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14 (SEM-3) COM 3026

**2024**

**COMMERCE**

Paper : COM-3026

**( Project Management )**

Full Marks : 80

Time : Three hours

***The figures in the margin indicate full marks for the questions.***

I. Choose the correct option of the following questions : 1×5=5

1. In project management, what does the term 'scope creep' refer to ?

(A) A project that is ahead of schedule

(B) Uncontrolled changes or continuous growth in a project's scope

*Contd.*

(C) A project that is under budget

(D) A decrease in project quality

2. In the context of project management, 'float' or 'slack' refers to :

(A) the total time a project can be delayed without affecting the deadline

(B) the amount of time a task can be delayed without delaying the project

(C) the buffer time added to each task

(D) the time allocated for project team breaks.

3. The 'Triple Constraint' in project management refers to :

(A) Scope, Time, Cost

(B) Quality, Resources, Risk

(C) Stakeholders, Communication, Procurement

(D) Planning, Execution, Monitoring

4. Which phase of project management focuses on implementing the project plan, managing the team, and ensuring that project deliverables are completed on time ?

(A) Initiation

(B) Planning

(C) Execution

(D) Monitoring and controlling

5. What is the primary purpose of a Gantt chart in project management?

(A) To perform risk analysis

(B) To track project schedules

(C) To allocate resources

(D) To define project scope

II. Answer the following Questions : **(any five)**

5×5=25

1. Define project management and explain its significance in modern business.

2. What is market and demand analysis in project selection? Explain its importance.
3. What is a Project Management Information System (PMIS), and why is it crucial during project implementation?
4. Explain the concept of Social Cost and Benefit Analysis in project evaluation.
5. What are the key elements to consider in a project termination process?
6. What is a feasibility study in project management, and why is it important?
7. Define shadow pricing and explain its significance in project evaluation.

III. Answer the following Questions : **(any four)**

10×4=40

1. Describe the process of formulating a detailed project report. How do financial, technical, and social analyses contribute to the report's effectiveness?

6+4=10

2. What is meant by the integrated project management control system? Discuss its significance in ensuring smooth project completion and transition to operations. 6+4=10

3. Explain the importance of project review and evaluation after project completion. How can these help in future project planning and execution? 7+3=10

4. Explain the UNIDO approach to Social Cost-Benefit Analysis (SCBA). How this approach helps in evaluating the socio-economic viability of projects, especially in developing countries. Include examples to illustrate your answer. 5+5=10

5. Explain the differences between a Work Breakdown Structure (WBS) and a Gantt chart in project management. Discuss how each tool contributes to effective project planning and execution, and describe scenarios where one might be more useful than the other.

5+5=10

IV. A project consists of the following activities with their respective durations and dependencies :

Activity	Duration (Days)	Predecessor(s)
A	4	-
B	3	A
C	5	A
D	2	B
E	6	C
F	4	D, E

Using the Critical Path Method (CPM), answer the following questions:

1. Draw the network diagram for this project.

3

2. Identify the critical path and calculate the total project duration. (Calculate the earliest start (ES), earliest finish (EF), latest start (LS), and latest finish (LF) for each activity).

7

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14 (SEM-3) COM 3016

2024

**COMMERCE**

Paper : COM 3016

**(Research Methodology)**

Full Marks : 80

Time : Three hours

**The figures in the margin indicate full marks for the questions.**

1. Answer the following questions :
  - (a) Non-random sampling is know as 1
    - (i) Stratified sampling
    - (ii) Two-stage sampling
    - (iii) Probability sampling
    - (iv) Non-probability sampling

Contd.

- (b) Accepting of false hypotness is 1  
 (i) Type-IV error  
 (ii) Type-III error  
 (iii) Type-II error  
 (iv) Type-I error

- (c) Schedule is filled by 1  
 (i) Respondent  
 (ii) Surveyor  
 (iii) Both (i) and (ii)  
 (iv) None of the above

- (d) What is T-test? 2

2. Write the answer in brief: 5×7=35

- (a) What is research cycle? How is investigation different from research? 3+2=5

- (b) What is the significance of hypothesis testing in research? 5

- (c) Differentiate between field editing and central editing.

- (d) What are the steps of business research?

- (e) What are the characteristics of good sampling?

- (f) Write a note on descriptive research and applied research.

- (g) An automatic machine was designed to pack 5 kg of flour. A random sample of 15 bags reveals the average weight of the bags to be 4.95 kg with a standard deviation of 0.12. Test whether the automatic machine is working properly at 5% level of significance. [Tab  $t_{15,0.05} = 2.73$ ]

3. What do you mean by research? Describe briefly different types of research. 2+8=10

**Or**

Elucidate the different types of qualitative research. 10

4. What are the considerations for formulation and identification of research problem? Why is social science research significant? 6+4=10

**Or**

Explain the different types of non-probability sampling technique applicable in research. 10

10

Contd.

5. Critically review the different modes of secondary data collection. 10

**Or**

What are the considerations for classification and coding of data? 6+4=10

6. What are the different types of reports? Mention the steps in writing the report. 5+5=10

**Or**

Define ANOVA.

The following data give the yield on 12 plots of land in three samples of 4 plots each, under three varieties of fertilizers A, B, and C.

<b>A</b>	<b>B</b>	<b>C</b>
25	20	24
22	17	24
24	16	30
21	16	20

Test whether there is any significant difference in the average yields of land under three varieties of fertilizers.

$$[\text{Tab } F_{2,9,0.05} = 4.26] \quad 2+8=10$$

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14 (SEM-3)COM-3046/3066

2024

**COMMERCE**

Full Marks : 80

Time : Three hours

***The figures in the margin indicate full marks for the questions.***

**PART-A**

Paper : COM-3046

***(Advanced Cost and Management Accounting)***

1. Give the right answer as directed :

(a) The cost which doesn't involve any expenditure in real sense is known as \_\_\_\_\_. (Fill in the gap with suitable answer) 1

(i) out of pocket cost

(ii) inflated cost

(iii) extra cost

(iv) imputed cost

(b) The costs which have been incurred and are irrelevant in a particular situation are called 1

- (i) other cost
- (ii) optional cost
- (iii) imputed cost
- (iv) sunk cost

(c) When a responsibility centre incurs cost and earns revenue it will be known as 1

- (i) investment centre
- (ii) strategic centre
- (iii) opportunity centre
- (iv) profit Centre

(d) How is cost efficiency different from cost effectiveness? 2

Answer the following questions : 5×7=35

- (a) Write the meaning of historical cost, direct cost and opportunity cost.
- (b) What are the general criteria to be considered for determining transfer price?

(c) State what are the different types of Environmental Accounting?

(d) Why is target costing important? Write the basic nature of target costing. 2+3=5

(e) What are the basic steps of cost control? How is it different from cost reduction? 3+2=5

(f) Elucidate how budgeting is different from forecasting.

(g) A manufacturing company finds that while the cost of making a component "Y" its own workshop is Rs. 8.00 each. The same is available in market at Rs. 6.50 with an assurance of continuous supply. Give your suggestion whether to make or buy this component. Give also your views in case the supplier reduces the price from Rs. 6.50 to Rs. 5.50. The cost data are as follow:

	Rs.
Materials	3.00
Direct labours	2.00
Other variable expenses	1.00
Depreciation and other fixed expenses	2.00
	<u>8.00</u>

3. Present the following information to show clearly to management :

- (a) The marginal product cost and the contribution per unit.
- (b) The total contribution and profits resulting from each of the following mixtures:

	<b>Products</b>	<b>Price Per unit (Rs.)</b>
Direct Material	A	10
Direct Material	B	9
Direct Wages	A	3
Direct Wages	B	2

Fixed Expenses Rs. 800

Variable expenses are allotted to the products as 100% of direct wages.

	<b>Products</b>	<b>Sale Price Per Unt</b>
Sale Price	A	20
Sale Price	B	15

### Sale Mixtures

- (a) 100 units of Product A and 200 of B.
- (b) 150 units of Product A and 150 of B.
- (c) 200 units of Product A and 100 of B

10

**Or**

Elucidate in detail the management control procedure and strategy formulation

4. How does responsibility accounting support management functioning? State the basic nature of responsibility accounting.

4+6=10

**Or**

Describe the essential requisites of budgetary control.

10

5. What are the functions of management information system? State the contents of Report.

6+4=10

**Or**

What are the processes of measurement of productivity? Write the procedure of value analysis.

5+5=10

6. Critically review the methods of Human Resource Value Accounting. 10

Or

A company manufacturing two products furnishes the following data for a year.

Product	Annual Output (Units)	Total Machine Hours	Total No. Purchase Orders	Total No. Setups
A	5000	20,000	160	20
B	60000	120,000	384	44

The annual overheads are as under.

Volume related activity cost : Rs. 5,50,000

Set-up related costs: Rs. 8,20,000

Purchase related costs: Rs. 6,18,000

You are required to calculate the cost per unit of each product A and B based on:

(a) Traditional method of changing overhead.

(b) Activity based costing method. 4+6=10

## PART-B

Paper : COM-3066

### (International Marketing)

1. Select the correct answer from the different alternatives :  $1 \times 7 = 7$

(i) Place name (or words associated with a place) used to identify products which have a particular quality, reputation or other characteristic because they come from that place, is known as-

(a) National Treatment

(b) Geographical Indication

(c) Local Content Certification

(d) Trademark

(ii) \_\_\_\_\_ duties are imposed on the basis of value of the imported products and are levied as a fixed percentage of the dutiable value.

(a) Excise

(b) Tariff surcharge

(c) Specific

(d) Ad-Valorem

(iii) Areas of behaviour or customs that cultural aliens may wish to conform or participate but are not required to do so are referred to as-

- (a) Cultural exclusive
- (b) Cultural electives
- (c) Cultural dynamics
- (d) Cultural similarities

(iv) WTO's agreement on agriculture categorises the domestic support measures as \_\_\_\_\_ subsidies which are considered to distort production and trade and includes measures to support prices or subsidies directly related to production quantities.

- (a) Amber Box
- (b) Green Box
- (c) Blue Box
- (d) Red Box

(v) There are \_\_\_\_\_ Statutory Commodity Boards under the Department of Commerce, Ministry of Commerce Industry, Government of India.

(a) Four

(b) Five

(c) Six

(d) Seven

(vi) \_\_\_\_\_ occurs when a person absorbs or learns the culture in which he/she is raised

- (a) Ethnic pluralism
- (b) Self reference criterion
- (c) Acculturation
- (d) Enculturation

(vii) Export sales force is the best choice under which of the following condition?

- (a) When PMCG are sold
- (b) When forced selling is required
- (c) When consumers have knowledge of the product
- (d) When products are highly technical and when selling require an extensive background

2. Write short notes on **any five** of the following:  $5 \times 5 = 25$

- (i) International Dumping
- (ii) Export Credit Guarantee Corporation
- (iii) Power Distance
- (iv) VSMCA
- (v) Advantages of Local Brands
- (vi) Limitations of primary research in international marketing
- (vii) Virtual expatriates
- (viii) Criteria for successful product adoption

3. Explain the concept of cultural universals. Describe some of the problems faced by international marketers due to differences in verbal and non-verbal communication across cultures.  $3 + 9 = 12$

**Or**

How does ethnocentrism become an obstacle in international business decisions? With the help of examples of global brands, elaborate how cultural adaptations are made in international markets.  $4 + 8 = 12$

4. "International marketing environment is subject to political hazards based on a best country Government's actions." Explain the above statement with suitable examples. Discuss the mechanisms used for management of political risk by MNCs.  $8 + 4 = 12$

**Or**

What is meant by standardised advertising? Explain Keegan's framework for international product promotion strategies.  $3 + 9 = 12$

5. Discuss the 'most favoured nation treatment' and 'national treatment' principles of WTO. State the point of differences between Joint Venture and Strategic Alliances.  $6 + 6 = 12$

**Or**

How does legal regulations act as a determinant of international channel strategy? Explain how product standards and specification act as non-trading barriers. Classify the various types of tariff instruments commonly used as trade barriers.  $3 + 4 + 5 = 12$

6. State the prime features of SEZs Critically evaluate the various market assistance initiatives of the Indian Government for export promotion. 4+8=12

**Or**

Write a brief note on ASEAN. Discuss about India's participation in regional trading and economic agreements. 5+7=12

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**14 (SEM-3) COM 3036/COM 3056**

**2024**

**COMMERCE**

Paper : COM-3036/COM-3056

**(International Financial Management /  
Industrial Relations and Labour Laws)**

Full Marks : 80

Time : 3 hours

**The figures in the margin indicate  
full marks for the questions.**

*Answer all the questions as directed.*

Paper : COM-3036

**( International Financial Management )**

1. Select the most appropriate answer from the multiple choices given against each :  $1 \times 5 = 5$ 
  - (i) Which of the following is a reason to consider international business?
    - A. Economies of scale
    - B. Diversification
    - C. Benefit from monopolistic advantages
    - D. All of the above

*Contd.*

(ii) Bretton Woods Conference resulted into the establishment of which of the following ?

- A. IMF and IDA
- B. IBRD and IFC
- C. IBA and IDB
- D. IMF and IBRD

(iii) Assuming a zero transaction cost, if 90-day forward rate of US dollar is an accurate estimate of the spot rate 90 days from now, then the real cost of hedging payables will be—

- A. positive
- B. negative
- C. zero
- D. All of the above is correct

(iv) Translation exposure reflects the exposure of—

- A. a firm's ongoing international transactions to exchange rate fluctuations
- B. a firm's local currency value to transaction between foreign exchange traders
- C. a firm's financial statements to exchange rate fluctuations
- D. a firm's cash flows to exchange rate fluctuations

(v) An increase in the current account deficit will lead to \_\_\_\_\_ of the home currency value, other things remaining same.

- A. Appreciation
- B. Depreciation

C. No change

D. Appreciation or depreciation depending on the size of deficit

2. Answer the following in about **50** words each :  $2 \times 5 = 10$

a. What is trade deficit ?

b. What do you mean by gold standard exchange rate ?

c. Define foreign exchange risk.

d. What is forward exchange rate ?

e. Explain the law of one price.

3. Answer **any five** of the following in about **150-200** words each :  $5 \times 5 = 25$

a. Discuss the finance functions in a multinational firm.

b. Write a brief note on Convertibility of Indian Rupee.

c. State the functions of International Monetary Fund.

d. Describe the structure of the Indian foreign exchange market.

e. What are the various sources of international finance ?

f. Discuss the reasons for which foreign exchange exposure risk arises.

g. Distinguish between Global Depository Receipts and American Depository Receipts.

h. What are the external hedging techniques ?

4. Answer **any four** of the following in about **600** words each :  $10 \times 4 = 40$

- (a) Explain how the international trade and multinational firms contributed to the growing importance of the international finance.  $5 + 5 = 10$
- (b) Discuss the various components of Balance of Payments Account. How does Balance of Payments Account influence the exchange rate?  $6 + 4 = 10$
- (c) What leads to the Bretton Woods arrangement? Why did the system fail? Discuss.  $6 + 4 = 10$
- (d) Give a detailed description of European Monetary System.
- (e) Explain the Interest Rate Parity theory and its relevance in the determination of exchange rate.  $6 + 4 = 10$
- (f) What is Operating Exposure Risk? Explain the methods of managing such risk.  $4 + 6 = 10$
- 

Paper : COM-3056

**(Industrial Relations and Labour Laws)**

1. Answer the following very briefly within **50** words each :  $2 \times 10 = 20$
- (a) State *any two* forms of misconduct?
- (b) What are the common types of strikes?
- (c) What is Industrial relation?
- (d) Distinguish between "Award" and "Settlement".
- (e) Define the term 'Grievance Handling'.
- (f) What is Arbitration?
- (g) Define Trade Union as per TU Act, 1926.
- (h) What is the objective of Industrial Disputes Act, 1947?
- (i) State *two* importance of trade unions.
- (j) Define discipline in the workplace.
2. Answer **any four** of the following within **150** words each:  $5 \times 4 = 20$
- (a) What are the main characteristics of Indian labour?

- (b) Industrial Employment (Standing Orders) Act, 1946 provides for various types of punishment for committing misconduct. What are those punishments?
- (c) Explain the causes of industrial disputes.
- (d) Write a note on National Tribunal.
- (e) Write a note on benefits of workers' participation in management.

3. Answer **any four** of the following in about **250** words each : 10×4=40

- (a) Explain the various constituents of bipartite and tripartite bodies.
- (b) Discuss the role of trade unions in protecting workers' rights.
- (c) Discuss the concept of collective bargaining. Why is it important for both employers and employees.
- (d) Explain the various approaches to resolving labour disputes.
- (e) Discuss the impact of globalization on industrial relations in India. What challenges does it pose for labour laws?