



**III Semester M.Com. Degree Examination, April/May - 2021**

**COMMERCE**

**HC 3.1 : Business Research Methods  
(CBCS)**

50174

Time : 3 Hours

Maximum Marks : 70

**SECTION - A**

1. Answer any ten of the following sub-questions. Each sub-question carries two marks. 10x2=20
- (a) What is Research and its objectives ?
  - (b) What do you mean by Research Problem ?
  - (c) Define research scope.
  - (d) State any four components of research design.
  - (e) Define the term Hypothesis.
  - (f) What is Attitude Measurement in research ?
  - (g) Define Multi-stage sampling.
  - (h) What is Tabulation ?
  - (i) What do you mean by data coding in questionnaire ?
  - (j) What is Data management ?
  - (k) Give the meaning of Chi-square test.
  - (l) Define research report.

**SECTION - B**

Answer any four questions. Each question carries five marks. 4x5=20

- 2. What is Research process ? Explain the primary stages of research process.
- 3. What is Data interpretation ? Briefly explain its principle.
- 4. What are Primary data collection methods ? Explain.
- 5. Describe the contents of Business research report.
- 6. Suppose 20 industrial units, belonging to the electronics giant Sony, are experiencing excessive labour problems. According to the company's previous records, the annual turnover of labour is 320 with a standard deviation of 75. A sample of 5 units, taken at random, provides a mean annual labour turnover of 300. Is the sample mean consistent with the population mean at 5% level of significance ?

**P.T.O.**

7. Individual filing of income tax returns prior to 30 June had an average refund of ₹ 1,200. Consider the population of last time filers who file their returns during the last week of June. For a sample of 400 individuals who filed a return between 25 and 30 June, the sample mean refund was ₹ 1054 and the sample standard deviation was ₹ 1,600. Using 5% level of significance. Test the belief that the individuals wait until the last week of June to file their returns to get a higher refund than the early filers.

### SECTION - C

Answer any three questions. Each question carries ten marks.

3x10=30

8. Analyze the criteria of problem selection while doing business research.
9. Define Sampling. Explain various technique of sampling.
10. Explain in brief the principles to be followed in report writing.
11. From the data given below about the treatment of 250 patients suffering from a disease, state whether the new treatment is superior to the conventional treatment.

Treatment	Number of patients		
	Favourable	Not favourable	Total
New	140	30	170
Conventional	60	20	80
Total	200	50	250

(Given for degrees of freedom = 1, chi-square 5% = 3.84)

12. There are three main brands of a certain powder, a sample of 120 packets sold is examined and found to be allocated among four groups A, B, C and D and brands I, II and III as shown below :

Brand	Group			
	A	B	C	D
I	0	4	8	15
II	5	8	13	6
III	18	19	11	13

Is there any significant difference in brand preference ? Assume 5% level of significance.

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III Semester M.Com Degree Examination, April / May - 2021

COMMERCE

HC 3.2 : Strategic Management  
(CBCS)

50117

Time : 3 Hours

Maximum Marks : 70

**SECTION - A**

1. Answer any ten sub-questions. Each sub-question carries two marks. 10x2=20

- (a) Define deliberate strategy.
- (b) What is benchmarking ?
- (c) What is Competitive intelligence ?
- (d) Define corporate governance.
- (e) Define cost leadership.
- (f) What is balanced score card ?
- (g) What do you mean by status-quo ?
- (h) Differentiate between stars and cash cows.
- (i) Define strategic audit.
- (j) What do you mean by value chain ?
- (k) What is corporate capability ?
- (l) Define vision and mission.

**SECTION - B**

Answer any four questions. Each question carries five marks.

4x5=20

2. Briefly narrate the role of corporate level strategies in the growth of company.
3. Explain about constituents of corporate mission.

P.T.O.

4. Explain the role of ETOP on strategy formulation.
5. Discuss the role of SWOT in strategic management.
6. Explain the qualitative organisational measurements in strategic control.
7. What are the criteria to be followed in writing mission statement ?

### SECTION - C

Answer any three questions. Each question carries ten marks.

3×10=30

8. Critically evaluate the differences between strategic management and operational management.
9. Explain the role and importance of ethics and corporate governance in strategy making.
10. Why strategist have to consider Competitive Advantage in formulating strategies ? Discuss.
11. Explain the approaches to be followed in formulation and implementation of strategies.
12. Explain the process of strategic control and evaluation.

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III Semester M.Com. Degree Examination, April/May - 2021

COMMERCE

HC 3.3 : Accounting for Managerial Decisions  
(CBCS)

50194

Time : 3 Hours

Maximum Marks : 70

Instruction : Attempt all the Sections.

SECTION - A

1. Answer any ten of the following sub-questions. Each sub-question carries two marks. 10x2=20
- (a) Define Management Accounting.
  - (b) What is 'Du Pont Analysis' ?
  - (c) Define Budgetary Control.
  - (d) What do you mean by Standard Costing ?
  - (e) What do you mean by Material Cost Variance ?
  - (f) Define Break-even Analysis.
  - (g) Distinguish any two differences between Horizontal and Vertical analysis.
  - (h) Gross profit ratio 20% on sales. Total gross profit ₹ 1,00,000. Cash sales ₹ 1,20,000. Average debtors ₹ 95,000. Calculate Debtors Turnover Ratio.
  - (i) Write any two limitations of Ratio analysis.
  - (j) What is Capital Gearing Ratio ?
  - (k) Define Funds Flow Statement.
  - (l) Sales ₹ 5,00,000, Fixed Cost ₹ 1,50,000, Profit ₹ 1,00,000. Calculate the Margin of Safety.

SECTION - B

Answer any four questions. Each question carries 5 Marks. 4x5=20

- 2. Discuss the role of Budgetary Control system in Planning profit of an organisation.
- 3. What is meant by Marginal Costing ? How it is essential for making managerial decisions.
- 4. 100 skilled workmen, 40 semi-skilled workmen and 60 unskilled workmen were to work for 30 weeks to get a contract job completed. The standard weekly wages were ₹ 60, ₹ 36 and ₹ 24 respectively. The job was actually completed in 32 weeks by 80 skilled, 50 semi-skilled and 70 unskilled workmen who were paid ₹ 65, ₹ 40 and ₹ 20 respectively as weekly wages. Find out the Labour Cost Variance, Labour Rate Variance, Labour Mix Variance and Labour Efficiency Variance.

P.T.O.

5. The capital of A Ltd. is as follows :

9% preference share of 10 each	₹ 4,00,000
Equity share capital of ₹ 10 each	₹ 8,00,000
The accountant has ascertained the following :	
Profit after tax at 60%	2,70,000
Depreciation	60,000
Equity dividend	20%
Market price of equity share	₹ 40

Find out :

- Dividend yield on equity share
  - The E.P.S
  - The price earnings ratio
6. From the following information prepare a statement of Sources and Application of Funds for the year ended 31.03.2017.
- Increase in working capital during the year - 5,500
  - Deprecation of fixed assets charged to profit and account ₹ 2,000
  - Net profit for the year ending 31.03.2017 ₹ 12,000
  - Dividend paid in 2016-17 ₹ 3,500
  - ₹ 12,000 share capital was issued in payment of debentures and ₹ 5,000 share capital was issued for cash.
  - Machinery was purchased for ₹ 30,000 in exchange for investment ₹ 5,000 loan on mortgage ₹ 15,000 and cash ₹ 10,000.
7. Explain the applications of standard costing.

#### SECTION - C

Answer any three questions. Each question carries 10 marks.

3x10=30

- "Management Accounting assists in the corporate planning process". Explain. Also briefly describe the limitations of Management Accounting.
- Explain the various methods and techniques used in financial statement analysis.
- A factory is currently working at 50% capacity and produces 10000 units at a cost of ₹ 180 per unit as detailed below :

Material	₹ 100
Labour	₹ 30
Factory overhead	30 (₹ 12 fixed)
Administrative overhead	20 (₹ 10 fixed)
Total	180



The current selling price ₹ 200 per unit. At 60% working, material cost per unit increases by 2% and selling price per unit falls by 2%. At 80% working, material cost per unit increases by 5% and selling price per unit falls by 5%. Estimate profits of the factory at 60% and 80% working and offer your comments.

11. From the information given below, prepare a comparative statement of suitable management ratios for your company to indicate profitability and liquidity trend over a period of two years. Comment on the significance of the ratio shown in the statement and indicate how individual ratios are inter related ?

**Balance sheets**  
**as at 31<sup>st</sup> March**

Particular	2019 (₹ 000)	2020 (₹ 000)
<b>Fixed Assets :</b>		
Land and Building at cost	2,733	3,343
Plant at cost	862	1,062
Less : depreciation	(395)	(475)
	3,200	3,930
<b>Current Assets :</b>		
Stock and Work in Progress	2,862	3,436
Debtors	2,643	2,574
Balance at Bank	360	123
Total	5,865	6,133
Less : Current liabilities	(3,107)	(2,388)
	2,758	3,745

**Profit and Loss Account**  
**for the year ended 31 March**

Particulars	Amount	2019 ₹ (000)	Amount	2020 ₹ (000)
Sales		9,371		12,282
Production cost	6,091		6,755	
Selling & Distribution cost	1,171		1,696	
Administrative cost	1,028	8,290	1,228	9,679
Profit		1,081		2,603



P.T.O.



12. From the following Balance Sheets of MNR limited, prepare a Statement of Changes in Working Capital and Fund Flow Statement.

Capital and Liabilities	2018 (₹)	2019 (₹)	Assets	2018 (₹)	2019 (₹)
Equity Share Capital	4,00,000	5,00,000	Goodwill	1,00,000	80,000
8% Redeemable preference shares	1,50,000	1,00,000	Land and Building	3,00,000	2,70,000
Capital reserves	0	20,000	Plant and Machinery	80,000	2,00,000
Profit and Loss Account	40,000	50,000	Investments	20,000	30,000
Proposed Dividends	30,000	48,000	Sundry debtors	1,40,000	1,70,000
Sundry Creditors	42,000	50,000	Stock	77,000	1,09,000
Bills payable	25,000	47,000	Bills receivables	20,000	30,000
Liability for expenses	20,000	16,000	Cash in hand	15,000	10,000
Provision for taxation	30,000	36,000	Cash at Bank	10,000	8,000
	40,000	50,000	Preliminary expenses	15,000	10,000
<b>Total</b>	<b>7,77,000</b>	<b>9,17,000</b>	<b>Total</b>	<b>7,77,000</b>	<b>9,17,000</b>

Additional information :

- A piece of land has been sold out in 2019 and the profit on sale has been credited to capital reserve.
- A machine was sold for ₹ 10,000. The written down value on the machine was ₹ 12,000, depreciation of ₹ 10,000 was charged on plant account in 2019.
- The investments are trade investments. ₹ 3,000 are received by way of dividends, which included ₹ 1,000 from pre-acquisition profit. It has been credited to investment account.
- An interim dividend of ₹ 20,000 has been paid in 2019.

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**III Semester M.Com. Degree Examination, April/May - 2021**

**COMMERCE**

50171

**HC 3.4 : Strategic Human Resource Management  
(CBCS)**

Time : 3 Hours

Maximum Marks : 70

**SECTION - A**

1. Answer any ten of the following sub-questions. Each sub-question carries two marks.

10x2=20

- (a) Define SHRM.
- (b) State any two differences between Strategy formulation and strategy Implementation.
- (c) Define Best Fit approach.
- (d) Write a brief note on Sustained Competitive Advantages.
- (e) Define PMS.
- (f) Define the term 'Competency'.
- (g) What is Synergy ?
- (h) What is Learning and Development ?
- (i) Define Mergers and Acquisitions.
- (j) Define International Labour Market.
- (k) State the process of Global Strategic Management.
- (l) Define the term 'Global Sourcing'.

P.T.O.

**SECTION - B**

Answer any four of the following questions. Each question carries five marks. **4x5=20**

2. Explain the obstacles while implementing SHRM in MNC's.
3. Write a note on HR Bundles approach in the MNC's.
4. "Incentive schemes impact on Employee Performance". Examine the statement.
5. Why organizations are going for Right Sizing the manpower ? Give reasons.
6. What are the expatriation strategies ? Explain.
7. List out the differences between Traditional HRM and Strategic HRM.

**SECTION - C**

Answer any three of the following questions. Each question carries ten marks. **3x10=30**

8. Describe the role of HR in Strategic planning, Strategic Formulation and Implementation.
9. Explain the different approaches in linking business strategy with HR strategy.
10. Explain in detail about Manpower Recruitment and Selection Strategies.
11. What does 'Outsourcing' mean ? What are the implications and advantages of Outsourcing under globalisation conditions ?
12. Write a note on International SHRM and its challenges in MNC's.

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**III Semester M.Com. Degree Examination, April/May - 2021**  
**SC 3.5(A) : CORPORATE TAX PLANNING AND MANAGEMENT - I**  
**(Direct Taxes)**  
**(CBCS)**

50078

Time : 3 Hours

Maximum Marks : 70

**SECTION - A**

1. Answer any ten sub-questions from the following. Each question carries two marks.

- (a) Define 'Gross Total Income'. 10x2=20
- (b) Briefly describe the residential-status of corporate assessee.
- (c) Comment on 'Incidence of Tax'.
- (d) Enumerate the 'Due Dates' for advance payment of tax for assessee other than companies.
- (e) Define 'Minimum Alternative tax'.
- (f) Write a note on 'Unabsorbed Depreciation'.
- (g) Define a 'Widely-held Company'.
- (h) Define 'Bonus Shares'.
- (i) Enumerate the reasons for loss of a business.
- (j) Define Tax Management.
- (k) Write a note on amendment to 'Dividend Distribution Tax'.
- (l) Explain the provisions relating to Deduction u/s 80 IA.

**SECTION - B**

Answer any four of the following questions. Each question carries five marks. 4x5=20

- 2. Define Company. Explain the different types of companies.
- 3. Explain the conditions and liability for payment of Advance Tax.
- 4. Differentiate between Tax Planning and Tax Management.

P.T.O.

5. From the following information determine the depreciation allowance for the AY 2020-21 :

- (a) W.D.V. of Plant and Machinery on 01.04.2019 ₹ 24,00,000
- (b) Plant and Machinery purchased on 15.05.2019 for production department ₹ 20,00,000
- (c) In June 2019 the assessee purchased the following assets :  
Office appliances ₹ 2,00,000  
Air Conditioners for Guest House ₹ 1,20,000  
Car ₹ 8,00,000
- (d) Plant and Machinery purchased on 10.11.2019 for production department ₹ 6,00,000

6. Compute the taxable income from the following information.

Particulars	Situation - I	Situation - II
Long-term capital gain/loss	+ 5,20,000	- 11,00,000
Short-term capital gain/loss	- 1,80,000	+ 6,50,000
Business income/loss	- 3,00,000	- 3,50,000
Income/loss from speculation business	+ 40,000	+ 1,00,000
Agricultural income/loss	- 20,000	- 2,50,000

7. Decide which one is a better alternative amongst lease or buy in the following situation :

- (a) Cost of the asset ₹ 2,60,000
- (b) Life of the asset 5 years
- (c) Depreciation rate 15%
- (d) Scrap value ₹ 10,000 at the end of the 5<sup>th</sup> year
- (e) Lease cost ₹ 70,000 p.a. for 5 years
- (f) Tax rate 30.90%
- (g) Present value of Re1 discounted at 14% as follows :

Year	1	2	3	4	5
PV	0.870	0.756	0.658	0.572	0.497





## SECTION - C

Answer any three of the following questions. Each question carries ten marks. 3x10=30

8. Enumerate the various factors to be considered with reference to tax planning aspect in relation to dividend policy decisions.
9. Discuss the provisions relating to set off and carry forward of losses.
10. Explain the procedures for assessment of tax.
11. The following is the Profit & Loss a/c of P Co. Ltd.

**Profit & Loss Account as on 31<sup>st</sup> March 2020.**

Particulars	Amount (₹)	Particulars	Amount (₹)
To salaries	3,60,000	By domestic sales	35,00,000
To rent	2,90,000	By export sales	12,00,000
To repairs	1,50,000	By transfer from general reserve	3,00,000
To selling expenses	4,50,000		
To depreciation	6,00,000		
To income tax	4,00,000		
To proposed dividend	3,70,000		
To net profit	23,80,000		
Total	50,00,000	Total	50,00,000

Additional information :

- (a) The Co., has long term capital gain of ₹ 1,60,000 which is not credited to P & L A/c.
- (b) Foreign exchange remittance ₹ 8,50,000
- (c) Depreciation u/s 32 ₹ 5,00,000
- (d) The company wants to set off the following :

Particulars	For Tax purpose	For Accounting purpose
Brought forward loss of 2015-16	5,60,000	4,90,000
Unabsorbed depreciation	2,90,000	2,00,000

You are required to compute the tax liability of the company under normal provisions and MAT provisions u/s 115JB.



P.T.O.

12. PS Co. Ltd. has equity share capital of ₹ 5,00,000 divided into shares of ₹ 100 each. It wishes to raise further ₹ 3,00,000 for expansion cum modernisation plans. The company plans the following capital structures.

- (a) All equity shares
- (b) ₹ 1,00,000 in equity shares and ₹ 2,00,000 in debt @ 10% p.a.
- (c) All debt @ 10% p.a.
- (d) ₹ 1,00,000 in equity shares and ₹ 2,00,000 in preference capital with the rate of dividend @ 8%.

The company's existing Earnings Before Interest and Tax (EBIT) are ₹ 1,50,000. The corporate tax rate is 30.90%. Determine the earnings per share in each plan and comment on the implications of capital structure from the tax point of view.

If EBIT are ₹ 75,000 what would be the option ?

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III Semester M.Com. Degree Examination, April / May - 2021

(Choice Based Credit System)

COMMERCE

Course-SC 3.5(B) : Financial Derivatives

50116

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any ten of the following sub-questions. Each sub-question carries two marks.

10x2=20

1. (a) Distinguish between financial derivatives and commodity derivatives.
- (b) How do derivatives help in discovery of price of an underlying ?
- (c) What is OTC derivative ?
- (d) Write a brief note on arbitrageur.
- (e) What is the necessity of margin in futures contract ?
- (f) What is an American style of option contract ?
- (g) Why does the writer of an option assume the obligation ?
- (h) What is a protective put ?
- (i) Identify the difference between the market order and limit order.
- (j) What is time value of an option premium ?
- (k) What is counterparty risk ?
- (l) Name a few international futures market.

P.T.O.

**SECTION - B**

Answer any four questions. Each question carries five marks.

4x5=20

2. Explain the critiques against the derivatives.
3. Explain the different types of margin in a futures market.
4. Demonstrate that the price of index futures is equal to the spot index plus cost of carry.
5. Distinguish between a call option and a put option.
6. An investor shorts a share at ₹ 105 and buys a call option for ₹ 4 with a strike price of ₹ 105. Show the pay of structure if prices prevailing in market are : ₹ 90, 95, 100, 105, 110, 115 and 120.
7. The XYZ stock price on 03.04.2020 is ₹ 869 and the owner of the share has entered into a call option agreement for six months at a striking price of ₹ 950. The risk-free rate of interest compounded and standard deviation are assumed to be 10% and 0.5 respectively. What is the value of call option under Black-Scholes model ?

**SECTION - C**

Answer any three questions. Each question carries ten marks.

3x10=30

8. "Forwards are flexible whereas futures are rigid." Comment on the statement.
9. Explain the essentials of option contract.
10. Discuss the determinants of option premium.





11. Assume that a market-capitalisation weighted index consists of five stocks only. Currently, the index stands at 970. Obtain the price of a futures contract, with expiration in 115 days, on this index having reference to the following additional information :
- Dividend of ₹ 6 per share expected on share B, 20 days from now.
  - Dividend of ₹ 3 per share expected on share E, 28 days from now.
  - Continuously compounded risk-free rate of return is 8% per annum.
  - Lot size : 300
  - Other information :

Company	Share Price (₹)	Market Capitalisation (₹ in crores)
A	22	110
B	85	170
C	124	372
D	54	216
E	25	200

12. Ms. Rita has taken a short position in a gold futures contract. Each contract is for 100 ounces of gold and the futures price at the time of entering into the contract is \$ 100 per ounce. The initial margin is \$ 10,000 and the maintenance margin is 80% of the initial margin. The contract is entered into in the morning of March 2021 and is held for a period of 10 days. The following are the settlement prices at the end of everyday (\$ per ounce of gold) :

Day	1	2	3	4	5	6	7	8	9	10
Price	515	525	550	510	490	475	460	480	500	480

Assuming that the balances in the margin account in excess of the initial margin level are not withdrawn, draw up a detailed table showing the daily gain/loss, cumulative gain/loss, the balance in the margin account and the variation margins paid.

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