

ADVANCED ACCOUNTANCY

Time : 3 Hrs

Max. Marks: 70

SECTION – A**1. Answer any FIVE of the following:****(2 × 5 = 10)**

- How is merger different from purchase?
- What is meant by super-profits?
- How are profits prior to incorporation treated in Final Accounts of a Joint Stock Company?
- What is meant by Enterprise Resource Planning?
- What is Minority Interest?
- State the use of MVA.
- What is the accounting treatment for contingent loss in the final accounts of a company?

SECTION – B**Answer any TWO of the following:****(5 × 2 = 10)**

- Sri Ltd has fixed assets worth ₹ 350 lakhs, investments worth ₹ 250 lakhs & current assets of ₹ 300 lakhs. It's share capital comprises of 20 lakh shares of ₹ 10 each, & it's General Reserve balance is ₹ 250 lakhs while Profit & Loss a/c balance is ₹ 150 lakhs. Its other liabilities include debentures of ₹ 175 lakhs & current liabilities of ₹ 125 lakhs.

Devi Ltd's Balance Sheet shows Fixed Assets of ₹ 150 lakhs & current Assets of ₹ 100 lakhs. It has a share capital of ₹ 90 lakhs in shares of ₹ 10 each. General Reserve & Profit & Loss a/c balances are ₹ 50 lakhs and ₹ 40 lakhs respectively. Current liabilities includes:- Creditors ₹ 50 lakhs & Bills payable ₹ 20 lakhs.

Sri Ltd agrees to takeover Devi Ltd. Find out the ratio of exchange of shares on the basis of the book values.

- Write a brief note on valuation of Intangible Assets as per Indian GAAP.
- The following are the Balance Sheets of H Ltd & its subsidiary S Ltd as at 31st Mar 2016:-

Liabilities	H Ltd (₹)	S Ltd (₹)	Assets	H Ltd (₹)	S Ltd (₹)
Share Capital:-			Sundry Assets	5,17,600	3,04,000
Shares of ₹ 10 each fully paid	5,00,000	2,00,000	60% shares in S Ltd. acquired on 31 st March 2016(Cost)	1,62,400	---
Reserves	1,00,000	50,000	Preliminary Expenses	--	6,000
Creditors	80,000	60,000			
	6,80,000	3,10,000		6,80,000	3,10,000

Calculate the Cost of control & Minority Interest.

SECTION – C

Answer any TWO of the following:

(15 × 2 = 30)

5. Following is the Balance Sheet of Jai Ltd. as at March 31, 2016:-

Liabilities	₹	Assets	₹
Share Capital:-		Fixed Assets:-	
1500, 14% preference shares of ₹ 100 each, fully paid	1,50,000	Goodwill 45,000	
6500 equity shares of ₹ 100 each, fully paid	6,50,000	Freehold Property 3,75,000	
Profit & Loss A/c	4,50,000	Plant & Machinery	
12% Debentures	3,00,000	Less: Depreciation 3,50,000	7,70,000
Sundry creditors	2,39,250	Current Assets:-	
	17,89,250	Stock 3,75,000	
		Debtors (Net) 3,99,250	
		Cash at Bank 2,45,000	10,19,250
			17,89,250

Profits after tax for three years, 2013-14, 2014-15, 2015-16 after charging debenture interest were ₹ 3,30,500; ₹ 4,22,500 and ₹ 3,40,000 respectively. Mr. Newrich is interested in buying all the equity shares & requests you to let him know the proper price. You are given the following information:-

- The normal rate of return @ 20% is on net assets attributed.
- Goodwill may be calculated at three times the adjusted average super profits of the three years referred to above but loss of interest should be taken care of.
- 12% debentures will be immediately redeemed by raising a bank loan of ₹ 2,00,000 @ 18% p.a. The preference shares are also due to be redeemed but they are willing to exchange these for 14% Debentures
- The value of freehold property is to be ascertained on the basis of 16% return. The current rental value is ₹ 1,00,800.
- A claim of ₹ 8,250 was omitted to be provided in the year 2015-2016.
- 10% of profits for 2014-2015 referred to above arose from a transaction of a non-recurring nature.
- A provision of ₹ 15,750 on Sundry Debtors was made in 2015-16 which is no longer required.
- The rate of tax applicable to the company is 50%. As certain the value of goodwill of the company, the capital employed may be taken as on 31st March 2016.

6. The following is the Balance Sheet of C Ltd as on 31, March 2016:-

Liabilities	₹	Assets	₹
65,000 equity shares of ₹ 10 each	6,50,000	Furniture & Fittings	85,000
2000, 12% preference shares of ₹ 100 each	2,00,000	Stock	7,20,000
10% Debentures	1,50,000	Debtors	1,07,000
Bank overdraft	5,000	Expenses of Issue of Debentures	7,500
Sundry creditors	2,25,000	Profit & Loss A/c	3,10,500
(Preference Dividend in arrears for 3 years)	12,30,000		12,30,000

M Ltd takes over the company on the following terms:-

- Furniture & Fittings to be depreciated by 10%, stock to be valued at ₹ 6,86,850 & Debtors subject to a provision for Bad debts @ 5%
- It would take 10% Debentures.
- Discharge the purchase consideration by allotment of 20,000 equity shares of ₹ 10 each at an agreed value of ₹ 12 each of C Ltd & the balance in cash.
- It would bear the expenses of liquidation which came to be ₹ 8000.

Preference shareholders of C Ltd agreed to accept ₹ 180,000 in full settlement of their total claim. Close the books of C Ltd & pass Journal entries in the books of M Ltd.

7. The following are the Balance Sheets of H Ltd & S Ltd. as at 31st March, 2016:-

Liabilities	₹	₹
Equity share capital (₹ 10 each)	10,00,000	7,00,000
General Reserve	2,00,000	3,00,000
Profit & Loss Account	3,00,000	3,00,000
Current Liabilities	5,00,000	9,00,000
	20,00,000	22,00,000
Assets:-		
Fixed Assets	8,00,000	9,00,000
Investments in S Ltd	5,00,000	---
Current Assets	7,00,000	13,00,000
	20,00,000	22,00,000

The following further information is furnished:-

- H Ltd acquired 30,000 shares in S Ltd on 1.4.2015 when Reserves & Profit & Loss Position was as follows:-
 - General Reserve - ₹ 5,00,000
 - Profit & Loss Account - ₹ 2,00,000
- On 1-10-2015, S Ltd issued 2 shares for every 5 shares held, as bonus at a face value of ₹ 10 per share. No entry is made in the books of H Ltd for the receipt of these bonus shares.
- On 30.6.2015, S Ltd declared a dividend, out of pre-acquisition profits @20% & H Ltd credited the receipt of dividend to its profit & loss account. Assume that there was no dividend tax in force.
- S Ltd owed H Ltd ₹ 1,20,000 for purchase of stock from H Ltd. The entire stock is held by S Ltd on 31-3-2016. H Ltd made a profit of 20% on cost.

Prepare Consolidated Balance Sheet as at 31st March 2016.

SECTION - D (COMPULSORY QUESTION)

(20 × 1 = 20)

8. A. P.M. Co. Ltd. was registered with a nominal capital of ₹10 crore divided into shares of ₹10 each of which 40 lakh shares have been issued & fully called.

The following is the Trial Balance extracted on 31st March, 2016:-

	₹'000	₹'000
Stock (1 st April, 2015)	18,642	--
Manufacturing wages	10,974	--
Manufacturing Expenses	1,924	--
Purchases & Sales	71,821	1,16,990
Machinery Repairs	861	--
Carriage Inwards	491	--
Carriage Outwards	926	--
Advance payment of Income tax	1,429	--
Bank Loan (@18%)	--	5,000
Interest on Loan	450	--
Debtors & Creditors	16,440	9,222
Profit & Loss Account, 1 st April 2015	--	864
Bank Current Account	10,686	--
Cash in hand	192	--
Leasehold Factory	16,421	--
Plant & Machinery	12,840	--
Loose Tools	1,250	--
Share Capital	--	40,000
Calls in Arrear	100	--
Rates & Electricity	1,761	--
Directors Fees & Remuneration	1,200	--
Office Salaries & Expenses	1,300	--
Auditor's Fees	125	--
Office Furniture	500	--
Commission	860	--
Returns	1,264	981
Preliminary Expenses	600	--
	1,73,057	1,73,057

You are required to prepare Statement of Profit & Loss for the year ending 31st March 2016 & Balance Sheet as at that date after taking into consideration the following adjustments:-

- Write off one-third of Preliminary Expenses.
- Depreciation is to be provided on:- Plant & Machinery @15% and Office Furniture @10%
- Manufacturing wages ₹ 189 thousand & office salaries ₹ 120 thousand had accrued due.
- Provide for Interest on Bank Loan for 6 months.
- The stock was valued at ₹ 12,484 thousand & Loose tools at ₹ 1000 thousand.
- Provide ₹ 850 thousand on Debtors for doubtful Debts.
- Provide further ₹ 312 thousand for discount on Debtors.
- Make a provision for Income Tax @ 40%.
- The Directors, recommend dividend at 15% for the year ending 31st March 2016 after transferring 5% of net profits to General Reserve. Make a provision for Corporate Dividend Tax @17%.

CHOICE BASED CREDIT SYSTEM FIRST SEMESTER M.COM. DEGREE EXAMINATION,
NOVEMBER 2019

ADVANCED ACCOUNTANCY

Time : 3 Hrs

Max. Marks: 70

SECTION – A

1. Answer any **THREE** of the following:

(3 x 5 = 15)

- a) Determine the maximum remuneration payable to the Directors and Manager of Blue Print Co. Ltd. P[A manufacturing Company] under section 309 and 387 of the Companies Act. From the following particulars. Before charging any such remuneration the Profit and Loss Account showed a credit balance of Rs. 6,60,000 for the year ended March 31, 2019 after taking into account, the following matters.

	Rs.
Capital Expenditure	1,50,000
Subsidy received from the Govt.	1,20,000
Special depreciation	20,000
Multiple-Shift allowance	30,000
Bonus to foreign technicians	90,000
Provision for taxation	8,00,000
Compensation paid to injured work as on	20,000
Ex-gratia to an employee	10,000
Loss on Sale of fixed asset	20,000
Profit on Sale of Investment	60,000

2. A Company is desirous of selling its business. It has earned an average profit of Rs. 1,60,000 in the last 4 years and is likely to earn the same amount of profit in the future also except that:-

- a) Directors' fees of Rs. 12,000 p.a. charged against such profits will not be payable by the purchasing company.
b) Rent of Rs. 28,000 p.a. which had been paid by the under company will not be payable in the future.

The net assets other than goodwill were Rs. 18,00,000 and it was considered that a reasonable return on investment in this type of business would be 10%. You are required to value the Goodwill on the basis of capitalisation of super profits.

3. Different alternatives like spread sheet package, pre-packaged accounting software and ERP package are available to adopt computerised accounting system. What are the points you would consider while choosing an alternative?
4. Define Purchase consideration. Explain the methods of ascertaining it.

SECTION – B

Answer any **THREE** of the following:

(3 x 15 = 45)

5. The Balance Sheet of Tabassom Ltd. on 31.03.2019 is as follows:

Liabilities	Rs.	Assets	Rs
25,000 Equity shares of Rs. 10 each, fully paid	2,50,000	Goodwill	1,00,000
Reserve	50,000	Fixed Assets	3,50,000
Profit & Loss A/c	20,000	Current assets	1,10,000
Sundry liabilities	1,50,000	Preliminary expenses	10,000
8% Debentures	1,00,000		
	5,70,000		5,70,000

On the above date, Goodwill is valued at Rs. 1,20,000. Fixed assets at Rs. 3,00,000 and current assets at Rs. 1,00,000.

The net profit for the last three years were Rs. 65,000, Rs. 75,000 and Rs. 85,000 before transferring 20% to reserve. The reasonable return in the industry in which the Company is engaged is 20%. Ignoring Taxation, you are required to compute the value of shares by:

- Net Assets method; and
- Yield method

6. Following are the Balances extracted from the books of Flex Ltd. as on 31st March 2019.

	Rs.		Rs.
Land and Buildings	2,39,000	Share Capital	2,50,000
Plant and Machinery	1,75,000	Sales	1,83,000
Purchases	1,16,000	Profit and loss account	26,000
Power	5,000	Provision for taxation	8,000
Salaries and Wages	1,09,000	Provision for doubtful debts	3,000
Stock on 01.04.2018	1,45,000	General Reserve	50,000
Rent	4,000	Unclaimed dividends	1,000
Insurance	5,000	Sundry Creditors	50,000
Prepaid expenses	14,000	Bills payable	16,000
Repairs	11,000	Outstanding expenses	38,000
Directors' fees	5,000	Provision for Depreciation account	3,12,000
Furniture	4,000	Miscellaneous Income	1,000
Office equipments	2,000	Bank loan Secured on fixed assets	64,000
Motor Vehicles	12,000		
Sundry Debtors	1,45,000		
Cash in hand	3,000		
Cash at Bank	8,000		
	10,02,000		10,02,000

Following further information is available:

- The closing stock is valued at Rs. 2,90,000
- Provide Rs. 10,000 for further taxation.
- Depreciation written off for the year ended 31st March 2019 in the Provision for Depreciation a/c was as follows:-
 - Land and Buildings Rs. 1,48,000
 - Plant and Machinery Rs. 1,54,000
 - Furniture Rs. 2,000
 - Motor Vehicles Rs. 7,000
 - Office equipment Rs. 1,000

- d. The debts due to the company are all unsecured. Debts for Rs. 3,000 are over 6 months old of which Rs. 1,000 are bad and to be written off and the rest are doubtful. All other debts are considered good.
- e. The Board of Directors recommended the following appropriation which are to be incorporated in the final accounts.
- Transfer to General Reserve Rs. 25,000
 - Proposed dividend of Rs. 6 per share for the year ended 31.03.2019
- f. Authorised Share capital is 5000 shares of Rs. 100 each, all of which have been issued and subscribed for and Rs. 50 per share is paid up.

Prepare Profit and loss account for the year ended 31.03.2019 and Balance Sheet on that date in accordance with the requirements of Schedule VI of the Companies Act.

SECTION – C

Answer any TWO of the following:

(1 x 10= 10)

7. The account of Siteraze Ltd [SL] engaged in manufacturing business are summarised below:

Income statement for the year ended March 31, 2019

	Amount in ₹ Crore	
Sales Revenue		95.00
Less:- Cost of goods sold	59.10	
General Expenses	6.80	
Administrative Expenses	7.80	
Selling and distribution Expenses	2.90	
Interest on Loan	1.80	78.40
Earnings Before tax [EBT]		16.60
Less: Corporate taxes [35%]		5.81
Earnings after taxes [EAT]		10.79

LIABILITIES AND ASSETS AS AT MARCH 31, 2019

Amount in ₹ Crore			
Liabilities	Rs.	Assets	Rs.
Equity Share capital: [10 lakh shares of Rs. 10 each]	10.00	Freehold land and Buildings [Net]	20.00
Reserves and surplus	31.50	Plant and Machineries [Net]	28.50
10% Loan	18.00	Current assets:-	
Creditors and other Liabilities	18.00	Stock	10.00
		Debtors	15.00
		Bank and cash balances	4.00
	77.50		77.50

Additional Information's:-

1. The risk free rate of return in the economy is 8% and the premium expected from business in general is 5%. The Beta of Siteraze Ltd. shares is currently 1.27.
 2. The equity shares of this Company [SL] quoted in the market as on 31.03.2019 are Rs. 50 per share.
 3. General expenses include R & D Expenses of Rs. 0.50 million.
- Note: For EVA Computation, R & D Expenses are to be considered as an investment.

Requirements:-

- i. Determine the Economic value added [EVA] for the year ended March 31, 2019; and
 - ii. Determine the amount of Market value added [MVA] for the year ended March 31, 2019.
8. Anthony & Co. Ltd. Acquired 8000 Equity shares of Canning & Co. Ltd. On 1st January, 2018. The following are the Balance Sheets of the two companies as at 31st December, 2018.

Liabilities	Anthony & Co. Ltd.	Canning & Co. Ltd.	Assets	Anthony & Co. Ltd.	Canning & Co. Ltd.
Equity shares of Rs. 100 each	20,00,000	10,00,000	Land & Buildings	5,00,000	3,00,000
General Reserve 1 Jan. 2018	4,00,000	2,00,000	Plant & Machinery	5,00,000	6,00,000
Profit and loss a/c 1 Jan. 2018	1,00,000	60,000	Stock	1,50,000	1,00,000
Profit for the year 2018	2,00,000	80,000	Sundry debtors	1,00,000	1,20,000
Sundry Creditors	1,00,000	1,00,000	Investments: Shares of Canning & Co. Ltd.	10,00,000	
Bills payable	30,000	10,000	Bills Receivable	80,000	10,000
			Cash and Bank Balances	5,00,000	3,20,000
	28,30,000	14,50,000		28,30,000	14,50,000

1. Bills receivable of Anthony & Co. Ltd includes Rs. 10,000 accepted by Canning & Co. Ltd.
2. Sundry debtors of Anthony & Co. Ltd. include Rs. 50,000 due from Canning & Co. Ltd.
3. Stock of Canning & Co. Ltd. includes goods purchased from Anthony & Co. Ltd. For Rs. 60,000 which were invoiced by Anthony & Co. Ltd. at a profit of 25% on cost.

Prepare a Consolidated Balance Sheet of Anthony & Co. Ltd. and Subsidiary Canning & Co. Ltd. Show how your figures are made up.

9. Balance Sheets of Sun Ltd. and Moon Ltd. as on 31.12.2018.

Liabilities	Sun Ltd.	Moon Ltd.	Assets	Sun Ltd.	Moon Ltd.
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Equity share capital [Rs. 10]	5,00,000	4,00,000	Fixed assets	8,00,000	6,00,000
6% Pref. Share capital [Rs. 100]	4,00,000	1,00,000	Investments 5000 Equity shares of Moon Ltd.	60,000	--
Reserves	1,40,000	1,00,000	Current assets	5,00,000	2,00,000
7% Debentures [Rs. 100]	--	1,00,000	Loan to Moon Ltd.	30,000	--
Loan from Sun Ltd	--	30,000			
Other Liabilities	2,50,000	70,000			
	13,90,000	8,00,000		13,90,000	8,00,000

Sun Ltd. decides to take over Moon Ltd. on the following terms:-

- Sun Ltd will issue 07 Equity Shares of Rs. 10 at a premium of 20% and Rs. 5 each for 05 Equity shares of Moon Ltd. Surrendered.
- Preference Share holders of Moon Ltd. are to be given one 6% Preference share of Rs. 100 in Sun Ltd. for every Share held. These shares to be issued at a premium of 5%.
- 7% Debentures of Moon Ltd. are to be redeemed at 8% premium by issue of 7% Debentures of Sun Ltd. at 10% discount.
- Liquidation expenses amounting to Rs. 10,000 are to be paid by Sun Ltd.
- Sun Ltd. revalues the fixed assets of Moon Ltd. at Rs. 8,00,000 on takeover.

Close the books of Moon Ltd. and pass Journal entries in the books of Sun Ltd. and also prepare their Balance Sheets after the takeover.

CHOICE BASED CREDIT SYSTEM FIRST SEMESTER M.COM. DEGREE EXAMINATION,
NOVEMBER 2019

FINANCIAL DECISION MAKING

Time : 3 Hrs

Max. Marks: 70

SECTION – A

Answer any **THREE** of the following:

(3 × 5= 15)

1. Explain the relevance of time value of money in financial decision.
2. Write a short note on factoring.
3. A firm has a current sales of ₹ 2,56,48,750/- the firm has unutilised capacity. In order to boost its sales it is considering relaxations in its credit policy. The proposed terms of credit will be 60 days credit against the present policy of 45 days. As a result, the bad debt will increase from 1.5% to 2% of sales. The firm's sales are expected to increase by 10%. The variable operating cost are 72% of the sales. The firms' corporate tax rate is 35% and it requires an after tax return of 15% on its investment. Should the firm change its credit period?
4. S limited earns ₹ 6 per share, has capitalisation rate of 10% and has a return on investment at the rate of 20%. According to Walter's model, what should be the price per share at 30% dividend payout? What is the optimum dividend payout ratio and what will be the price at optimum dividend payout ratio?

SECTION – B

Answer any **THREE** of the following:

(3 × 15 = 45)

5. From the following information prepare cash flow statement as per AS(3)

Balance Sheet (in ₹ crores)

	31.12.2017	31.12.2018		31.3.2017	31.3.2018
Share holders Fund			Plant and equipment	309	430
Share capital	140	140	Less: Accumulated Depreciation	194	218
Retained earning	92	110		115	212
Bond payable	40	135	Investment	75	60
Accounts payable	310	230	Current Asset Inventory	160	205
Accrued liability	60	70	Account Receivable	270	180
Income tax provision	60	15	Prepaid expenses	20	17
			Cash	10	26
	650	700		650	700

INCOME STATEMENT for the year ended 31.03.2018.

Sales	1000
Less: Cost of goods sold	530
Gross Margin	470
Less: Operating expenses	352
Net operating income	118
Non-operative income: Loss on sale of equipment	4
Income before tax	114
Less: Income taxes	48
Net Income	66

Additional information's:

- Dividend of ₹ 48 crores were paid during 2018
 - Loss on sale of equipment of ₹ 4 crores reflects a transaction in which equipment with an original cost of ₹ 12 crores and accumulated Depreciation of ₹ 5 crores were sold for ₹ 3 crores in cash.
6. Foods Ltd presently operating at 60% level of producing 36,000 packets of snack foods and proposes to increase capacity utilisation in the coming year by 33 1/3% over the existing level of production

Following data has been supplied.

Raw material	₹ 4
Wages (variable)	₹ 2
Overhead (Variable)	₹ 2
Fixed overhead	₹ 1
Profit	₹ 3
Selling price	₹ 12

- Raw material will remain in stores for 1 month before being issued for production. Material will remain in process for further 1 month. Suppliers grant 3 months credit to the company.
 - Finished goods remain in Godown for one month. Debtors are allowed credit for 2 months.
 - Lag in wages and overhead payment is 1 month. These expenses accrue evenly throughout the production cycle.
 - No increase either in cost of inputs or selling price.
 - Minimum cash balance 19500 has to be maintained.
- Prepare projected profitability statement and working capital requirement at new level.

7. From the following prepare profit and loss account and Balance Sheet taking 1 year = 360 days (ignore tax)

Current asset to stock	3:2
Current Ratio	3:1
Acid test Ratio	1:1
Financial leverage	2:2
EPS	₹ 10
Books value per share	₹ 40
Average collection period	30 days

Fixed asset turnover Ratio	1.2:1
Total liability to Net worth	2.75:1
Net working capital	₹ 10,00,000
Net profit to sales	10%
Variable Cost	60%
Long term loan interest	12%
Stock turnover Ratio	5

8. Explain the formula given by Walter for determining dividend policy. What are merits and limitations in designing the dividend policy for a Company?

SECTION - C (COMPULSORY)

(1 × 10 = 10)

9. A company belongs to a risk class for which the approximate capitalisation rate is 10%. It currently has outstanding, 25000 shares selling at ₹ 100 each. The firm is contemplating the declaration of dividend of ₹ 5 per share at the end of the current financial year. It expects to have a net income of ₹ 2,50,000 and has a proposal for making new investments of ₹ 5,00,000. Show that under the MM. assumption, the payment of dividend does not affect the value of the firm.

CHOICE BASED CREDIT SYSTEM FIRST SEMESTER M.COM. DEGREE EXAMINATION,
NOVEMBER 2019

SUPPLY CHAIN MANAGEMENT

Time : 3 Hrs

Max. Marks: 70

SECTION – A

Answer any **THREE** of the following:

(3 × 5 = 15)

1. What is the need for Supply Chain performance measures?
2. Write a note on Inter Organizational Information System.
3. Define Supply Chain Management Integration & describe the strategies involved in SCM integration.
4. What is ERP? Briefly describe the different modules of ERP.

SECTION – B

Answer any **THREE** of the following:

(3 × 15 = 45)

5. Describe the evolution of e-Financial Supply Chain.
6. 'Legal issues play a very important role in SCM'. Comment.
7. Discuss some of the strategic activities on which Supply Chain focuses. Why is it said that "these activities are a key to the firm's success and survival"?
8. "Today's management cannot afford to focus only on company's performance in a vacuum; there is an emerging requirement to focus on the performance of the extended supply chain or network in which company is a partner". Comment.

SECTION – C (COMPULSORY)

CASE STUDY

(1 × 10 = 10)

9. Dell Computer Corporation, a leading direct computer systems company was founded in 1984. Dell sells its computer systems directly to end customers, bypassing distributors & retailers (resellers). Dell's supply chain consists of only three stages the suppliers, the manufacturer (Dell) & end users.

Dell's direct contact with customers allows it to:

- Properly identify market segments
- Analyze the requirements & profitability of each segment &
- Develop more accurate demand forecasts

Dell matches supply & demand because its customers order computer configurations over the phone or online (Internet). These computer configurations are built up from components that are available. Dell's strategy is to provide customised low cost, and

quality computers that are delivered on time. Dell successfully implemented this strategy through its efficient manufacturing operations, better supply chain management and direct sales model. Dell takes orders directly from its customers; either on phone or online. Thus, Dell reduces the cost of intermediaries that would otherwise add up to the total cost of PC for the customer. Dell also saves time on processing orders that other companies normally incur in their sales & distribution system. Moreover by directly dealing with the customer Dell gets a clearer indication of market trends. This helps Dell to plan for future besides better managing its supply chain.

Comment on the supply chain management strategy of Dell Computer Corporation.

CHOICE BASED CREDIT SYSTEM FIRST SEMESTER M.COM. DEGREE EXAMINATION,
NOVEMBER 2019

MANAGERIAL ECONOMICS

Time : 3 Hrs

Max. Marks: 70

SECTION – A

Answer any **THREE** of the following:

(3 × 5 = 15)

1. Explain how equi-marginal principle helps in Managerial Decision making?
2. Explain the Kinked Demand Curve with suitable diagram.
3. What are the criteria to formulate effective demand forecasting?
4. What is Transfer pricing? Explain its advantages to organisation.

SECTION – B

Answer any **THREE** of the following

(3 × 5 = 15)

5. Why are costs classified into short run and long run costs? How does such classification help in decision making?
6. "Monopolistic Competition exhibits the characteristics of both Monopoly and Perfect Competition". Discuss.
7. Distinguish between skimming and penetration pricing. State the circumstances under which they are suitable.
8. Explain the phases of Development of entrepreneurship and Management in India.

SECTION – D (Compulsory)

Case study

(1 × 10 = 10)

9. You are given the values of sample means (\bar{x}) and the range (R) for ten samples of size 5 each. Draw mean and range charts and comment on the state of control.

Sample No.	1	2	3	4	5	6	7	8	9	10
\bar{x}	43	49	37	44	45	37	51	46	43	47
R	5	6	5	7	7	4	8	6	4	6

(Conversion factors for n=10 are $A_2 = 0.58$, $D_3 = 0$ and $D_4 = 2.115$)

CHOICE BASED CREDIT SYSTEM FIRST SEMESTER M.COM. DEGREE EXAMINATION,
NOVEMBER 2019**BUSINESS INFORMATION SYSTEMS**

Time : 3 Hrs

Max. Marks: 70

SECTION – A**Answer any THREE of the following:****(3 × 5 = 15)**

1. Compare and contrast structured and unstructured data.
2. What is OLAP? Explain it with suitable example.
3. Write short notes on
 - Data Mart
 - Data Mining
4. List out various Enterprise Reporting Characteristics in OLAP World.

SECTION – B**Answer any THREE of the following:****(3 × 15 = 45)**

5. Explain in detail the OLAP Architecture such as MOLAP, ROLAP and HOLAP.
6. How is unstructured data from the Retail Sector been used for Data Analytics? How do you prepare Dash boards using this?
7. Explain the following concepts in detail with suitable illustrations.
 - a. Data Quality
 - b. Data Profiling
8. What is a data model? Explain various types of Data models available. Bring out the concept of Data modelling with realistic examples.

SECTION – C (COMPULSORY QUESTION)**(1 × 10 = 10)**

Established in 1989 Inter Globe Enterprises is a player in Aviation, hospitality and travel related services and its businesses include Indigo (Inter Globe Aviation), Inter Globe Technologies, Inter Globe Air Transport. Headquartered in Gurgaon, Indigo is a low cost and the largest airline in India in terms of passengers carried. The airline operates 679 daily flights to 40 destinations and is the second largest low cost carrier in Asia. The aviation company wanted to employ analytics to bring on enhanced decision making process as one of the top in agenda. Using collaborative business intelligence and self-service BI, they wanted to ensure that their day to day process activities are based on factual insights. The rationale behind this move is to enhance their operational efficiency across the organization and gain competitive advantage.

The collaborative BI initiative:

Indigo launched a collaborative initiative Called Business Intelligence Centre (BIC) with the goal to have right information at the right time and to the right people. They identified key BIC champions from different departments to lead the change management. To ensure the solution rightly matches their requirement, they identified the Key parameters across budget planning, technology planning and other business parameters. And accordingly the company has designed their own BI framework for both corporate and department level, using a mix of both top down and bottom up approach. The stakeholders were divided into 3 groups – CXO – Strategic level, HOD's – functional level; and department MIS/Cross functional analytics/business process – operation level. For each department KPI's were defined for both leadership and operation level. For each department, they have further defined all the business functions and for each business function, they identified the reports/alerts/MIS analytics. This is the first time that we have implemented the Tabular technology based on based on Business Intelligence semantic model (BISM) methodology says Pankaj Khare, Director, Inter globe aviation "This is fast and simple compared to the old business intelligence methodology of developing the ETL and working in MDX, he adds. The Cost incurred in the development and the implementation of this project is two crore.

Business benefits – the top areas that are impacted by this implementation are operational excellence and business benefits – The top areas that are impacted by this implementation are operational excellence and business management. Now they can set their action plan priority based on emerging trends. Plus with the trends available on weekly and monthly basis, they can do the Correlation analysis, how various agencies are performing region and channel wise. This also redefined how they access information, analyse real time data, and manage the overall data pool. "The impact is so Profound that it has changed the way Indigo is working says Pankaj. It has changed the roles of many employees in the organization. With every department the BI/MIS reports, productivity of the employees has enhanced across the departments. There are 50 reports that get generated automatically by BIC which go to the concerned stake holders at the defined schedule. Not only corporate, every airport manager today gets to see his own parameters every morning which they call "Good morning Airport" Dashboard. Introduction of Business Intelligence platform was a challenge and initial struggle was to come up with successful business case" says Pankaj.

1. "The introduction of Business Intelligence has given new Strategic advantages over the other airline players in the market". Justify this statement. (5)
2. List out the various methods adopted by Inter Globe Aviation to implement BI Solution. (5)
