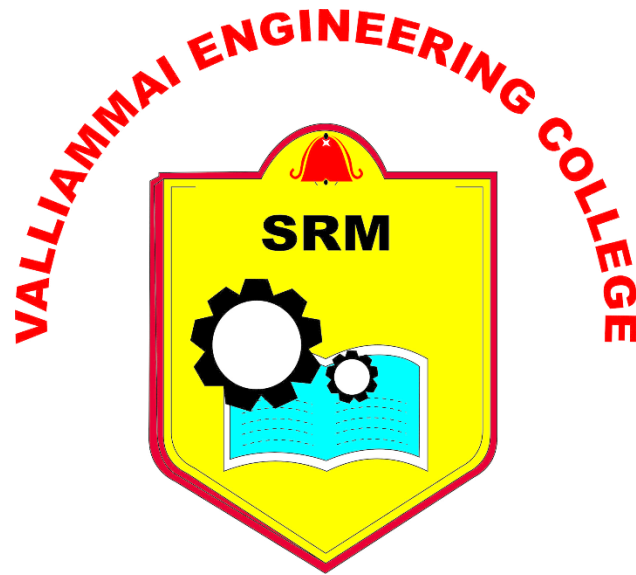


VALLIAMMAI ENGINEERING COLLEGE

SRM Nagar, Kattankulathur – 603 203

**DEPARTMENT
OF
CIVIL ENGINEERING**

QUESTION BANK



VIII SEMESTER

MG 6851– Principles of Management

Regulation – 2013

Academic Year 2018 – 19

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SUBJECT : MG 6851 PRINCIPLES OF MANAGEMENT

SEM / YEAR: VIII/IV

UNIT I – INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

Definition of Management – Science or Art – Manager Vs Entrepreneur - types of managers managerial roles and skills – Evolution of Management – Scientific, human relations, system and contingency approaches – Types of Business organization - Sole proprietorship, partnership, company-public and private sector enterprises - Organization culture and Environment – Current trends and issues in Management.

Q.No	Questions	BT Level	Competence
1	List out the roles played by managers in an Organisation.	BTL1	Remembering
2	Differentiate Entrepreneur & Manager.	BTL2	Understanding
3	Show your understanding about the term Management.	BTL3	Applying
4	Point out the functions of management.	BTL4	Analyzing
5	Assess the concept of scientific management.	BTL5	Evaluating
6	What is your opinion about unity of command?	BTL6	Creating
7	Define Organization.	BTL1	Remembering
8	Distinguish between Public and Private Limited Companies	BTL2	Understanding
9	Illustrate the characteristics of managers.	BTL3	Applying
10	Explain the skills required by managers in an Organization.	BTL4	Analyzing
11	Evaluate the factors affecting Business Environment.	BTL5	Evaluating
12	Can you assess the value of Systems approach to management?	BTL6	Creating
13	Describe organization culture.	BTL1	Remembering
14	Summarize time and motion study.	BTL2	Understanding
15	Associate your understanding of the term scalar chain and the term Esprit de Corps.	BTL3	Applying
16	Classify the types of partners.	BTL4	Analyzing
17	What is sole proprietorship and partnership?	BTL1	Remembering
18	Interpret the various types of Organizations.	BTL2	Understanding
19	Examine a private enterprise.	BTL1	Remembering
20	Quote the current trends in Management.	BTL1	Remembering

PART - B

1	(i) Is management an art or science? Discuss.	(3)	BTL1	Remembering
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	(ii) Describe the various functions of Management.	(10)		
2	Discuss the principles and techniques of scientific management.	(13)	BTL2	Understanding
3	Examine the fourteen principles of management advocated by Henry Fayol.	(13)	BTL3	Applying
4	Classify the different roles and functions of managers and explain them in detail.	(13)	BTL4	Analyzing
5	(i) Evaluate the motion study as used by Gilberths.	(5)	BTL5	Evaluating
	(ii) Summarize the views of different schools of management.	(8)		
6	(i) How would you prioritize the facts of Contingency Approach?	(5)	BTL6	Creating
	(ii) What information would you use to support the view Systems approach in Management?	(8)		
7	Enlighten the relevance of environmental factors that affect global business.	(13)	BTL1	Remembering
8	(i) Differentiate Sole proprietorship and partnership.	(5)	BTL2	Understanding
	(ii) Express the different types of business organizations.	(8)		
9	(i) Complete the various experiments in Hawthorne Studies.	(5)	BTL3	Applying
	(ii) Discover the findings of Hawthorne experiments.	(8)		
10	Explain the evolution of management in detail.	(13)	BTL4	Analyzing
11	(i) List the main characteristics of Public Enterprises.	(5)	BTL1	Remembering
	(ii) What are the features of Private Enterprises?	(8)		
12	(i) Predict the relative importance of each type of skills to lower, middle and upper level managers.	(5)	BTL2	Understanding
	(ii) Give the current trends & issues in management	(8)		
13	(i) Infer the concept of Globalization.	(3)	BTL4	Analyzing
	(ii) Contrast the various challenges of management in present scenario.	(10)		
14	(i) State the elements of Organization culture.	(3)	BTL1	Remembering
	(ii) Identify the different types of culture in an organization?	(10)		

PART - C

1	Mr. Naidu was a young officer in a nationalized bank in Chennai. He was approached by Mr.Datta, owner of a small textile plant for a loan to renovate his plant. Naidu gave him a loan of Rs. 50,000. The bank's branch manager, who saw no future in textiles, was shocked at the loan transaction. He told Naidu to stay close to Datta until money was paid back. Naidu stuck so close that he became Datta's financial adviser. The loan was paid. But Naidu became Datta's partner and resigned his bank job. Naidu collected information about the textile industry there was huge scope for the industry. Within six years, Naidu set up another textile plant to his employees Naidu was friendly and highly flexible boss. He preferred to lead by example rather than tell people how to do their jobs. However, Naidu committed a big mistake of not grooming a successor. Therefore, there was a vacuum at the top when he had a severe heart attack
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	and died. Answer the following questions: i) What were the qualities of Naidu as a Manager? (5 marks) ii) Discuss the roles played by managers according to Mintzberg. What roles of the manager did Naidu play? (5 marks) iii) Do you think Naidu was successful Manager? (5 marks)
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2	<p>In 2006-07 PTC Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor– Trepsico'sTrito. After a year its wafer snack brand–Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 crores. The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the PTC could enter the market, a cross-functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The result showed that the customers within the age-group of 15- 24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16flavours with varying tastes suiting to the targeted age-group. The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to bank upon humour appeal. The Industry sources reveal that PTC spent about Rs. 50 Crores on advertisement and used all possible media-print and electronic, both including the creation of its own website, Ringoringoyoungo.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. EM TV, Shine TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places. Analysts believe that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success. The Ringo' was made visible by painting the Railway bogies passing across the States. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their Big-Bazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepsico to Future group and other retailers. Trito's share has already been reduced considerably. Retail tie-ups, regional flavours, regional humour appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.</p> <p>Answer the following questions: i) What is SWOT analysis? (5 marks) ii) What are the strength and weakness of PTC? (5 marks) iii) What are the opportunities and threats of PTC? (5 marks)</p>
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3	Discuss the effects of globalization and liberalization in improving organizational growth.(15)
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4	Explain the issues of organizational culture in modern business organizations.(15)
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UNIT II – PLANNING

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process.

PART - A

Q.No	Questions	BT Level	Competence
1	Define Planning Premises.	BTL1	Remembering
2	Differentiate strategic planning and tactical planning.	BTL2	Understanding
3	Apply the importance of setting organizational objectives in modern organization.	BTL3	Applying
4	Classify the types of plans.	BTL4	Analyzing

5	Evaluate the SWOT analysis matrix.	BTL5	Evaluating
6	Can you assess the steps in planning?	BTL6	Creating
7	Describe MBO.	BTL1	Remembering
8	Discuss the steps in decision making process.	BTL2	Understanding
9	Show the planning tools available in business management.	BTL3	Applying
10	Differentiate objectives and goals.	BTL4	Analyzing
11	Conclude your understanding about planning?	BTL5	Evaluating
12	What information would you use to support the view of Delphi technique?	BTL6	Creating
13	Quote the meaning of decision making.	BTL1	Remembering
14	Summarize the types of policies.	BTL2	Understanding
15	Discover the characteristics of sound policy.	BTL3	Applying
16	Point out the importance of rational decision making.	BTL4	Analyzing
17	What is intuitive decision making?	BTL1	Remembering
18	Distinguish programmed and non-programmed decisions	BTL2	Understanding
19	Write the strategies and programs.	BTL1	Remembering
20	How would you explain strategic management?	BTL1	Remembering

PART - B

PART - B				
1	How would you describe the different types of plans?	(13)	BTL1	Remembering
2	What is the main idea of MBO? Explain the process of MBO, its benefits and limitations.	(13)	BTL2	Understanding
3	Illustrate the principles and types of planning.	(13)	BTL3	Applying
4	(i) Point out the concept of strategic and operational planning.	(5)	BTL4	Analyzing
	(ii) Infer your understanding on the general planning process adopted by the business organizations.	(8)		
5	(i) Summarize the nature of Objectives.	(3)	BTL5	Evaluating
	(ii) Conclude the various objective setting methods.	(10)		
6	(i) Based on what you know, how would you explain the objectives of planning?	(3)	BTL6	Creating
	(ii) How could you determine the objectives for a manufacturing organization?	(10)		
7	List the types of goals organizations might have and the plans they use for accomplishment.	(13)	BTL1	Remembering
8	(i) Interpret the essentials of formulating policies?	(3)	BTL2	Understanding
	(ii) Express the different types of strategies?	(10)		
9	(i) Classify the different types of Decisions.	(3)	BTL3	Applying
	(ii) Apply some of the tools for developing organizational strategies.	(10)		
10	Analyze the different planning techniques.	(13)	BTL4	Analyzing
11	Identify the various types of Policies with examples also explain how will you frame policies.	(13)	BTL1	Remembering
12	(i) Differentiate strategies and policies.	(3)	BTL2	Understanding
	(ii) Give the steps involved in strategic management Process.	(10)		
13	(i) Classify the various levels of strategies.	(3)	BTL4	Analyzing

	(ii) Connect how strategic management is implemented in an Organization.	(10)		
14	(i) Why is decision making is important in an Organization?	(3)	BTL1	Remembering
	(ii) Write the eight steps involved in Decision making process with suitable examples.	(10)		
PART - C				
1	Tata group has set its objectives of doubling its objectives of doubling profit every three years and sales revenue every four years. Answer the following questions: i) Give your comment on objectives of TATA group. (8 marks) ii) Give guidelines for objective settings. (7 marks)			
2	MBO aims at joint goal setting of superior and subordinate managers. In an MNC, Japanese managers involve Indian subordinate managers in goal settings. Indians feel this practice different because they are used to traditional objectives settings where in the managers dictate objectives to subordinates. When Japanese managers try to involve the Indian subordinate managers in goal setting, Indian Managers feel that Japanese managers are not capable of setting objectives by themselves. Answer the following questions: i) Discuss the problems faced between Japanese Managers and Indian subordinate managers. (5 marks) ii) How can Japanese managers solve the problem? (5 marks) iii) Discuss the features of MBO. (5 marks)			
3	Policy making is guide to action in Organisation–Demonstrate with examples. (15)			
4	Administration essentially is a decision-making process: Elucidate this statement and explain the various types of decisions taken by executives.(15)			

UNIT III – ORGANIZING

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization – Job Design - Human Resource Management – HR Planning, Recruitment, selection, Training and Development, Performance Management, Career planning and management.

PART - A

Q.No	Questions	BT Level	Competence
1	Define departmentation.	BTL1	Remembering
2	Distinguish authority and power.	BTL2	Understanding
3	Discover then concept delegation of authority.	BTL3	Applying
4	Analyze the bases of span of control.	BTL4	Analyzing
5	Assess the concept of job design.	BTL5	Evaluating
6	Can you assess the importance of Human resource management?	BTL6	Creating
7	What is centralization and decentralization?	BTL1	Remembering
8	Contrast formal and informal organization.	BTL2	Understanding
9	Classify the different types of staff in organization.	BTL3	Applying
10	What is the theme of human resources planning?	BTL4	Analyzing
11	Evaluate how career planning is related to career development.	BTL5	Evaluating

12	How would you evaluate the usage of Functional Departmentation?	BTL6	Creating
13	Describe Training.	BTL1	Remembering
14	Distinguish on the job and off the job training.	BTL2	Understanding
15	Show your understanding about assessment centers.	BTL3	Applying
16	Infer why performance management is important?	BTL4	Analyzing
17	Write an example of how functional authority works in an organization.	BTL1	Remembering
18	Compare Line and Staff Authority.	BTL2	Understanding
19	Write about the Performance Management.	BTL1	Remembering
20	Can you recall the concept of organizing?	BTL1	Remembering

PART - B				
1	Examine the different types of organizational structures followed by the companies.	(13)	BTL1	Remembering
2	(i) Interpret the six key elements in organizational design?	(6)	BTL2	Understanding
	(ii) Distinguish the benefits of formal and informal organization.	(7)		
3	(i) Demonstrate the benefits of Decentralization.	(3)	BTL3	Applying
	(ii) Relate the concept of centralization and decentralization in an Organization?	(10)		
4	(i) Analyze your conclusion regarding the importance of employee training?	(3)	BTL4	Analyzing
	(ii) Point out the methods of training.	(10)		
5	(i) Delegation is the ability to get result through others - Conclude.	(3)	BTL5	Evaluating
	(ii) Summarize the guidelines for effective delegation.	(10)		
6	How could you determine various performance appraisal techniques? Invent the need for performance appraisal.	(13)	BTL6	Creating
7	(i) Quote about the matrix Organization Structure with their relative advantages and limitations.	(5)	BTL1	Remembering
	(ii) Explain line and functional organizational structures with their advantages and limitations.	(8)		
8	Summarize the various types of departmentation.	(13)	BTL2	Understanding
9	Illustrate your understanding on various sources of recruitment with their relative advantages and disadvantages.	(13)	BTL3	Applying
10	(i) What conclusions can you draw from human resources planning?	(5)	BTL4	Analyzing
	(ii) Analyze the Human Resource Management activities in a business organization.	(8)		
11	What is Span of Control? Write down the different factors influencing span of Control?	(13)	BTL1	Remembering
12	i) What is meant by selection process?	(3)	BTL2	Understanding

	ii) Discuss the tasks associated with identifying and selecting competent employees.	(10)		
13	Can you list and explain the nature and purpose of organization.	(13)	BTL4	Analyzing
14	Define staffing. Identify the steps involved in selection process.	(13)	BTL1	Remembering

PART - C

1	A MNC with headquarters in Canada is in a dilemma to decide whether to adopt a line or a line and staff organisation structure. Highlight the advantages of line and line and staff organisation structure. According to you which structure would be suitable for a huge MNC?(15)
2	XYZ Company has various strategic business Units such as Textiles, InfoTech, Pharma and electronics. Write about the different forms of departmentation. Which form of departmentation is suitable?(15)
3	Explain the different stages of career. Also explain the importance of career development.(15)
4	<p>Jacob, one of your assistants in a fire insurance company, is responsible for a group of clerical workers who review changed policies, endorsements, and riders, calculate commissions, and maintain records. He is very meticulous, and everything coming out of his group is perfect. He does not delegate authority and responsibility but rechecks in detail all the work turned out by his faction. He keeps turning back to them careless and inaccurate work until it is perfect. As a result he is busy from early morning until late at night doing detail work and neglecting his role as supervisor. His workers have figured him out and are taking it easy. They do slap-dash work and correct it as often as he returns it. You are afraid about Jacob's workaholic behaviour and heading for a nervous breakdown. You have told him in general terms to delegate authority and responsibility and to discipline his group.</p> <p>He says that you just can't find people any more who have pride in their work or concern for the company and that if he fires any of his people or they quit the replacements would most likely be more terrible.</p> <ol style="list-style-type: none"> 1) Why people do not delegate authority and responsibility?(3) 2) What are Jacob's responsibilities as a supervisor? (3) 3) Which can he delegate and how? (3) 4) What are the leadership characteristics that Jacob lacks? (3) 5) How can you go about developing them in him? (3) <p>To answer the above questions follow the steps below:</p> <ul style="list-style-type: none"> • First, study the case carefully, identifying the management principles involved, where possible. • Gain as sound an understanding as possible, within the time available, through private study. • Apply the systematic Analysis methodology. • Discuss your analysis and conclusions.

UNIT IV – DIRECTING

Foundations of individual and group behaviour – motivation – motivation theories – motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT.

PART - A

Q.No	Questions	BT Level	Competence
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1	Define Leadership.	BTL1	Remembering
2	Differentiate group and individual behaviour.	BTL2	Understanding
3	Show your understanding on the concept of motivation.	BTL3	Applying
4	Classify the different types of communication.	BTL4	Analyzing
5	Evaluate the various motivation techniques.	BTL5	Evaluating
6	What information would you use to support the view of Job Enrichment and Job enlargement?	BTL6	Creating
7	How would you describe the advantages of Democratic Leadership Styles?	BTL1	Remembering
8	Interpret personality.	BTL2	Understanding
9	Illustrate the Grapevine communication.	BTL3	Applying
10	Contrast the theories of leadership.	BTL4	Analyzing
11	Summarize the various types of leadership styles.	BTL5	Evaluating
12	What is your opinion about 'Noise' in communication?	BTL6	Creating
13	What is brainstorming?	BTL1	Remembering
14	Distinguish motivators and hygiene factors.	BTL2	Understanding
15	Discover the important barriers to communication.	BTL3	Applying
16	Analyze your understanding on job satisfaction.	BTL4	Analyzing
17	List few monetary and non-monetary rewards.	BTL1	Remembering
18	How does leadership differ from management?	BTL2	Understanding
19	Quote the various elements in Maslow's hierarchy of needs.	BTL1	Remembering
20	How would you show your understanding about the concept downward communication?	BTL1	Remembering

PART - B

1	Define motivation. Explain the theories of motivation in detail.	(13)	BTL1	Remembering
2	Express the process of communication.	(13)	BTL2	Understanding
3	Compare and contrast early theories of Motivation	(13)	BTL3	Applying
4	(i) Analyze the characteristics of a good leader.	(5)	BTL4	Analyzing
	(ii) Differentiate the various styles of leadership.	(8)		
5	(i) Identify barriers to effective interpersonal communication.	(5)	BTL5	Evaluating
	(ii) How to overcome the barriers in communication.	(8)		
6	Do you agree with the statement that "communication through electronic media is helpful for effective business"?	(13)	BTL6	Creating
7	Explain in detail about the various types of leadership with its different styles.	(13)	BTL1	Remembering
8	(i) Summarize the X and Y Theory.	(7)	BTL2	Understanding
	(ii) Distinguish Maslow's theory with Herzberg's theory.	(6)		
9	(i) Relate Job enrichment and Job Enlargement.	(5)	BTL3	Applying
	(ii) Demonstrate the group and individual Behaviour?	(8)		
10	(i) Explain how motivation important for organization development / achievement? Justify your answer with	(9)	BTL4	Analyzing

	Maslow's hierarchy of needs.			
	(ii) Point out the various motivational techniques used in organizations?	(4)		
11	Examine the theories of Leadership.	(13)	BTL1	Remembering
12	(i) Money is a motivator - Interpret?	(3)	BTL2	Understanding
	(ii) Differentiate financial and non-financial motivators.	(10)		
13	Contrast the obstacles to the leader flexibility and leader styles based on them?	(13)	BTL4	Analyzing
14	(i) What is the need for grapevine communication?	(4)	BTL1	Remembering
	(ii) Quote the various formal organizational communications.	(9)		

PART - C

1	XYZ Corporation has a lot of barriers to communication. List the possibility of the various barriers. Also suggest the ways to overcome them. (15)
2	“Job performance of individual is significantly influenced by the employee's attitude” – Discuss. (15)
3	Mr. Karthik has worked in a traditional conservative organisation. He shifted to a new organisation in a metropolitan city. The new job profile puts him in a position to take highly risky decisions. Though he performs well, he feels that the environment is very risky environment. What makes the difference between the two organizations? Would you advise him to continue in his job? (15)
4	The country head of Z InfoTech finds it difficult to communicate to his boss in California. Sometimes it is due to difference in timings, sometimes due to difference in meanings of words. Phone lines are noisy and signal breaks sometimes. What do you think would be the type of barriers faced by him while communication takes place between people of different countries?(15)

UNIT V – CONTROLLING

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance – direct and preventive control – reporting.

PART - A

Q. No	Questions	BT Level	Competence
1	Define controlling.	BTL1	Remembering
2	Differentiate feed forward and feedback control.	BTL2	Understanding
3	Demonstrate the factors to be considered for a product designing.	BTL3	Applying
4	Point out the uses of computers in handling information.	BTL4	Analyzing
5	Assess Z theory.	BTL5	Evaluating
6	Would it be better to have budgetary control in organization?	BTL6	Creating
7	Can you list the characteristics of Control function?	BTL1	Remembering
8	Distinguish production and productivity.	BTL2	Understanding
9	Classify the examples that can be given for budgets.	BTL3	Applying

10	Analyze the various steps involved in the controlling process?	BTL4	Analyzing
11	Summarize your views on reporting.	BTL5	Evaluating
12	What judgment would you make about the three potential pitfalls of budgets?	BTL6	Creating
13	What is Performance Appraisal?	BTL1	Remembering
14	Express the principles of controlling.	BTL2	Understanding
15	Show some examples for new control techniques.	BTL3	Applying
16	Analyze why controlling is important.	BTL4	Analyzing
17	Describe the critical point control.	BTL1	Remembering
18	Summarize budgetary and non-budgetary control.	BTL2	Understanding
19	Examine preventive control in management.	BTL1	Remembering
20	Name any two HR related controlling Techniques.	BTL1	Remembering

PART - B

1	What is control? Explain the phases in control.	(13)	BTL1	Remembering
2	Discuss in detail about budgetary control and non-budgetary control.	(13)	BTL2	Understanding
3	Illustrate and explain the three steps involved in the control process.	(13)	BTL3	Applying
4	Analyze the factors affecting productivity.	(13)	BTL4	Analyzing
5	Assess the importance of reporting in organizations and also explain the types of reports.	(13)	BTL5	Evaluating
6	(i) How would you compare the various types of budgets in organization?	(8)	BTL6	Creating
	(ii) What information would you sue to support the view of PERT and CPM?	(5)		
7	Write briefly about	(7)	BTL1	Remembering
	(i) Break even analysis (ii) Budget as tools for organizational control.	(6)		
8	How would you summarize the various types of tools used to monitor and measure organizational performance?	(13)	BTL2	Understanding
9	(i) Show your understanding on the use of computers for Control in management?	(3)	BTL3	Applying
	(ii) What facts would you select to show the impact of IT in management concept?	(10)		
10	(i) Explain the benefits and limitations of budgetary control.	(6)	BTL4	Analyzing
	(ii) Connect the steps involved in implementation of budgetary control.	(7)		
11	(i) How would you explain the advantages associated with preventive control?	(3)	BTL1	Remembering
	(ii) Identify the types of Control?	(10)		
12	Interpret operations management and explain the activities associated with operations management.	(13)	BTL2	Understanding
13	Point out the tools used to raise productivity.	(13)	BTL4	Analyzing

14	How would you describe the following: (i)Control of productivity problems and management. (ii)Direct and preventive control.	(6) (7)	BTL1	Remembering
PART - C				
1	Mr. Prakash argues with Mr. Rakesh expressing his views on implementing preventive control system. Mr. Rakesh emphasizes his views that the organisation must continue with feedback control. Mr. Rakesh fears that the preventive control system would be costly. Justify the views of Rakesh and Prakash. (15)			
2	Mr. Rajan has run a business for the past 5 years but is not familiar with marginal costing. By experience, He knows that his business makes profit, but is not sure of concepts like break even. He finds it difficult to estimate sales required for a particular profit. Explain the concepts related to breakeven analysis and draw a break-even chart. Also highlight some ratios which would help to understand the performance of the business. (15)			
3	Production is essential but productivity is indispensable–Comment. Highlight the tools and techniques to measure productivity. (15)			
4	Assume you are a budget officer and try to orient a trainee on steps to be followed for implementing a budgetary control system. Also highlight the advantages and limitations of budgetary control system. (15)			