

**2023**

**Full Marks - 100**

**Time - As in the Programme**

*The figure in the right hand margin indicate marks.*

*Answer ALL questions.*

**Section – A**

***(Word Limit - 700-1000)***

**Answer any THREE :**

**[12 x 3 = 36]**

1. Discuss the 14 principles of management and the 6 activities of a manufacturing unit developed by Henry Fayol.
2. What are the different type of decisions ? Explain with examples their utility in different business activity.
3. What is departmentation. Briefly explain various bases of departmentation and outline its merits and demerits.

*[ Cont...*

4. Discuss the importance of control in a business enterprise. What are the pre-requisites of an effective control system ?
5. Discuss the different role played by a manager in the changing environment and highlight the challenges faced by a manager in the organization.

**Section – B**

***(Word Limit - 500)***

Answer any THREE :

[8 x 3 = 24

6. Discuss the Principles of Scientific Management in detail.
7. What is a matrix organization ? Examine its merits and limitations.
8. What is delegation of authority ? Explain the principles of delegation.
9. What is MBO ? Explain the process of MBO.
10. Discuss the contribution of Hawthorne Experiments to the Understanding and managing human behaviour in organization.

*[ Cont...*



[ 3 ]

**Section – C**

***(Word Limit - 300)***

Answer any TWO :

[5 x 2 = 10]

11. Discuss the different levels of managers and explain their function.
12. What is Centralization ? How does it differ from decentralization ?
13. Briefly discuss about PERT and CPM.
14. What do you mean by span of management ? Explain the features which affect on effective span of management.

**Assignment**

Duration : 1 Hour

Total Marks - 30

(To be answered in a separate sheet provided.)

**Section – D**

***(Word Limit - 1000)***

Answer any TWO :

[15 x 2 = 30]

1. Discuss Ford Motor Company in terms of risk, uncertainty and how its managers handled the company's problems during covid pandemic situation ? What is the current news on this company ?

[ Cont...

2. What is Controlling ? Discuss the features and steps involved in the process of controlling.
3. If you learned that a company had a matrix structure, would you be more or less interested in working there. Explain your answer. How would you prepare yourself to work effectively in a matrix ?
4. Have you ever seen or worked for an effective manager ? Describe the causes and the consequences of the ineffectiveness.
5. What is Decision Making ? Discuss in detail the process and types of decision making.
6. Discuss various techniques of control for improving overall performance of an industrial enterprise.





**I - S - M.Com. - CBCS - DDCE - P - 1.4 -**  
**(Financial Management)**

**2023**

**Full Marks - 100**

**Time - As in the Programme**

*The figure in the right hand margin indicate marks.*

*Answer ALL questions.*

**Section – A**

***(Word Limit - 700-1000)***

Answer any THREE : [12 x 3 = 36]

1. What are the key differences between profit maximization and wealth maximization as financial goals ? How does profit maximization prioritize short-term gains over long-term sustainability compared to wealth maximization ?
2. In what ways do the NI and NOI theories represent contrasting view points on the relationship between debt and equity financing ? How does the traditional theory of capital structure reconcile the differences between the NI and NOI theories ?

*[ Cont....*



3. Can you explain the concept of gross working capital and how it differs from net working capital ? How does temporary working capital differ from permanent working capital and why is this distinction important ? Enlist various sources of financing available to companies for working capital management ?
4. Aishwarya Ltd. has equity share capital of Rs. 20,00,000 divided in to shares of Rs. 100 each. It wishes to raise further Rs. 10,00,000 for expansion cum modernization plan. The company plans the following financing schemes :
- (a) All Common Stock.
  - (b) Rs. 4,00,000 in common stock and Rs. 6,00,000 in debt @ 10% p.a.
  - (c) All debt at 10% p.a.
  - (d) Rs. 4,00,000 in common stock and Rs. 6,00,000 in preference capital with rate of dividend at 8%.

[ Cont....

The company's expected earnings before interest and tax (EBIT) are Rs. 5,00,000. The corporate rate of tax is 30%. Which financing scheme Aishwarya Ltd. would select and why ?

5. The cost of capital of a project is 15%. The following are expected cash outflow and cash inflows of the project :

<u>Year</u>	<u>Cash Outflow (Rs.)</u>	<u>Cash Inflow (Rs.)</u>
0	3,00,000	Nil
1	23,000	40,000
2	Nil	60,000
3	Nil	1,20,000
4	Nil	1,60,000
5	Nil	60,000

**Calculate :**

- Net Present Value of the Project.
- Profitability Index of the Project.
- Decide the acceptability of the Project.

**Note :** Present value Table shall not be provided in the examination hall. All calculations are to be made with the help of calculator.

[ Cont...



Section – B

(Word Limit - 500)

Answer any THREE :

[8 x 3 = 24

6. Explain the difference between operating leverage and financial leverage ? Can you provide an example illustrating how the multiplication of DOL and DFL results in DCL ?
7. Define Financial Management ? Explain how do investment, financing and dividend decisions interact to optimize shareholder wealth.
8. What is the payback period method in capital budgeting and how does it determine investment decisions ? Provide an imaginary example demonstrating its application and decision criteria.
9. The following information is available in respect of the rate of return on investment (r), the cost of capital (ke) and earnings per share (E) :

Rate of Return on Investment (r) = 12%

Cost of Capital (Ke) = 10%

Earnings Per Share (E) = Rs. 80

[ Cont...



Walter's model if dividend payout ratio is (a) 100%, (b) 80%, (c) 40%, (d) 20%, (e) 0%.

10. The following particulars related to Santak Limited :

<u>Sources of Capital</u>	<u>Cost of Capital</u>	Book Value (Rs.)	Market Value (Rs.)
Debentures	$K_d = 8\%$	9,00,000	10,00,000
Term Loan	$K_t = 9\%$	18,00,000	18,00,000
Preference Share Capital	$K_p = 10\%$	11,00,000	22,00,000
Equity Share Capital	$K_e = 12\%$	4,00,000	42,00,000
Retained Earning	$K_r = 11\%$	8,00,000	8,00,000
<b>Total</b>		<b>50,00,000</b>	<b>1,00,00,000</b>

You are required to calculate the overall cost of capital ( $K_o$ ) or Weighted Average Cost of Capital (WACC) using : (a) Book Value Weight, (b) Market value Weight.

### Section – C

*(Word Limit - 300)*

Answer any TWO : [5 x 2 = 10]

11. What is Accounting Rate of Return (ARR) ?
12. What is the benefit of stable dividend policy ?
13. Name the factors affecting capital structure of a company.
14. Discuss the VED technique of Inventory Management.

[ Cont...



**Assignment**

Duration : 1 Hour

Total Marks - 30

(To be answered in a separate sheet provided.)

**Section – D*****(Word Limit - 1000)***

Answer any TWO :

[15 x 2 = 30]

1. What is Capital Budgeting and why is it crucial for business ? Can you explain the concept of the "IRR Rule" and its significance in capital budgeting decision-making.
2. Discuss the meaning of cost of capital and why is it significant for businesses in financial decision-making. Enumerate the key components considered when calculating the cost of equity and how do they affect the overall cost of capital.
3. What is the Modigliani-Miller (M & M) propositions and how do they contribute to the theory of capital structure ? Explain the key assumptions underlying the M & M hypotheses regarding capital structure.

[ Cont...



4. Explicate the different types of dividend policies that companies commonly employ and how do they differ ? Narrate the factors that influence a company's dividend policy.
5. Mention the primary objectives of effective cash management within an organization. Expound the various techniques and strategies used in cash management.
6. Write short notes on :
  - (a) Operating Cycle.
  - (b) Receivables Management.



I - S - M.Com. - CBCS - DDCE - P - 1.4 -

(Financial Management)

Dt. 22.06.2024 (260)

**2023**

**Full Marks - 100**

**Time - As in the Programme**

*The figure in the right hand margin indicate marks.*

*Answer ALL questions.*

**Section – A**

**(Word Limit - 700-1000)**

Answer any THREE : [12 x 3 = 36]

1. Define Business Environment. An economic environment can be broken down into a microeconomic environment and a macroeconomic environment. Discuss the different between the two.
2. Briefly outline the different objectives of Monetary Policy. Discuss the role of Monetary Policy towards the creation of credit and creation of demand for Money Supply with recent suitable examples.

*[ Cont...*



3. Discuss the historical prospect of MRTP Act 1969. How does the Central Govt. Control Monopolistic trade practice and unfair trade practices through MRTP ACT ?
4. Explain the salient features and effective functions of the Industrial Policy 1991 also explain how the New Industrial Policy is different from the Industrial Policy 1948, 1956 and 1977.

### Section – B

*(Word Limit - 500)*

Answer any THREE :

[ 8 x 3 = 24 ]

1. In terms of the business environment. What role do suppliers play in a business's overall ability to be successful ?
2. Examine the advantage and disadvantages of foreign investment.
3. Explain the term globalization. Discuss the impact of globalization on the Indian Economy.
4. Explain the functions of WTO (World Trade Organisation). Describe how it helps the developing countries in their growth process.
5. Define commodity market. Discuss what are its main objective and functions ?

[ Cont...

[ 3 ]

Section – C

*(Word Limit - 300)*

Answer any TWO :

[5 x 2 = 10]

1. Write a note on Intellectual Property Right.
2. Discuss the advantages and disadvantages of the Price Distribution and Control.
3. Write short notes on Concentration of Economic Power.
4. Briefly explain the features of consumerism in India.

Assignment

Duration : 1 Hour

Total Marks - 30

(To be answered in a separate sheet provided.)

Section – D

*(Word Limit - 1000)*

Answer any TWO :

[15 x 2 = 30]

1. Discuss the economic role of the government with regard to regulation, promotion, entrepreneurship and planning.

[ Cont...



2. Explain the salient features of the current industrial policy and its socio economic impact.
3. Define Monetary Policy and explain the effect of fiscal and monetary policies on external balance.
4. Discuss the role and functioning of WTO in International Economic Integration and also discuss the antidumping measures of WTO.
5. Explain in detail the objectives and main provisions of the MRTP Act ?
6. Discuss the different types of Financial Institutions present in India. Explain the contribution of financial institutions towards economic development.



**I - S - M.Com. - CBCS - DDCE -**

**P - 1.3 - (Business Economics & Environment)**

**Dt. 21.06.2024 (260)**

**2023**

**Full Marks - 100**

**Time - As in the Programme**

*The figure in the right hand margin indicate marks.*

*Answer ALL questions.*

**Section – A**

**(Word Limit - 700-1000)**

Answer any THREE :

[12 x 3 = 36

1. Prove with the help of properties that :

$$\begin{vmatrix} a & b & c \\ a^2 & b^2 & c^2 \\ a^3 & b^3 & c^3 \end{vmatrix} = abc(b-c)(c-a)(a-b).$$

2. Find the inverse of the following matrices :

$$\begin{bmatrix} 2 & 3 & 4 \\ 4 & 3 & 1 \\ 1 & 2 & 4 \end{bmatrix}.$$

[ Cont....



3. Find the coefficient of correlation from the following data :

X	8	10	17	15	14	17	16
Y	29	34	44	43	41	47	46

4. Find the regression equations from the following data :

X	3	4	5	6	7
Y	2	5	8	6	9

What is most likely value of X when Y = 12 and most likely value of Y when X = 10.

5. Define Time Series ? What is the need to analyze the time series ? Distinguish between trend, seasonal variations and cyclical fluctuations in a time series ?

[ Cont....

Section – B*(Word Limit - 500)*

Answer any THREE :

[8 x 3 = 24]

6. Formulate the following LPP problem :

A company manufactures two products A and B. These products are processed in the same machine. It takes 10 minutes to process one unit of product A and 2 minutes for each unit of product B and the machine operates for a maximum of 35 hours in a week. Product A requires 1 kg and B requires 0.5 kg of raw material per unit, the supply of which is 600 kg per week. Market constraint on product B is known to be minimum of 800 units every week. Product A cost Rs. 5 per unit and sold at Rs. 10. Product B cost Rs. 6 per unit and can be sold in the market at a unit price of Rs. 8. Determine the number of production units of A and B per week to maximize the profit.

[ Cont...



7. A committee of 5 is to be chosen from 6 gentlemen and 4 ladies. In how many ways can the selection be made so as to include at least one lady.
8. Solve the following equations by using Cramer's Rule  $x + 2y + 3z = 6$ ,  $3x - 2y + z = 2$ ,  $4x + 2y + z = 7$ .
9. Define the term statistics and discuss its functions and limitations. Elaborate the importance of statistics in business and management planning.
10. Find the median of the following frequency distribution :

x	0-10	10-20	20-30	30-40	40-50	50-60
f	3	4	2	8	13	10

### Section – C

**(Word Limit - 300)**

Answer any TWO :

[5 x 2 = 10]

11. A card is drawn at random from a well shuffled pack of cards. What is the probability that it is a heart or queen ?

[ Cont...

[ 5 ]

12. Differentiate between Transportation and Assignment Problems.
13. How many 3-digit numbers can be constructed using the digits 1, 2, 3, 4 without any digit being repeated.
14. Elaborate different types of function.

**Assignment**

Duration : 1 Hour

Total Marks - 30

(To be answered in a separate sheet provided.)

**Section – D**

***(Word Limit - 1000)***

Answer any TWO :

[15 x 2 = 30]

1. Solve the following linear equations by applying the matrix methodology :

$$2x+3y-z=9, x+y+z=9, 3x-y-z=-1.$$

*[ Cont...*



2. Obtain the two regression equations from the following data. Also calculate the correlation coefficient.

X	35	40	44	49	50	53	57	64
Y	12	15	10	22	24	27	31	39

3. A company has 5 jobs to be done on five machines. Any job can be done on any machine. The cost of doing the jobs on different machines is given below. Assign the jobs for different machines so as to minimize the total cost.

Job	Machines				
	A	B	C	D	E
1	13	8	16	18	19
2	9	15	24	9	12
3	12	9	4	4	4
4	6	12	10	8	13
5	15	17	18	12	20

[ Cont...

4. What is the purpose of classification ? Distinguish between classification and tabulation. Briefly explain the different methods of classifying statistical data.
5. Explicate the different measures of central tendency which are commonly used in practice.
6. Write short notes on :
  - (a) Properties of Determinant.
  - (b) Different Measures of Dispersion.

