.

Q 1	Answer the following	10 marks
	Case Study: Inflation Targeting in India (2021-2023)	
	Inflation targeting in India has evolved since its official adoption in 2016. As the country faced challenges like global supply chain disruptions and rising commodity prices during 2021-2023, the Reserve Bank of India (RBI) continued to emphasize its target of 4% inflation, with a tolerance band of ±2%. In 2022, inflation surged above 7% due to high food and energy prices. In response, the RBI took decisive measures, including multiple interest rate hikes to curb inflation and adjusted monetary policy to manage demand.	
	The Monetary Policy Committee (MPC) played a crucial role in assessing inflation forecasts and adjusting policies to maintain price stability. Despite these challenges, India's GDP growth remained robust, indicating that inflation targeting has effectively balanced economic growth with price stability. By early 2023, inflation rates began to show signs of moderation and reflected the effectiveness of the RBI's policies amid ongoing global economic uncertainties. This period underscored the importance of a robust inflation targeting strategy in navigating complex economic landscapes while fostering sustainable growth.	
	Questions:	
	1. When was inflation targeting adopted and what is the inflation target set by the RBI in India?	
	2. What challenges did India face regarding inflation during 2021-2023?	
	3. How did the RBI respond to rising inflation and how did it manage demand in 2022?	

	4. What role did the Monetary Policy Committee (MPC) play during this period?		
	5. What was the outcome for inflation by early 2023?		
Q 2	Answer the following		
A	Discuss the importance of study of macroeconomics.	5 marks	
B	Explain the demand-pull factors responsible for inflation with the help of a diagram.	5 marks	
Q 3	Answer the following		
A	Explain the features of trade cycles with the help of diagram.	5 marks	
B	Discuss the Keynesian liquidity approach to demand for money.	5 marks	
Q 4	Answer the following		
A	Discuss the circular flow of income and expenditure in a three-sector economy.	5 marks	
B	Explain the objectives of monetary policy.	5 marks	

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Instructions for the candidate:
1. This question paper contains 2 pages
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6. Use of simple calculator is allowed.

Q.1	Solve the following system of linear equations by Matrix Inversion Method. $2x - y + z = 1$ $x + 2y + 3z = 8$ $3x + y - 4z = 1$	**10 marks**
Q.2	Answer the following:	
A	A loan of 1,20,000 is to be repaid in 5 equal monthly installments at the rate of 12% p.a. compounded monthly. Find the E.M.I. by Reducing Balance Method.	**5 marks**
B	Find the derivatives of the following functions with respect to x. **1)** $y = (x^2 + 2x)(1 + \log x)$ **2)** $y = \dfrac{3x^2 + 5x - 2}{5x + 3}$	**5 marks**
Q.3	Answer the following:	
A	If the simple interest is Rs.25,600 for 4 years at 20% p.a. Then find: 1) The sum (P) 2) The compound interest for the same sum for same period at the same interest rate.	5 marks
B	A company sells x units of certain product each day at Rs. 50 per unit. The cost of manufacturing is Rs. 40 per unit and the distributor charges are Rs. 5 per unit. Besides these costs daily fixed cost is Rs. 3,000 Find: 1)Total cost function 2) Total revenue function 3) Total profit function 4) Break-even point	**5 marks**
Q.4	Answer the following:	

A	If $A = \begin{bmatrix} 1 & 7 \\ 2 & 4 \end{bmatrix}$, $B = \begin{bmatrix} 5 & 0 \\ 0 & 5 \end{bmatrix}$, Then show that $AB = BA = 5A$	5 marks
B	If demand function is $D = 25 - 3p - p^2$, then find the elasticity of demand when price $p = 3$ units.	5 marks

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Instructions for the candidate:
1. This question paper contains one page.
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.
6. Use of simple calculator is allowed.

Q 1	Draft a Sales Letter to promote the sale of IFL Air-Conditioners on behalf of Vikas Sales, Khar (West), Mumbai-400 040. Use the Full Block Layout.	**10 marks**
Q 2	Answer the following	
A	Explain the Telephone Etiquettes in brief.	**5 marks**
B	Describe any five leadership styles.	**5 marks**
Q 3	Answer the following	
A	Explain the concept of corporate communication along with its external channels.	**5 marks**
B	List and explain the positive key aspects of communication dynamics within a team.	**5 marks**
Q 4	Answer the following	
A	Draft an email seeking permission from your manager to attend a Conference in Pune.	**5 marks**
B	Leadership relies heavily on effective communication-Explain.	**5 marks**

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F.Y.B. Com (Management Studies) Semester - II
Subject: Fundamentals of Managerial Values

Date: 24-03-2025   Duration: 1 hour   Marks: 30 marks

Instructions for the candidate:
1. This question paper contains 1 page
2. Q.1 is Compulsory.
3. Attempt any 2 from Q. 2 to Q.4.
4. Answers to each new question should begin on a fresh page.
5. Figures on the right-hand side indicate full marks.

Q 1	Carefully read the case study given below & answer the following questions.	
	Global Corp., a leader in the electronics industry, has recently experienced a leadership crisis when its CEO was found guilty of using company funds for personal expenses. The company's board of directors is now under pressure to restore the organization's reputation. They need to appoint a new CEO who embodies ethical leadership. The board has decided to select a candidate based on principles of transparency, integrity, and accountability, hoping to instill a stronger ethical culture within the company.	
1.	What are the key principles of ethical leadership that should guide the board's decision-making?	5 marks
2.	How can ethical leadership improve the company's overall culture?	5 marks
Q 2	Answer the following	
A	Explain the role of education in Value Formation.	5 marks
B	Explain 4 V model of ethical leadership.	5 marks
Q 3	Answer the following	
A	What are the responsibilities of an organization towards its environment?	5 marks
B	Explain Intelligence quotient & its importance.	5 marks
Q 4	Answer the following	
A	Explain Descriptive ethical theories.	5 marks
B	Which are the different ethical issues faced by Finance managers?	5 marks

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