**G 3597**

Reg. No.............................

Name.................................

# M.Com. DEGREE (C.S.S) EXAMINATION, AUGUST 2015

## Second Semester

### Faculty of Commerce

### HR 02 C09—HUMAN RESOURCE MANAGEMENT

(2012 Admission onwards)

Time : Three Hours

Maximum Weight : 30

## Section A

*Answer any* **five** *questions.*
*Each question carries 1 weight.*

1. What is HRM ?

2. What is personnel management ?

3. Define job specification.

4. List the important factors in recruitment.

5. What is a blank application form ?

6. What do you mean by HRD ?

7. Differentiate training and development.

8. What do you understand by sensitivity training ?

(5 × 1 = 5)

## Section B

*Answer any* **five** *questions.*
*Each question carries 2 weight.*

9. What is motivation ? Discuss the nature and types of motivation.

10. Describe quality circles

11. "Performance appraisal fails due to personal bias". Discuss the statement in the light of errors in performance appraisal.

12. What are the qualities of a successful leadership ?

13. Describe the scope of human resource management.

14. What are the most important functions of personnel management ?

15. Describe the techniques used for analyzing the job ?

16. What do you mean by recruitment? What are the factors affecting recruitment ?

(5 × 2 = 10)

**Turn over**

## Section C

*Answer any* **three** *questions.*
*Each question carries 5 weight.*

17. Explain the different leadership styles.

18. Briefly discuss the various methods of performance appraisal.

19. Define Job satisfaction. Explain the factors influencing job satisfaction.

20. What do you mean by induction of an employee ? What are the elements of induction training ?

21. Explain McGregor's Theory X and Theory Y. How is theory Y important over the traditional view that you can motivate employees by paying them more money ?

22. Explain the various steps in a training programme. How can it be made effective ?

(3 × 5 = 15)

## Section C

*Answer any* **three** *questions.*
*Each question carries 5 weight.*

17. Explain the different leadership styles.

18. Briefly discuss the various methods of performance appraisal.

19. Define Job satisfaction. Explain the factors influencing job satisfaction.

20. What do you mean by induction of an employee ? What are the elements of induction training ?

21. Explain McGregor's Theory X and Theory Y. How is theory Y important over the traditional view that you can motivate employees by paying them more money ?

22. Explain the various steps in a training programme. How can it be made effective ?

(3 × 5 = 15)

G 3595

Reg. No......................................

Name........................................

# M.Com. DEGREE (C.S.S.) EXAMINATION, AUGUST 2015

## Second Semester

### Faculty of Commerce

### SM 02 C07—STRATEGIC MANAGEMENT

#### (2012—Admission onwards)

Time : Three Hours

Maximum Weight : 30

### Section A

I. Answer any *five* questions. Each question carries 1 weight, Answer each question not exceeding *one* page.

1  What are the elements of strategic management ?

2  What is corporate strategy ?

3  Explain Turnaround strategy.

4  What are the limitations of strategic management process model ?

5  What is SWOT Analysis ?

6  Explain the need for goals.

7  What are the steps in internal analysis ?

8  What is concentric diversification ?

(5 × 1 = 5)

### Section B

II. Answer any *five* questions. Each question carries 2 weight, Answer each question not exceeding *two* pages.

9  Explain the models of strategic management.

10  Differentiate between Vision and Mission, Objectives and Goals.

11  Discuss the steps involved in strategy formulation.

12  What is a Strategic Decision ? What are the elements of Strategic Decision.

13  What is SBU structure ? What are its merits and demerits ?

14  What are the various techniques of strategic control ? Explain each of them.

15  What is strategic choice ? What factors influence strategic choice.

16  What is contingency strategy ? What points are to be borne in mind by the strategist while using these strategies ?

(5 × 2 = 10)

**Turn over**

## Section C

III. Answer any *three* questions. Each question carries 5 weight, Answer each question not exceeding *two* pages.

17  Explain Strategic Management models in Decision making.

18  What is growth strategy ? What are its features ? When to follow it ?

19  Discuss the various elements to be considered while doing the Environmental Analysis.

20  "Strategy changes structure". Explain.

21  What is 7-S Model ? How it helps in reducing the difficulties in strategy implementation ?

22  What is strategy implementation ? What is the relationship between strategy formulation and implementation.

$(3 \times 5 = 15)$

# M.Com. DEGREE (C.S.S.) EXAMINATION, AUGUST 2015

## Second Semester

Faculty of Commerce

FM 02 C08—FINANCIAL MANAGEMENT STRATEGIES

(2012 Admission onwards)

Time : Three Hours                                                                  Maximum Weight : 30

## Section A

*Answer any* **five** *questions.*
*Each question carries 1 weight.*

1. What is ABC analysis ?
2. What is circulating working capital ?
3. What is bonus share ?
4. What is risk return trade off ?
5. What do you mean by credit syndication ?
6. Name various factors influencing the size of receivables.
7. How liquidity and profitability differ ?
8. What is trading on equity ?

$(5 \times 1 = 5)$

## Section B

*Answer any* **five** *questions.*
*Each question carries 2 weight.*

9. What are the different types of working capital ?
10. What is EOQ ? How it is determined ?
11. What are the objects of Inventory control system ?
12. What are the different internal sources of finance ?
13. What is perpetual inventory system ? Explain its merits.
14. What are the objectives of dividend policy ?
15. Is bonus issue beneficial to the Company ?
16. Explain the gordons model of dividend policy.
17. What is a sound credit policy ?

$(5 \times 2 = 10)$

**Turn over**

## Section C

*Answer any* **three** *questions.*
*Each question carries 5 weight.*

18. Explain different dividend theories.

19. How can we estimate the working capital needs of a company ?

20. It is a real problem for managing the inventories......do you agree ?

21. How can we manage cash inflow and outflow for a trading concern ?

22. S Ltd. has furnished the following information for the year ending 2006 :

|  |  | Rs. (in lakhs) |
|---|---|---|
| Net profit | ... | 37,500 |
| Dividend including interim dividend | ... | 12,000 |
| Provision for income tax | ... | 7,500 |
| Income tax during the year | ... | 6,372 |
| Loss on sale of asset (net) | ... | 60 |
| Book value of asset sold | ... | 277.5 |
| Depreciation charged in Profit and Loss | ... | 30,000 |
| Profit on sale of investment | ... | 150 |
| Interest on investment | ... | 41,647.5 |
| Value of investment sold | ... | 3,759 |
| Interest expenses | ... | 15,000 |
| Interest paid during the year | ... | 15,780 |
| Increase in Working Capital (excl. cash and bank) | ... | 84,112.5 |
| Purchase of Fixed assets | ... | 21,840 |
| Invest on joint venture | ... | 5,775 |
| Expenditure on construction WIP | ... | 69,480 |
| Proceeds from Long term borrowing | ... | 38,970 |
| Proceeds from Short term borrowing | ... | 30,862.5 |
| Opening cash at bank | ... | 11,032.5 |
| Closing Cash at bank | ... | 2,569.5 |

Prepare cash flow statement.

23. The following annual figures relating to X Ltd.

|  |  | Rs. |
|---|---|---|
| Sales (at 2 months credit) | ... | 36,00,000 |
| Material consumed (2 months credit) | ... | 9,00,000 |
| Wages paid (monthly in arrear) | ... | 7,20,000 |
| Manufacturing expenses outstanding at the end of the year (Cash expenses are paid 1 month in arrear) | ... | 80,000 |
| Total administration expenses paid as above | ... | 2,40,000 |
| Sales promotion expenses paid quarterly in advance | ... | 1,20,000 |

The Company sells its products on gross profit of 25% counting depreciation as part of the cost of production. It keeps one month stock each of raw material and finished goods , and a cash balance Rs. 1,00,000. Assuming a 20% safety margin, workout the working capital requirement of the Company on cash cost basis. Ignore WIP.

$(3 \times 5 = 15)$

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Name......................................

# M.Com. DEGREE (C.S.S.) EXAMINATION, AUGUST 2015

## Second Semester

### Faculty of Commerce

### OR 02 C10—OPERATIONS RESEARCH

### (2012 Admission onwards)

Time : Three Hours                         Maximum Weight : 30

## Section A

*Answer any* **five** *questions.*
*Each question carries weight* 1.

1. What is meant by modelling in Operations Research ?

2. What are the limitations of L.P.P. ?

3. Define artificial variable with an example.

4. What is replacement problem ? Give two examples.

5. What is the principle of Dominance ?

6. What do you mean by degenerancy in transportation ?

7. What is game theory ?

8. What do you mean by CPM ?

$(5 \times 1 = 5)$

## Section B

*Answer any* **five** *questions.*
*Each question carries weight* 2.

9. What is an unbalanced assignment problem ? How is it solved ?

10. How do you solve a transportation problem ? What is queuing theory ?

11. Explain the application of queuing theory ?

12. Solve the following pay-off matrix :—

Player A

$$
\text{Player B} \begin{bmatrix} 15 & 2 & 3 \\ 6 & 5 & 7 \\ -7 & 4 & 0 \end{bmatrix}.
$$

**Turn over**

13. The purchase price of a machine is Rs. 3,200 and the salvage value is Rs. 200. When should it be replaced ?

| Year | : | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| Running Cost | : | 500 | 600 | 800 | 1,000 | 1,300 | 1,600 | 1,200 |

14. Solve the following game :

*Player* B

*Player* A
$$\begin{bmatrix} -2 & -1 \\ 2 & -3 \end{bmatrix}$$

15. Construct a net work for the following relationship :

| Beginning event | : | A | A | B | C | C | D | E |
|---|---|---|---|---|---|---|---|---|

| Ending event | : | B | C | D | D | E | F | F |
|---|---|---|---|---|---|---|---|---|

16. Solve the following Problem graphically :

   Maximize $Z = 8x_1 + 12x_2$

   $$x_1 + x_2 \leq 9$$

   $$x_1 \geq 2$$

   $$x_2 \geq 3$$

   $$2x + 5x_2 \leq 36$$

(5 × 2 = 10)

## Section C

*Answer any* **three** *questions.*
*Each question carries a weight of 5.*

17. What do you mean by operation Research models ? Explain its applicability of different models.

18. Solve the following LPP with simplex method :

   Minimize $Z = 9x_1 + 10x_2$

   subject to $2x_1 + 4x_2 \geq 50$

   $$4x_1 + 3x_2 \geq 24$$

   $$3x_1 + 2x_2 \geq 60$$

   where $x_1, x_2, \ldots \geq 0$.

19. Determine the optimal transportation cost and quantities to be supplied from different factory to different markets :

|  |  | Market |  |  |  |
|---|---|---|---|---|---|
| Factory | $W_1$ | $W_2$ | $W_3$ | $W_4$ | |
| $F_1$ | 11 | 20 | 7 | 8 | 50 |
| $F_2$ | 21 | 16 | 10 | 12 | 40 |
| $F_3$ | 8 | 12 | 18 | 9 | 70 |
| | 30 | 25 | 35 | 40 | |

20. A project schedule has the following characteristics :—

| Activity | Time | | Activity | Time | |
|---|---|---|---|---|---|
| 1 - 2 | ... | 4 | 5 - 6 | ... | 4 |
| 1 - 3 | ... | 1 | 5 - 7 | ... | 8 |
| 2 - 4 | ... | 1 | 6 - 8 | ... | 1 |
| 3 - 4 | ... | 1 | 7 - 8 | ... | 2 |
| 3 - 5 | ... | 6 | 8 - 10 | ... | 5 |
| 4 - 9 | ... | 5 | 9 - 10 | ... | 7 |

(a)   Construct network diagram.

(b)   Compute $T_E$ and $T_L$ for each event.

(c)   Find EST, LST, EFT and LFT.

(d)   Find critical path and project duration.

21.   Solve the following assignment problem so as to minimise the cost :

|  | Job | | | |
|---|---|---|---|---|
| Workers | I | II | III | IV |
| A | 32 | 26 | 35 | 38 |
| B | 27 | 24 | 26 | 32 |
| C | 28 | 22 | 25 | 34 |
| D | 10 | 10 | 16 | 16 |

22. A company wishes to launch and sale three types of perfumes : A-20,000 units B-10,000 units and C-2,000 units per month. The estimated pay-off are :

|  |  | Profits | | |
|---|---|---|---|---|
|  |  | A | B | C |
| Type of perfumes | A | 250 | 15 | 10 |
|  | B | 40 | 20 | 5 |
|  | C | 60 | 25 | 3 |

Estimate which type can be chosen under maximax, minimax, maximin and Laplace method.

(3 × 5 = 15)

# M.Com. DEGREE (C.S.S.) EXAMINATION, AUGUST 2015

## Second Semester

### Faculty of Commerce

### AF 02 C06—ADVANCED FINANCIAL ACCOUNTING—II

#### (2012 Admission onwards)

Time : Three Hours             Maximum Weight : 30

## Section A

*Answer any **five** out of eight questions.*

*Each question carries a weight of 1.*

1. What do you mean by Double Account system ?

2. Define Holding Company.

3. What do you mean by primage ? How will you calculate primage ?

4. How do you adjust Bonus Issue while preparing the consolidated balance sheet ?

5. What do you mean by Bunker Cost ?

6. Define deficiency account.

7. What do you mean by Cost of Control ?

8. What is meant by Clear Profit and how is it disposed off ?

(5 × 1 = 5)

## Section B

*Answer any **five** out of eight questions.*

*Each question carries a weight of 2.*

9. Explain the components of financial statements under Double account system.

10. Discuss the differences between Statement of Affairs and Balance sheet.

11. What do you mean by Liquidator's Final Statement of account ? Prepare a liquidator's final statement with imaginary figures.

12. What do you mean by Voyage account ? Explain in detail the method of ascertainment of profit under voyage in progress.

13. What are the objectives of farm accounting ? Discuss the adjustment of wages in kind and drawings in kind while preparing farm accounts.

**Turn over**

14. A water supply concern has to replace a quarter of the main and lay an auxiliary main for the remaining length in order to augment supplies of water to a locality. The total cost of the original main was Rs. 8,00,000 and the auxiliary main cost Rs. 9,00,000 and the new main cost Rs. 3,50,000. It is estimated that cost of laying a main has gone up by 30 %. Parts of the old main realised Rs. 15000. Pass journal entries to record the above ?

15. Great India Shipping Company Ltd. of Mumbai acquired a new ship M.V. Samudra at a cost of Rs. 37,50,000. The ship was ready for service on 1 April 2012. An insurance policy was taken out at 2 % p.a. on the ship, freight was insured at Rs. 10,000 p.a. During 3 months ended 30th June 2012, the ship completed one round trip to Calcutta and was half through the second trip (single way) to Calcutta.

The ship carried the following cargo :

   To Calcutta 9,000 tons @ Rs. 300 per ton (2 trips).

   From Calcutta 10,000 tons @ Rs. 270 per ton (2 trips).

   To Calcutta 12,000 tons @ Rs. 250 per ton (1 trip).

5 % commission was paid to agents in addition to 1% address commission. The expenses were as follows :

|  | Rs. |
|---|---|
| Salaries and wages of the crew | ... 8,00,000 |
| Fuel | ... 4,00,000 |
| Sundry stores | ... 80,000 |
| Port dues (Mumbai Rs. 70,000, Calcutta Rs. 50,000) | ... 1,20,000 |
| Stevedoring at Rs. 20 per ton | ... 6,20,000 |
| Share of overhead for the period | ... 2,50,000 |

Provide depreciation for the period at 5 % p.a.

Prepare the consolidated Voyage Account for the period of three months ending 30th June 2012.

16. From the following details make up the Cattle Account

|  | No. | Value Rs. |
|---|---|---|
| Cattle (opening value of Livestock) | ... 100 | 3,00,000 |
| Cattle Food (Opening Stock) | — | 30,000 |
| Purchases of Cattle Food | ... — | 1,35,000 |
| Purchase of Cattle during the year | 200 | 5,85,000 |
| Sales of Cattle (during the year) | ... 150 | 5,62,500 |
| Sales (total) of Slaughtered Cattle | ... 40 | 1,80,000 |
| Sale of Carcasses | ... 5 | 750 |
| Cattle (Closing value of Livestock) | 115 | 5,85,000 |
| Cattle Food (Closing Stock) | ... | 37,500 |

Out of calves born during the year 4 died and the carcasses of the calves did not realise anything. Crop worth Rs. 22,500 grown in the farm was used for feeding. Rs. 15,000 is estimated to be the wages for rearing etc. Slaughter house expenses amounted to Rs. 22,500.

Charge depreciation Rs. 7,500 and insurance Rs. 3,750.

$(5 \times 2 = 10)$

## Section C

*Answer any* **three** *out of six questions.*
*Each question carries a weight of 5.*

17. From the following balance as on 31.12.2010 appearing in the ledger of Electric Light and Power Co. Ltd. You are required to prepare ;

    (a) Revenue Account ; (b) Net revenue Account ; (c) Capital Account ; and (d) General Balance Sheet ?

|  | Rs. |
|---|---|
| Equity Share Capital ... | 5,49,000 |
| Debenture ... | 2,00,000 |
| Land on 31.12.2009 ... | 1,50,000 |
| Land purchased during 2010 ... | 5,000 |
| Machinery on 31.12.2009 ... | 6,00,000 |
| Machinery purchased during 2010 ... | 5,000 |
| Mains including cost of laying on 31.012.2009 ... | 2,00,000 |
| Spent on mains during 2010 ... | 51,000 |
| Sundry creditors ... | 1,000 |
| Depreciation Fund ... | 2,50,000 |
| Sundry debtors for current supplied ... | 40,000 |
| Other debtors ... | 500 |
| Stores on hand ... | 7,000 |
| Cash ... | 3,000 |
| Cost of generating electricity ... | 30,000 |
| Cost of distribution of electricity ... | 6,000 |
| Rent, Rates and taxes ... | 4,000 |
| Management expenses ... | 12,000 |
| Depreciation ... | 20,000 |
| Sale of current ... | 1,32,000 |
| Rent of Metres ... | 3,000 |
| Interest on debentures ... | 10,000 |
| Dividend ... | 20,000 |
| Balance of net revenue Account (31.12.2009) ... | 28,500 |

**Turn over**

18. Explain the method of ascertainment of surplus of an Electricity Company and how it is disposed off.

19. Sri. Chopra is appointed liquidator of moon Co. Ltd. in voluntary liquidation on 1st July 2011. The following balances are extracted from the books on that date :

### Balance Sheet

| Liability | Amount Rs. | Assets | Amount Rs. |
|---|---|---|---|
| Capital | | Machinery | 45,000 |
| 24000 shares of Rs. 5 each) | 1,20,000 | Leasehold property | 60,000 |
| Reserve for bad debts | 15,000 | Stock in Trade | 1,500 |
| Debentures | 75,000 | Book debts. | 90,000 |
| Bank O/D | 27,000 | Investments | 9,000 |
| Liability for purchases | 30,000 | Calls in arrear | 7,500 |
| | | Cash in hand | 1,500 |
| | | Profit and Loss Account | 52,500 |
| | 2,67,000 | | 2,67,000 |

You are required to prepare Statement of Affairs to be submitted in the meeting of the creditors. The following assets are valued as under.

| | | Rs. |
|---|---|---|
| Machinery | ... | 90,000 |
| Leasehold property | ... | 1,09,000 |
| Investment | ... | 6,000 |
| Stock in Trade | ... | 3,000 |

Bad debts are Rs. 3,000 and doubtful debts are Rs. 6,000, which are estimated to realise Rs. 3000. The Bank O/D is secured by the title deed of leasehold property.

Preferential creditors. Rs.1,500, Telephone Rent outstanding Rs. 120

20. From the Balance Sheet and information given below prepare a consolidated Balance Sheet.

### Balance Sheet as on ....

| | H Ltd. Rs. | S Ltd. Rs. | | H Ltd. Rs. | S Ltd. Rs. |
|---|---|---|---|---|---|
| Share Capital Rs. 10 /- per share fully paid | 1,00,000 | 20,000 | Sundry Assets | 80,000 | 12,000 |
| | | | Stock-in-trade | 61,000 | 24,000 |
| Profit and Loss Account | 40,000 | 12,000 | Debtors | 13,000 | 17,000 |
| Reserve | 10,000 | 6,000 | Bill Receivable | 1,000 | |
| Creditors | 20,000 | 12,000 | Shares in S Lt.d | | |
| Bills payable | | 3,000 | (1500 shares at cost) | 15,000 | |
| | 1,70,000 | 53,000 | | 1,70,000 | 53,000 |

1   All profits of S Ltd. have been earned since the shares were acquired by H Ltd. but the reserve of Rs.6,000 was already there at that time.

2   Bills accepted by S Ltd. are all in favour of H Ltd, of which Rs. 2,000 was discounted.

3   Sundry assets of S Ltd. are under valued by Rs. 2,000.

4   The stock in trade of H Ltd. includes Rs. 5,000 bought from S Ltd. at a profit to the latter at 25 % on cost.

21.   From the information given below, prepare the Farm Accounts :

|  | Opening Stock Rs. | Closing Stock Rs. |
|---|---|---|
| Crops | 4,000 | 5,000 |
| Growing Crops | 3,000 | 4,500 |
| Seeds | 2,000 | 2,500 |
| Cattle | 75,000 | 1,05,000 |
| Cattle Food | 10,000 | 5,500 |
| Poultry | 9,000 | 13,500 |
| Poultry Food | 1,000 | 2,000 |
| Fish | 2,000 | 3,200 |
| Fertilizers | 5,000 | 3,000 |

| Purchases during the year | Rs. | Sales during the year | Rs. |
|---|---|---|---|
| Poultry | 15,000 | Butter | 1,500 |
| Seeds | 1,500 | Milk | 9,000 |
| Cattle | 40,000 | Eggs | 13,000 |
| Fish | 1,000 | Crops | 21,000 |
| Cattle Food | 14,000 | Flowers | 1,500 |
| Fertilizers | 3,500 | Fruits | 4,000 |
| Poultry Food | 3,000 | Cattle | 36,000 |
|  |  | Poultry | 14,000 |
|  |  | Fish | 6,000 |
|  |  | Vegetables | 5,000 |

Proprietor of the farm has consumed the following products of the farm :

Butter Rs. 400, Poultry Rs. 200, Milk Rs. 2,500, Fish Rs. 100, Eggs Rs. 500, Fruits Rs. 300, Vegetables Rs. 600.

Expenses during the year :

|              | Rs.    |
|--------------|--------|
| Wages        | 23,500 |
| Insurance    | 1,500  |
| Depreciation | 2,000  |
| Repairs      | 1,200  |

22.  Prepare a Consolidated Balance Sheet as on 31/12/2007.

|                                                          | H Ltd.   | S Ltd.   |                           | H Ltd.   | S Ltd.   |
|----------------------------------------------------------|----------|----------|---------------------------|----------|----------|
|                                                          | Rs.      | Rs.      |                           | Rs.      | Rs.      |
| Share Capital<br>   Rs. 10 fully paid<br>   shares       | 1,00,000 | 50,000   | Sundry Assets             | 1,60,000 | 1,00,000 |
| General Reserve                                          | 50,000   |          | Investments :             |          |          |
|                                                          |          |          |   (5000 shares in S Ltd)  | 60,000   |          |
| Creditors                                                | 30,000   | 32,000   |                           |          |          |
| Profit and Loss Account                                  | 40,000   | 18,000   |                           |          |          |
|                                                          | 2,20,000 | 1,00,000 |                           | 2,20,000 | 1,00,000 |

Shares were purchased by H Ltd. in S Ltd. on 30th June 2007. On 1st January 2007 the Balance Sheet of S Ltd. showed a loss of Rs. 30,000/- which was written off out of the profit earned during 2007. Profits are assumed to accrue evenly throughout the year.

(3 × 5 = 15)