

Total number of printed pages-7

14 (COM-3) 3076

2023

COMMERCE

Paper : COM-3076

(International Marketing)

Full Marks : 80

Time : Three hours

Total number of printed pages-7

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

1. Select the correct answer from the different alternatives : 1×7=7

(i) Culture in which communication is more explicit, with heavy reliance on words to convey the meaning are called

(a) High context culture

(b) Neutral culture

(c) Low context culture

(d) Feminine culture

Contd.

(ii) Countries that rank higher in the _____ dimension of Hofstede's cultural dimension theory tend to have a high need for security and a strong belief in experts and their knowledge.

- (a) Power distance index
- (b) Uncertainty avoidance
- (c) Individualism vs collectivism
- (d) Masculinity vs femininity

(iii) An orientation that views the entire world as a single market and develops standardised marketing mix projecting a uniform image of the company is referred to as

- (a) Polycentric
- (b) Ethnocentric
- (c) Regiocentric
- (d) Geocentric

(iv) Which of the following is not a member country of SAARC ?

- (a) Bhutan
- (b) India
- (c) Sri Lanka
- (d) China

(v) _____ prohibit trade completely with a country so as to economically isolate it and exert political pressure on the government.

- (a) Trade embargoes
- (b) Quotes
- (c) Countervailing duties
- (d) Financial controls

(vi) The perception of time which believes that life is supposed to follow a cycle, and the future cannot be altered is known as

- (a) linear separable time
- (b) procedural traditional time
- (c) circular traditional time
- (d) non-linear time

(vii) The objective of the _____ scheme is to facilitate imports of capital goods for pre-production, production and post-production at zero customs duty.

- (a) DEPB
- (b) EPCG
- (c) SEZ
- (d) ASIDE

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

- (i) Private brand vs Manufacturer brand
- (ii) Presence of self-reference criterion
- (iii) Effectiveness of standardised International Advertising
- (iv) International Mergers and Acquisitions
- (v) NAFTA
- (vi) Ease of doing Business index
- (vii) Characteristics of culture which influence international marketers
- (viii) Transfer pricing

3. Explain how the meaning of time, space, friendship, negotiation, colour and religion can vary from one culture to another. Also explain their business implications. 12

Or

Discuss the various economic indicators that are to be considered before choosing to enter a country for international marketing. What are the factors that influence product adoption in an international market ?

6+6=12

4. Explain the product design strategies available to international marketers. Also highlight the strengths and weaknesses of each strategy.

8+4=12

Or

Describe the advantages and disadvantages of using an indirect selling channel. Explain the various types of dumping that are recorded to by international marketers.

7+5=12

5. Discuss the significance of regional economic integration. What is Schengen Area ? Provide a brief note on the recent developments in G20.

4+2+6=12

Or

What are the various challenges faced by a researcher while conducting cross-country research ? Also, discuss the parameters to be considered during market evaluation and selection.

6+6=12

6. Briefly explain the institutional setup for promoting international trade from India. 12

Or

What are the functions of WTO ? Discuss the causes that necessitated replacement of GATT by WTO. Elaborate the significance of licensing and quotas as two distinct types of non-tariff barriers.

3+4+5=12

Total number of printed pages-7

14 (COM-3) 3066

2023

COMMERCE

Paper : COM-3066

**[Industrial Relations and Labour Laws
(IRLL)]**

Full Marks : 80

Time : Three hours

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

**Answer Q.Nos. 1 and 2 and
any four from the rest.**

1. Choose the correct answer from the options
given below : 1×7=7

(i) _____ is a system of industrial relations
where social and labour issues are
discussed between trade unions and
management, usually at the enterprise level.

- (a) Pluralism
- (b) Bipartism
- (c) Unionism
- (d) Tripartism

Contd.

(ii) A _____ is a workman who is appointed in the post of a permanent worker who is temporarily absent.

(a) Casual

(b) Apprentice

(c) Temporary

(d) Badli

(iii) The _____ has been passed in August 2019 to amend and consolidate the laws relating to wages and laws.

(a) Code of Wages Act

(b) Minimum Wages Act

(c) Payment of Bonus Act

(d) Equal Remuneration Act

(iv) Which of the following is an example of employers' association in India?

(a) INTUC

(b) BMS

(c) FICCI

(d) AITUC

(v) The _____ labour welfare activities consist of schemes such as medical facilities, provision of canteens, creches, supply of drinking water etc.

(a) Intra-mural

(b) Extra-mural

(c) Statutory

(d) Advisory

(vi) Which of the following is not included in the three-tier adjudication machinery as per the Industrial Disputes Act, 1947?

- (a) Labour Court
- (b) Industrial Tribunal
- (c) National Tribunal
- (d) National Commission on Labour

(vii) The ILO lays down _____ which are legally binding international treaties that may be ratified by member states.

- (a) Recommendations
- (b) Standards
- (c) Conventions
- (d) Policies

2. Write short notes on **any five** from the following : 5×5=25

- (i) Features of Indian Labour Market
- (ii) Strikes
- (iii) Reasons of industrial conflicts
- (iv) Means of state intervention in industrial relations
- (v) Employee termination
- (vi) Occupational hazard
- (vii) Requisites of a well-designed grievance redressal mechanism

3. What is meant by Industrial Relations? State the factors affecting industrial relations. Also discuss the Gandhian Approach to industrial relations. $2+5+5=12$

4. "Multiplicity of trade unions is one of the prime weaknesses of Indian Trade Union Movement." Discuss. Write a note on the working and performance of various trade unions present in the Indian industrial scenario. $4+8=12$

5. Examine the role of Joint Consultation as a preventive machinery and the role of conciliation as a settlement machinery of industrial disputes in India. $6+6=12$

6. "Collective bargaining is a technique of long run social change." Provide your comments on the above statement. Elucidate the stages of collective bargaining. $4+8=12$

7. State the importance of discipline at workplace. Under what circumstances can a workman considered to be victimised? Discuss the various aspects covered by model standing orders. $3+4+5=12$

8. Write a detailed note on the changing scenario of labour reforms and registrations in India.

12

Total number of printed pages-6

14 (COM-3) 3046

2023

COMMERCE

Paper : COM-3046

(International Financial Management)

Full Marks : 80

Time : Three hours

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

1. Select the most appropriate answer from the multiple choices given against each : $1 \times 5 = 5$
 - (i) Which one of the following is not a part of institutions under Bretton Woods System ?
 - (A) IMF
 - (B) IBRD
 - (C) IFC
 - (D) BIS

Contd.

(ii) Foreign exchange exposure that arises from the need to convert values of assets and liabilities of a Balance Sheet is known as :

- (A) Accounting Exposure
- (B) Translation Exposure
- (C) Transaction Exposure
- (D) Both (A) and (B)

(iii) Which of the following is not an item in the Current Account of the Balance of Payments Account ?

- (A) Receipts from exports
- (B) Payments on imports
- (C) Loans taken from foreign countries
- (D) Donations received from foreign countries

(iv) Which of the following explains the orderly relationship between spot and forward currency exchange rates and the rates of interest between two countries ?

- (A) One-price rule
- (B) Interest-rate parity

(C) Purchasing-power parity

(D) Exchange-power parity

(v) If a bank's bid rate against US \$ is ₹ 80 and its ask rate is ₹ 82, its bid-ask spread percentage will be :

- (A) About 1.03%
- (B) About 2.44%
- (C) About 2.47%
- (D) About 2.50%

2 Answer the following in about **50** words each :
2×5=10

- (a) What do you mean by convertibility of currency ?
- (b) Write the meaning of 'international liquidity'.
- (c) Define 'Global Depository Receipt'.
- (d) What is forward exchange rate ?
- (e) What is 'euro bond' ?

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

- (a) Explain the Comparative Cost Advantage Theory of International Trade.
- (b) How is foreign exchange exposure different from foreign exchange risk ?
- (c) Briefly discuss the concept of gold standard exchange rate.
- (d) Discuss the reasons for which the Bretton Woods System collapsed.
- (e) Write a short note on Indian Depository Receipts.
- (f) Explain how the volume of translation exposure is influenced by the various accounting methods.
- (g) Give a brief account of European Monetary System.
- (h) Discuss the methods to manage operating exposure.

4. A slowdown in U.S. economic growth will affect India's balance of payments position. Substantiate this statement with logical reasoning. $5+5=10$

OR

Explain the role of the International Monetary Fund in maintaining international parity. 10

5. Describe the characteristics of foreign exchange market and its structure in India. $5+5=10$

OR

Explain the various factors to be considered while raising funds from international financial market. 10

6. Explain the Purchasing Power Parity theory and its relevance in the determination of exchange rate. $6+4=10$

OR

Why do companies issue Global Deposit Receipts (GDRs) ? Discuss the mechanism of issuing GDRs. $5+5=10$

7. What is transaction exposure ? How is it different from translation and operating exposures ? Discuss. 3+7=10

OR

Discuss the various hedging strategies to manage foreign exchange exposure. 10

Total number of printed pages-7

14 (COM-3) 3026

2023

COMMERCE

Paper : COM-3026

(Project Management)

Full Marks : 80

Time : Three hours

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

1. Choose the correct option of the following :
1×5=5
- (i) In which phase of the project life cycle is the project scope defined ?
- (A) Conception and selection
- (B) Planning and scheduling
- (C) Implementation and control
- (D) Evaluation and termination

Contd.

(ii) What is the primary objective of project management ?

- (A) To ensure that the project is profitable
- (B) To manage the triple constraints of scope, time, and cost effectively
- (C) To complete the project with a large team
- (D) To use all available resources

(iii) What is a Gantt chart used for ?

- (A) To identify project risks
- (B) To represent team hierarchy
- (C) To schedule and track project tasks
- (D) To measure project profitability

(iv) UNIDO's approach to project evaluation utilizes which of the following in its analysis ?

- (A) Market Price
- (B) Shadow Pricing
- (C) Historical Pricing
- (D) Fixed Pricing

(v) What does 'slack' or 'float' refer to in project scheduling ?

- (A) The amount of time a task can be delayed without affecting the project end date.
- (B) The extra budget allocated for unforeseen costs.
- (C) The amount of resources that are left unused
- (D) The duration of the project life cycle.

2. Answer the following questions : **(any five)**

5×5=25

(i) What is an Integrated Project Management Control System ?

(ii) What factors are considered in the formulation of a detailed project report ?

- (iii) How do the planning and scheduling phase differ from the implementation phase ?
 - (iv) Why is the termination phase crucial in a project life cycle ?
 - (v) How does network analysis assist in project scheduling ?
 - (vi) What is a Project Management Information System (PMIS) ?
 - (vii) What tools can be used for monitoring project progress ?
 - (viii) How does market analysis influence project viability ?
3. Answer the following questions : **(any four)**
10×4=40
- (i) Explain the various aspects of project control and its significance keeping a project on track.

- (ii) Discuss how social cost and benefit analysis can affect the selection of a project, particularly in terms of its long-term sustainability and impact on society.
- (iii) Provide a comprehensive explanation of technical analysis and its importance in selecting the right project.
- (iv) Elaborate on the different components that are assessed during a financial analysis for a project.
- (v) Describe the process and challenges of monitoring project progress against planned objectives.
- (vi) Analyze the role of project review in measuring project success and its contribution to future projects.
- (vii) Compare and contrast the role of PERT analysis and Gantt charts in managing complex projects.

4. You are the project manager for a project that includes seven activities (A to G). Below are the details of these activities, including their durations and immediate predecessors :

- **Activity A:** Duration 3 days, no predecessors.
- **Activity B:** Duration 2 days, predecessor : A.
- **Activity C:** Duration 4 days, predecessor : A.
- **Activity D:** Duration 5 days, predecessors : B, C.
- **Activity E:** Duration 2 days, predecessor : C.
- **Activity F:** Duration 1 day, predecessors : D, E.
- **Activity G:** Duration 3 days, predecessor : F.

Using the Activity on Node (AON) method, perform the following :

- (i) Draw the network diagram for the project. 2
- (ii) Calculate the Early Start (ES) and Early Finish (EF) for each activity. 2

(iii) Determine the Latest Start (LS) and Latest Finish (LF) for each activity. 2

(iv) Identify the total slack (or, float) for each activity. 2

(v) Find the critical path for the project. 2

Total number of printed pages-6

14 (COM-3) 3016

2023

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) Probability sampling is known as 1

(i) Judgemental sampling

(ii) Purposive sampling

(iii) Non-Random sampling

(iv) Random sampling

Contd.

(b) Rejecting of a true hypothesis is 1

- (i) type-III error
- (ii) type-II error
- (iii) type-I error
- (iv) type-IV error

(c) Questionnaire is filled by 1

- (i) Respondents
- (ii) Enumerator
- (iii) Both (i) and (ii)
- (iv) None of the above

(d) What is F-Test? 2

2. Write the answers in brief : 5×7=35

- (a) What do you mean by analysis of variance? What are the basic assumptions of ANOVA? 2+3=5
- (b) How do you define hypothesis? What is the role of hypothesis in research? 2+3=5
- (c) Write a note on features and applications of chi-square Test.

(d) What are the different stages of research cycle?

(e) What factors are to be considered while making choice between primary and secondary data for research investigation?

(f) Write the steps for decision-making in relation to business research.

(g) A company manufacturing air conditioner has to meet a quality rating of 5,000 points and the standard deviation allowed 280. A sample of 100 customers gave the air conditioner a rating of 4,950. Test at 0.05 level of significance if the product meets the competitive quality standards.

3. What are the opportunities and challenges inherent in social science research? Explain.

10

OR

What is level of significance ?

A refrigerator manufacturing company has collected data with respect to sales made in three seasons.

Sales Representatives				
Season	A	B	C	D
Summer	34	35	39	34
Winter	40	45	43	41
Monsoon	34	43	35	45

Using ANOVA state if there is any significant difference in the sales made by 4 sales representatives? Test at 5% level of significance.

$$2+8=10$$

4. What are the basic features of a good research design? State the considerations for formulation of research objectives.

$$5+5=10$$

Or

A pharma company claims that it has developed an ointment which can cure dandruff. In an experiment on 500 persons half were given the ointment and the other half continued to use the usual shampoo. The results are as follows :

	Helpful	Harmful	No effect	Total
Ointment	145	30	75	250
Shampoo	135	40	75	250
Total	280	70	150	500

Test at 5% significance level if there is any significant difference between ointment and shampoo in controlling dandruff.

[Table value of $\chi_{0.05, 2}^2$ is 5.991] 10

5. Write notes on the following :

(i) Quantitative research and qualitative research 4

(ii) Descriptive and analytical research 4

(iii) Case study research 2

Or

Critically analyse the different modes of primary data collection. 10

6. What are the principles for tabulation of data? Write the precautions required for interpretation of data. 7+3=10

Or

Why is report writing for research significant? State the different steps of report writing in research investigation.

4+6=10

Total number of printed pages-7

14 (COM-3) 3026

2023

COMMERCE

Paper : COM-3026

(Project Management)

Full Marks : 80

Time : Three hours

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1. Choose the correct option of the following :
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- (iii) Determine the Latest Start (LS) and Latest Finish (LF) for each activity. 2
- (iv) Identify the total slack (or, float) for each activity. 2
- (v) Find the critical path for the project. 2

Total number of printed pages-7

14 (COM-3) 3056

2023

COMMERCE

Paper : COM-3056

(Advanced Cost and Management Accounting)

Full Marks : 80

Time : Three hours

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

1. Give the right answer as directed :

(a) Master Budget incorporates all _____ budget.

(Fill in the gap with suitable answer)

1

(i) Estimated Expenditure

(ii) Estimated Revenue

(iii) Revenue Budget

(iv) Functional Budget

Contd.

(b) Zero base budgeting was first used by

_____.
(Fill in the gap with suitable answer)

1

(i) Nicolas Aivan

(ii) Jimmy Carter

(iii) Luca Regon

(iv) Javed Akhtar

(c) _____ drivers are used to charge directly for the resources used each time an activity is performed.

(Fill in the gap with suitable answer)

1

(i) Intensity

(ii) Explicitly

(iii) Transaction

(iv) Informal

(d) What is target costing?

2

2. Answer the following :

5×7=35

(i) Write the meaning of sunk cost, opportunity cost and controllable cost.

(ii) What are the steps involved in responsibility accounting?

(iii) Elucidate the different types of Environmental Audit.

(iv) Why is life cycle costing important? State the basic nature of life cycle costing.

2+3=5

(v) How do you define the relationship of value analysis, cost reduction and productivity?

(vi) What are the basic steps for budgetary control?

- (vii) The components of a steel product are manufactured by another unit under the same management.

The unit at present manufactures 1,00,000 units (The present requirement of the main factory) at the following cost :

Particular	Rs.
Material	6,00,000
Labour	2,00,000
Overheads	1,00,000
	<u>9,00,000</u>

Labour is paid @ Rs. 1.50 per unit, the fixed D.A and other allowances monthly. The components required by the main factory are to be increased by 20 per cent. The components of the factory can increase production up to 25 per cent without any additional labour force. Overheads are variable to the extent of 25 per cent of the present amount.

The additional requirement may be purchased from the market at Rs. 7.50 per unit. Suggest which will be better.

3. The following data are available from the records of AKG Company Ltd. :

Particulars	Rs.
Sales	60,000
Variable Cost	30,000
Fixed Cost	15,000

You are required to calculate—

- (i) the P/V ratio, Break-even point and Margin of safety at this level;
- (ii) the effect of 10% decrease in sale price.

10

Or

Critically analyse the profit maximisation as a goal of management control system. Write the procedure of management control system.

6+4=10

Elucidate the different modes of transfer pricing under responsibility accounting system. 10

Or

How is zero based budgeting different from traditional budget? Write the process of zero base budgeting. 5+5=10

5. What are the steps required for installation of management information system? Write the basic purposes of management information system. 5+5=10

Or

What are the steps for cost control? How is it different from cost reduction? State the distinctions of cost efficiency and cost effectiveness. 3+3+4=10

6. Critically review the different methods of human resource cost accounting. 10

Or

MRP Limited has collected the following data for its two activities. It calculates activity cost rate based on cost driver capacity.

Activity	Cost Driver	Capacity	Cost
Power	kilowatt-hours	50,000 hours	Rs. 2,00,000
Quality inspections	Number of inspections	10,000 inspections	Rs. 3,00,000

The company makes three products, M, R, and P. For the year ended on 31st March, 2023, the following consumption of cost driver was reported :

Product	kilowatt-hours	Quality Inspections
M	10,000	3,500
R	20,000	2,500
P	15,000	3,000

- (i) Compute the cost allocated to each product from each activity.
 (ii) Calculate the cost of unused capacity of each activity.

7+3=10