

MANAGEMENT SCIENCE

Time: 3 Hrs

Max. Marks: 70

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

- Compare iconic models and analogue models.
- Explain unbounded solution in an LPP.
- Explain unique optimal solutions in an assignment problem.
- What is selective inventory control technique?
- Explain critical path of a network.
- What are the applications of management science in finance and accounting.
- Explain ordering cost of inventory control.

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

- 2) A firm produced three products. These products are processed on three different machines. The time required to manufacture one unit of each of the three products and daily capacity of the machines are given below:

Machine	Time per unit (minutes)			Machine capacity (minutes/day)
	Product 1	Product 2	Product 3	
M ₁	2	3	2	440
M ₂	4	-	3	470
M ₃	2	5	-	430

It is required to determine the daily number of units to be manufactured for each product. The profit per unit for product 1, 2 and 3 is ₹4, ₹3 and ₹6 respectively. It is assumed that all the amounts produced are consumed in the market. Formulate the LP model.

- 3) Determine an initial basic feasible solution to the following transportation problem using the least cost method.

	To			Supply
	W ₁	W ₂	W ₃	
From F1	3	8	5	5
Factory F2	5	5	3	8
F3	7	6	9	7
F4	4	9	5	14
Demand	7	9	18	

- 4) Explain the phases of Management Science.

Section - C

Answer any TWO of the following:

(2×15=30)

- 5) Determine the initial basic feasible solution using VAM and optional solution using modified distribution method for the following data.

Factory	Warehouses				Supply
	W	X	Y	Z	
A	25	55	40	60	60
B	35	30	50	40	140
C	36	45	26	66	150
D	35	30	41	50	50
Demand	90	100	120	140	

- 6) a) The purchasing manager of a distillery company is considering three sources of supply for oak barrels. The first supplier offers any quantity of barrels at ₹150 each. The second supplier offers barrels in lots of 150 or more at ₹125 per barrel. The third supplier offers barrels in lots of 250 or more at ₹100 each. The distillery uses 1,500 barrels a year at constant rate. Carrying costs are 40% and it costs the purchasing agent ₹400 to place an order. Calculate the total annual cost for the orders placed to the probable suppliers and find out the supplier to whom orders should be placed. (10)
- b) Solve the following assignment problem by Hungarian assignment method. (5)

Worker	Time (minutes)		
	Job 1	Job 2	Job 3
A	4	2	7
B	8	5	3
C	4	5	6

- 7) Solve the following LPP using simplex method

$$\text{Maximise } Z = 700x_1 + 500x_2$$

$$\text{Subject to } 4x_1 + 3x_2 \leq 210$$

$$2x_1 + x_2 \leq 90$$

$$\text{And } x_1 \geq 0; x_2 \geq 0$$

Section- D

Case Study (Compulsory)

(1×20 =20)

- 8) Information on the activities required for a project is as follows:

Activity	Duration
1-2	4
1-3	6
2-6	8
3-4	7
3-5	4
4-6	6

5-6	5
5-7	19
6-7	10

- i) Draw the network.
- ii) Obtain early and late start time and completion times.
- iii) Determine the critical path.
- iv) Determine the total float.

RESEARCH METHODOLOGY

Time: 3 Hrs

Max. Marks: 70

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

- a) Distinguish between research and research methodology.
- b) Write a note on random replication design.
- c) Describe any two issues considered while formulating the research problem.
- d) Write a note on Likert type scale.
- e) What is sampling error?
- f) What is Chi-square test?

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

- 2) Explain the techniques involved in defining a research problem.
- 3) What are precautions to be taken while writing a good research report?
- 4) Distinguish between parametric analysis and non parametric analysis of the data collected.

Section- C**Answer any TWO of the following. (2×15=30)**

- 5) What is sampling? Explain the different types of sampling designs in detail.
- 6) Enumerate the different methods data collection. How does the case study method differ from survey method.
- 7) Explain the types of Hypothesis, Describe in detail the steps and procedures adapted while framing Hypothesis.

Section- D**Case Study (Compulsory) (1×20 =20)**

- 8) Tupperware India Pvt. Ltd. is a wholly owned subsidiary of the US-based Tupperware Corporation, the world's leading manufacturer of high-quality plastic food storage and serving containers. The company started its operations in India in 1996 and the country was recognized as the fastest growing market by Tupperware Worldwide. Starting off with just 12 products, Tupperware India today sells over 70 products that meet Tupperware's stringent international quality standards. The company's turnover in 2016 was over US\$ 11.5 million. Tupperware India has specially designed select tailor made products for the Indian homemaker to fulfil the unique needs of the Indian Kitchen.

Tupperware India at present faces competition from stainless steel utensils and low end plastic products both available at retail outlets across India. However with increasing awareness of high-end food storage containers the company will soon see itself up against more intense competition. Already companies like Modi care, Cutting Edge and Real life have entered this segment with lower prices.

The company now consults you to analyse the effectiveness of its direct selling method to reach its customers. It seeks to understand the perception of consumers and dealer consultants.

- a) What would be the research problem in this case? (5)
- b) What are the objectives of the study? (5)
- c) Explain the methods that you will use to collect data for the study? (5)
- d) What is the likely outcome of this study? (5)

CREDIT- BASED THIRD SEMESTER M.COM. DEGREE EXAMINATION, NOVEMBER 2019

INTERNATIONAL BUSINESS

Time: 3 Hrs

Max. Marks: 70

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

- a) Describe two important Factors on which ownership strategy depends in the context of international business.
- b) Distinguish between fixed rate and floating rate system.
- c) State the components of Foreign exchange Reserves.
- d) What is "Technology Transfer"?
- e) Write a short note on Non-tariff barriers.
- f) What do you mean by transferable Letter of Credit?
- g) Differentiate between Horizontal and vertical Integration.

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

- 2) Discuss the significance of International Business in detail.
- 3) What are the different modes of entry into international business?
- 4) Discuss the functions of WTO.

Section- C**Answer any TWO of the following.****(2×15=30)**

- 5) Explain theories of international trade to describe how the Terms of Trade determines gains from international trade.
- 6) Critically evaluate the consequences of changed political leaders of US on Indian Business environment.
- 7) Give a brief account of complexities and issues of International business operations.

Section- D**8) Case Study (Compulsory)****(1×20 =20)**

The Public Sector Indian Oil Corporation (IOC) the major oil refining and marketing Company which was also the canalizing agency for oil imports and the only Indian Company in the Fortune 500 in terms of sale, planned to make a foray into the foreign market by acquiring a substantial stake in the Ballal Oil Fields in Iran of the Premier Oil. The project was estimated to have recoverable oil reserves of about 11 million tonnes.

When IOC started talking to the Iranian Company for the acquisition in October 1998, oil prices were at rock bottom (\$11 per barrel) and the most refining companies were closing shop due to falling margins. Indeed a number of good oil properties in the

Middle East were up for sale. Using this opportunity, several developing countries 'made a killing' by acquiring oil equities abroad.

IOC needed Government's permission to invest abroad. Application by Indian Company for investing abroad is to be scrutinised by a special Committee represented by the RBI and the Finance and Commerce Ministers. By the time, the government gave the clearance for the acquisition in December 1999 (more than a year after the application is made) the prices had bounced back to \$24 per barrel. And the Elf of France had virtually taken Airway the deal from IOC's nose by acquiring the premiere oil. The RBI which gave IOC the approval for \$15 million investment, took more than a year for clearing a deal because the structure for such investments were not in place it was reported.

Questions:

- a) Discuss whether it is domestic or global environment that hinders the globalisation of Indian Trade (7)
- b) Even if it had not acquired premier oil, what would have been the impact of the delay in the clearance of IOC? (7)
- c) What are the lessons of this case? (6)

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

Elective I: Financial Management & Investment Science
Paper I: CORPORATE ACCOUNTING

Time : 3 Hrs

Max. Marks: 70

SECTION – A

1. Answer any FIVE of the following: (5 × 2 = 10)
- What are non performing assets?
 - How is bonus on reduction of premium treated in the revenue account?
 - What is re-insurance? How is it helpful to insurance companies?
 - State the process of Human Resource Accounting.
 - What are the objectives of Inflation Accounting?
 - What are Accounting Standards?
 - Why is provision for unexpired risk created?

SECTION – B

Answer any TWO of the following. (2 × 5 = 10)

2. From the following particulars, prepare Profit & Loss A/c of Safety Bank for the year ended 31st March, 2019.

(₹'000's)		(₹'000's)	
Interest on deposits	3,200	Discount on Bills discounted	1,490
Commission (Cr.)	100	Interest on overdrafts	1,600
Interest on loans	2,490	Interest on cash credits	2,320
Sundry charges (Dr.)	100	Auditor's fees	35
Rent & Taxes	200	Director's fees	16
Payment to employees	500	Bad debts to be written off	300

3. Ascertain the net monetary result from the following information.

	1.12.2018	31.12.2018
	(₹)	(₹)
Cash and Bank Balance	60,000	88,000
Accounts Receivable	80,000	1,00,000
Accounts Payable	1,00,000	1,24,000
General Retail Price Index number	100	125
Average index number for the year :	120	

4. Explain the problems and limitations in Human Resource Accounting.

SECTION – C

Answer any TWO of the following. (2 × 15 = 30)

5. Following balances were extracted on the closing date 31st March 2019 from the books of Adarsh Bank Ltd. You are required to prepare the Balance sheet and Profit and Loss Account of the Bank.

(₹ in '000s)		(₹ in '000s)	
Current Deposits	45,500	Exchange & Commission (Cr)	1,700
Savings Bank Accounts	14,520	General charges recovered	55
Fixed Deposits	37,180	P&L A/c Balance on 1.4.2018	852
Sundry Creditors	454	Cash in hand and with Bank	7,356
Deposit due to other banks secured by investments	12,200	Money at call	1,500
Bills for collection being Bills Receivable	22,100	Investment in Govt. Securities	45,200
Acceptance & Endorsements for customers	11,168	Investments in shares	4,700
Rebate on Bills discounted	15	Cash credit and loans	44,975
Branch adjustments (Cr)	4,555	Bills discounted	33,100
Statutory Reserve	10,000	Postage & Telegrams	1,000
Dividend Equalisation Fund	2,500	Interest paid	1,300
Capital : 2 lakh shares of ₹100 each, ₹50 paid up	10,000	Payment to employees	2,400
Interest & discount received	5,800	Director's fees	100
		Advertisements	400
		Miscellaneous expenses	300
		Land & Building	3,500
		Depreciation Reserve	500

Provide for (a) Reserve for Taxation ₹5,00,000 b) Transfer to General Reserve ₹15,00,000 and c) Transfer to Dividend Equalisation Fund ₹5,00,000

6. Explain the Accounting Standards issued by the accounting standard board of ICAI.
7. ABC Machine Tool Company Ltd, is considering the acquisition of a large equipment to setup a factory in a backward region for ₹12,00,000. The equipment is expected to have an economic useful life of 8 years. The equipment can be financed either with an 8 – year term loan at 14% interest, repayable in equal instalments of ₹ 2,58,676 per year or by an equipment amount of lease rent per year. In both cases, payments are due at the end of the year. The equipment is subject to the straightline method of depreciation for tax purpose. Assuming no salvage value after the 8 year useful life and 50% tax rate, which of the financing alternatives should be selected?

SECTION – D

(Compulsory)

(1 × 20 = 20)

8. You are required to prepare Profit and Loss A/c and balance sheet under CCA method from the following historical accounting financial statements and additional information.

Profit and Loss Account for the year ended 31.12.2018 (Historical Accounting)

To Opening Stock	80,000	By Sales	10,00,000
“ Purchases	<u>6,40,000</u>	“ Sundry Income	20,000
	7,20,000		
Less : Closing Stock	<u>1,20,000</u>		
Cost of sales	6,00,000		
To Opening expenses	2,40,000		

To Interest	30,000		
" Depreciation	50,000		
" Net Profit C/d	<u>1,00,000</u>		
	10,20,000		
To provision for tax	50,000	By net profit b/d	1,00,000
" Dividend	30,000		
" Balance carried to			
Balance sheet	<u>20,000</u>		
	<u>1,00,000</u>		<u>1,00,000</u>

Balance sheet as on 31.12.2017 & 31.12.2018 (Historical Accounting)

Liabilities	2017 (₹)	2018 (₹)	Assets	2017 (₹)	2018 (₹)
Share Capital	2,00,000	2,00,000	Fixed Assets	5,00,000	5,00,000
Reserves & Surplus	60,000	80,000	Less : Depreciation	<u>1,50,000</u>	<u>2,00,000</u>
Bank Loan	2,20,000	2,00,000		3,50,000	3,50,000
Creditors	1,00,000	1,20,000	Current Assets :		
			Stock	80,000	1,20,000
			Debtors	1,10,000	1,44,000
			Cash	<u>40,000</u>	<u>36,000</u>
	<u>5,80,000</u>	<u>6,00,000</u>		<u>5,80,000</u>	<u>6,00,000</u>

Additional Information:

- i) Fixed assets are valued at ₹7,40,000 on 31.12.2018.
Depreciation adjustment ₹20,000. Backlog depreciation ₹28,000. Current year depreciation ₹4,000.
- ii) Specific index applicable to stocks 1.1.2018 -100, on 31.12.2018 – 120,
Average - 110
- iii) Specific index applicable to Debtors and Creditors opening - 100, average -
110, closing – 120.

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

**Elective II – Human Resource
HUMAN RESOURCE MANAGEMENT**

Time : 3 Hrs

Max. Marks: 70

SECTION – A

- 1 Answer any FIVE of the following:** (5 × 2 = 10)
- Distinguish between Job Analysis and Job specification.
 - Explain BARS.
 - What do you mean by environment scanning?
 - Mention two examples under Employee Welfare Scheme.
 - Explain the term “ Job Enrichment”.
 - Bring out any two important challenges faced by HR Manager.
 - What are “ Self Directed Terms” ?

SECTION – B

- Answer any TWO of the following.** (2 × 5 = 10)
- Explain some of the pros and cons of ‘Online Recruitment’.
 - How do you retain employees in an organisation?
 - Explain the need for “Competency Mapping”?

SECTION – C

- Answer any TWO of the following.** (2 × 15 = 30)
- Explain the nature of ‘Human Resource Management’. Describe the HRM Models.
 - Bring out the steps involved in “ Human Resource Planning”.
 - Discuss the process of Performance Appraisal.

SECTION – D

- 8. Case Study (Compulsory)** (1 × 20 = 20)
- Watson Public Ltd Company is well known for its welfare activities and employee oriented scheme in manufacturing industry from more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management level employees. The top level management views all the employees equally. This can be clearly witnessed by seeing the uniform of the company which is same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places, one near the plant for workers and one near the administrative building. Though the place is different, the amenities, infrastructure and the food provided are of same quality. In short the company stands by the rule ‘ Employee Equality’.
- The company has one registered trade union and relationship between the union and management is very cordial. But the company is not a paymaster in that industry and is also facing a number of problems in supplying the materials in recent past days. Problems like quality issues, mismatch in packing, incorrect labelling of material, not dispatching the material on time etc.

Questions:

1. Discuss whether these issues are related to the system or the employees?
Explain. (6)
2. Explain the company's recruitment policy & incentive plans to overcome these.
problems. (7)
3. What kind of training modules can be recommended? (7)

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

Elective I: Financial Management & Investment Science
Paper II: SECURITY ANALYSIS

Time : 3 Hrs

Max. Marks: 70

SECTION – A

1 Answer any FIVE questions of the following: (5 × 2 = 10)

- a) What is an efficient market?
- b) Define risk – return trade off.
- c) Define unsystematic risk.
- d) State the concept of ‘Stop Order’ with a suitable example.
- e) What is meant by yield to maturity?
- f) What is Risk free Asset?
- g) What is Relative Strength Index?

SECTION – B

Answer any TWO of the following. (2 × 5 = 10)

2. How does Technical Analysis differ from Fundamental Analysis.
3. Explain random walk theory.
4. Explain the functions of financial system.

SECTION – C

Answer any TWO of the following. (2 × 15 = 30)

5. Describe the procedure developed by Markowitz for choosing the optimal portfolio of risky assets. Also mention its assumptions.
6. A Company has a book value per share of ₹137.80. Its return on equity is 15% and it follows a policy of retaining 60% of its earnings. If the opportunity cost of capital is 18%, what would be the price of the share today?
7. Explain in detail the Dow theory. How is it used to determine the directions of the stock market?

SECTION – D (Compulsory)

(1 × 20 = 20)

8. Mr. X is considering the purchase of three securities A, B & C for the next year. The returns of the securities depend on next year's state of stock market. The estimated rates of return are shown in the table.

State of Market	Probability of Occurrence	Rates of return on securities		
		A	B	C
Recession	0.25	10%	9%	14%
Average	0.50	14%	13%	12%
Boon	0.25	16%	18%	10%

- a) Find each stock's expected rate of return standard deviation and coefficient of variation.
- b) If Mr. X invests one – third or each security what would be his portfolio return?

CREDIT - BASED THIRD SEMESTER M.COM. DEGREE EXAMINATION, NOVEMBER 2019

Elective II: Human Resource
Paper II: KNOWLEDGE MANAGEMENT

Time : 3 Hrs

Max. Marks: 70

SECTION – A

- 1 Answer any FIVE questions of the following:** **(5 × 2 = 10)**
- a) What is Knowledge?
 - b) What is a knowledge economy?
 - c) Define “Ergonomics”
 - d) What do you mean by explicit knowledge?
 - e) Who is Chief Knowledge Officer?
 - f) Define Learning.
 - g) What is ethics?

SECTION – B

- Answer any TWO of the following.** **(2 × 5 = 10)**
2. Explain the major challenges in building KM systems.
 3. Illustrate by example the possible relationship between
 - a) Knowledge and information
 - b) Knowledge and data.
 4. Briefly discuss the role played by Knowledge management in service sector.

SECTION – C

- Answer any TWO of the following.** **(2 × 15 = 30)**
5. ‘People are no longer expected to adapt to the requirements of machines but machines are expected to adapt to people’ – Comment.
 6. List and briefly explain personality and professional attributes of the knowledge worker.
 7. How differently a learning organisation views or upholds standards of ethics compared to other organisations.

SECTION – D (Compulsory Question)**Case Study****(1×20 = 20)**

8. From near bankruptcy in the late 90’s, to one of the world’s most successful and lucrative just ten years later, Apple has a laundry list of things they have done right. Since 2000, as reported by CNBC, Apple’s market cap has grown \$412 BILLION, and each one of the events mentioned in the timeline above has directly (along with others) contributed to this astronomical growth. Apple’s success stems from the mastery of several areas of business including, but not limited to, supply chain management, knowledge management and operations. For the purpose of this posting we well note Apple’s strength in regard to knowledge management.
 - (a) Apple’s ability to create knowledge (creation of product categories (I Pad).
 - (b) Apple’s ability to constantly change its structure and goals with the release of every new or updated product.

(c) Apple's ability to constrain its secrets so there are limited leaks, despite the fact that its people leave at the end of every day, and its people are its greatest resource.

Apple's decision to keep its software specifically and solely for its products, and vice-versa knowledge management is Apple's fundamental core competency, and the reason it is successful in its most lucrative attribute, innovation. Without knowledge management, Apple's innovation would not be relevant, because the information would get out long before the products themselves do. Apple's culture implanted by its great pioneer Steve Jobs is what keeps Apple employees loyal, and inevitably this translates to the brand loyalty demonstrated by the customers of the company.

Questions

1. Is it possible for Apple to "lose at this point in the game, and what are some ways that could happen?
2. Comment on Apple's strengths with regard to knowledge management.

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

FUNDAMENTALS OF FINANCE AND ACCOUNTING

Time : 3 Hrs

Max. Marks: 70

SECTION – A

1 Answer any FIVE questions of the following: (5 × 2 = 10)

- Differentiate between bookkeeping and accountancy.
- Journalise the transaction : “ goods issued as free samples”
- Explain accounting equation.
- List down the uses of trial balance.
- Give examples of money market securities.
- What do you mean by ‘ Risk Management’.
- Why the subsidiary books are maintained.

SECTION – B

Answer any TWO of the following. (2 × 5 = 10)

- Pass the journal entries of the following transactions
 - Commenced business with cash ₹5,000, goods ₹2,000 and furniture ₹ 8,000.
 - Sold goods to Z for cash ₹2,000 and on credit ₹ 3,000.
 - Sold goods to E ₹2,000 and F ₹3,000
 - Received from Z 1,000 and allowed him a discount of ₹20.
- From the following information prepare a profit and loss account for the year ending March 31st, 2018.

Gross Profit	₹ 12,000	Printing & Stationery	₹3,000
Rent	₹ 10,000	Legal charges	₹4,000
Salary	₹ 30,000	Bad debts	₹1,000
Commission paid	₹12,000	Depreciation	₹5,000
Interest on loan	₹ 5,000	Interest received	₹9,000
Advertising	₹ 40,000	Loss by fire	₹7,000
Discount received	₹ 10,000		

- Write down the “Golden Rules of Accounting”.

SECTION – C

Answer any TWO of the following. (2 × 15 = 30)

- Explain the various investment avenues available for an individual for tax saving.
- Record the following transactions in a two column cash book and post them into the ledger.

2019

Feb1 Commenced business with ₹10,000 in cash.

“ 4 Opened a current account with bank of India deposited there in ₹6,000

“ 6 Received a cheque of ₹5,000 for goods sold.

“ 7 Issued a cheque for ₹500 for furniture purchased

“ 8 Purchased goods for ₹ 500 and gave a cheque for the same.

“ 9 Purchased goods for ₹500 and gave a cheque for the same.

“ 10 Paid into Bank of India ₹5,000

- “ 11 Paid Krishna ₹225 in settlement of his account for ₹240 by cheque.
- “ 15 Paid wages in cash ₹200
- “ 18 Drew a cheque for personal use ₹400
- “ 25 Drew for office use ₹250
- “ 28 Paid salaries by cheque ₹500.

7. What is “ Bank Reconciliation Statement” ?

Draw a format and explain its importance.

SECTION – D (Compulsory Case Study)

From the following Trail Balance extracted from the books of Uma, prepare a Trading and Profit and Loss Account for the year ended 31st December, 2018 and balance sheet as on the date.

Name of the Accounts	Dr (₹)	Cr (₹)
Uma's Capital		1,00,000
Drawings	6,000	
Adjusted Purchases	1,00,000	
Sundry Debtors	60,000	
Sundry Creditors		45,000
Bills Receivable	5,000	
Bills Payable		10,000
Reserve for bad debts		3,000
Sales		2,50,000
Buildings	40,000	
Plant and Machinery	50,000	
Salaries	18,000	
Wages	22,000	5,500
Carriage and frieght	3,000	2,000
Income – tax	8,000	
Bad debts recovered		800
Advanced income tax	5,000	
General charges	3,000	
Bad debts	1,000	
Rent	5,000	
Postage and stationery	800	
Cash at bank	20,000	86,900
Cash in hand	2,000	
Closing Stock	60,000	
Total	4,08,800	4,08,800

Adjustments:

1. The Reserve for bad debts to be adjusted to 4% on debtors.
2. Allow interest on capital at 5%
3. 10% of net profit to be carried to reserve fund.
4. Provide ₹ 3,000 for wages and ₹2,000 for salaries.
5. Depreciate machinery by 10% and buildings by 5%
6. Machinery costing ₹6,000 was sold for 4,000 on 30th June 2018 and the amount was credited to machinery account.
