

Question Paper Set of

S.Y.B.M.S. – Sem-III

Regular Exam

University of Mumbai

October, 2022



**PRAHLADRAI DALMIA LIONS COLLEGE
OF COMMERCE & ECONOMICS**
ISO 9001: 2015 Certified

PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: Organisation Behaviour & HRM
MARKS: 75	TIME: 2HRS. 30 MINS.

NOTES:

1. All questions are compulsory
2. Figures to the right indicate full marks.
3. Check whether you have received the correct question paper.

Q1(A) Match the Columns: (Any 8)

(8)

A	B
Collegial model	Performance Appraisal
Formal communication	Temporary in nature
Informal communication	Permanent in nature
Psychology	Negative Performance
Economics	Mental traits
Anthropology	Finance
Task Group	History of Mankind
Command Group	Essential for achieving goal
Termination	Mutual benefit
KRA	Team work

Q1(B) State whether the following statements are True or False: (Any 7)

(7)

- a. OB is Application oriented.
- b. Collegial model is based on the money concept.
- c. Grapevine communication exist in all organisation.
- d. Problem avoidance is one of the conflict stimulation techniques.
- e. HRP is concerned with two sets of functions namely managerial and operative functions.
- f. HRM help in maintaining satisfied workforce in the organisation.
- g. Development is a long term process.
- h. 360 degree Appraisal is a modern method of Performance appraisal.
- i. Salary is given to white collar employees.
- j. Career planning is a non continuous process.

Q2. Answer the following.

- (A) Explain the features of OB in the context of business.

(8)

- (B) Distinguish between Autocratic and Supportive model of OB.

(7)

OR

- (C) Discuss the techniques of conflict management. (8)
- (D) Discuss the strategies of time management. (7)

Q3. Answer the following.

- (A) Explain the meaning and importance of Rewards. (8)
- (B) What is the scope of HRM? (7)
- OR
- (C) Explain with the help of a chart the process of HRP. (8)
- (D) Elaborate the requirements of an effective HRD. (7)

Q4. Answer the following.

- (A) Discuss the modern methods of Performance Appraisal. (8)
- (B) State the factors affecting wage and salary administration. (7)
- OR
- (C) Enumerate the process of Career planning and Career development. (8)
- (D) State the limitations of Performance Appraisal. (7)

Q5. Answer the following.

- (A) Explain the features of learning Organisation. (8)
- (B) Discuss the types of Compensation. (7)

OR

Q5. Write Short Notes on (Any Three) of the following : (15)

- a. Creating ethical organisation
- b. Demand forecasting technique of HRP
- c. Layoff
- d. Matrix organization
- e. SOBC Model

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EXTERNAL EXAM, OCTOBER 2022

PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: ADVERTISING
MARKS: 75	TIME: 2 ½ HOURS

- NOTE: 1. All questions are compulsory**
2. Figures to the right indicate marks

Q. A. Choose the correct alternative answer from the options given below: - (Any 8) (8 marks)

- Advertising is _____ salesmanship. (Official, Personal, Impersonal, Unofficial)
- _____ is included in Five Ms of advertising. (Media, Metaphor, Monogram, Motivation)
- Puffery is _____. (Relative, Objective, Absolute, Subjective)
- _____ analysis is used to conduct situation analysis. (PESTLE, SWOT, Marketing, Advertising)
- Product Positioning removes _____ errors. (Positioning, Image, Application, Strategy)
- Brand _____ improves consumers' confidence. (Equity, Image, Awareness, Personality)
- USP is a selling _____. (Idea, Trick, Strategy, Plan)
- Slogans are _____ headlines. (Summarized, Balanced, Lengthy, Short)
- _____ media has the second highest reach in urban India. (Film, print, TV, Radio)
- _____ advertising looks at consumers as a heterogeneous group. (Lifestyle, Rural, Ambush, Digital)

Q. B. State whether the following statements are True or False : (Any 7) (7 Marks)

- Post testing method is used before finalising the advertisement.
- Copy testing is done with a large audience.
- Persuasion is a two way traffic.
- Positioning strategies evaluate competitors' efforts.
- Marketing plan is a fool proof document.
- Media strategy does not put stress on ad contents.
- Personal selling is a form of person-to-person communication.
- Advertising is a means of personal communication.
- Weasel claim creates vague feelings.
- Shock advertising refers to the use of tall claims in advertising.

Q2. Answer in brief: -

(15 marks)

a) Define Advertising. Discuss the features of Advertising

(7)

b) Write a note on 5 M's of Advertising

(8)

OR

c) Explain in brief the types of Advertising.

(7)

d) Discuss the Hierarchy- Effects Model.

(8)

Q3. Answer in brief: -

(15 marks)

a) What are the Elements of promotion?

(7)

b) Discuss the role of Advertising in the Product Life Cycle.

(8)

OR

c) Describe in brief the functions of Advertising Agencies.

(7)

d) What are the factors to be considered while selecting an advertising agency.

(8)

Q4. Answer in brief: -

(15 marks)

a) Define Creativity. Explain the Importance of Creativity in Advertising.

(7)

b) Explain the Role of Different Elements of Advertisements

(8)

OR

c) Explain the Guidelines for Copywriting for Outdoor Advertising

(7)

d) Describe the Types of Advertising Copy.

(8)

Q5. a) Explain the Careers in Advertising.

(8)

b) Write a note Trends in Global Advertising.

(7)

OR

Q5. Write Short Notes: (Attempt any Three out of Five)

(15)

a) Brand Equity

b) Lifestyle Advertising

c) Copy Research

d) Agency Compensation

e) Code of Ethics



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EXTERNAL EXAM, OCTOBER 2022

PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: Consumer Behaviour
MARKS: 75	TIME: 2 ½ HOURS

- NOTE-** 1) Attempt all questions
2) Figures to the right indicate full marks.

Q/A. Choose the correct alternative answer from the options given below: - (Any 8) (8)

1. _____ is one of the largest consumer markets in the world.
2. Fluctuating demand is one of the important features of _____ consumers.
3. Consumer decision making process may be divided into _____ stages.
4. According to McClelland theory of needs, the need related to have control over other people is termed as need for _____.
5. _____ the buyer who purchases product through Internet.
6. _____ is a form of learning based on association.
7. _____ means the family member who collects the information relating to the product.
8. Nicosia model established a relationship between a marketing firm and _____.
9. At the top of Maslow's hierarchy of need comes _____.
10. _____ shops are open in the day and closed at night.

Q/B. State whether the following statements are True or False : (Any 7) (7)

1. Consumer involvement is- how interested a consumer is in the product.
2. In primary reference group, an individual does not have direct face to face contact with the group.
3. Needs do not motivate buying behaviour.
4. E-banking is a dynamic approach to shopping.
5. Laggards are the first to adopt a new product.
6. Beliefs and attitudes do not have any influence on the buying decision of the consumers.
7. The psychological factors that affect the buying behaviour are: Age, gender, Education
8. Economic circumstances cannot greatly affect any product or brand choice.
9. Full nest-I is a stage of family life cycle, which has married couples with no children living with them.
10. Opinion leaders are an important link between marketers and consumers.

2

Q.2 (A) Define Consumer behaviour. Discuss its features and importance. (15)

OR

(B) Discuss in detail various factors affecting buyer behaviour with suitable examples. (15)

Q.3 (A) Discuss in detail Maslow's need hierarchy theory and its application to marketing. (15)

OR

(B) Define Consumer learning. Explain the Classical Conditioning theory of learning. (15)

Q.4 (A) Discuss various types of social classes. Write a note on the growing middle class in India. (15)

OR

(B) Discuss various types of reference group appeals. (15)

Q.5. (A) Discuss the stages in adoption process. (8)

(B) State the benefits and limitations of Brick and Mortar Shopping. (7)

OR

(C) Write short note on (any 3) (15)

1. Nicosia model of consumer decision making
2. Opinion leaders
3. E-buying vs. Brick and Mortar buying
4. Brand personification
5. Family life size cycle stages



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EXTERNAL EXAM, OCTOBER 2022

PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: Motivation & Leadership
MARKS: 75	TIME: 2 ½ HOURS

- NOTE- 1) Attempt all questions
2) Figures to the right indicate full marks.

Q1 A. Choose the correct alternative answer from the options given below: - (Any 8) (8)

1. _____ theory is an integration of Japanese and American management practices.
2. _____ leader attract followers with their personality and charm.
3. _____ is referred to as Sandwich generations because they have to take care of their parents and their own children.
4. According to _____ theory, "leaders are born, not made".
5. _____ = Valance x Expectancy x Instrumentality
6. _____ formulated a theory of motivation which is based on the social exchange process.
7. A _____ is an employee who sponsors and supports a less experienced employee (a protégé).
8. _____ leadership is expressed best with the help of technology.
9. _____ is a non- financial motivational tool used by managers to motivate the employees.
10. Steve Job is a _____ leader.

Q1 B. State whether the following statements are True or False : (Any 7) (7)

1. Flexi working arrangements like job sharing, flexi hours and shifts help to maintain Work life balance.
2. Autocratic style of leadership is also known as participative style.
3. Mintzberg and other researchers identified 10 roles that can be classified as part of the leadership function of management.
4. Non-financial incentives are monetary in nature.
5. The 4 -drive model of employee motivation was presented by Lawrence and Nohariya in 2002.
6. Production oriented leadership's main concern is for subordinates.
7. There are no differences between transactional and transformational leadership.
8. Leadership is not situational.

9. Effectively managing technology means ensuring that technology serves you rather than abuses you.

10. Poor work life balance can cause stress, unhappiness and even reduced productivity.

Q.2. Answer in brief: -

(A) Define motivation. Explain various tools and techniques of motivation. (15)

OR

(B) Explain the four-drive model of motivation. (15)

Q.3 Answer in brief: -

(A) Differentiate between East and West approach of motivation. (15)

OR

(B) Define Work life balance. What measures can be adopted by employers for work life balance? (15)

Q.4 Answer in brief: -

(A) Define leadership. What are the qualities of Strategic leaders? Explain, mentioning one of the great Strategic leaders. (15)

OR

(B) Differentiate between Transactional leadership and Transformation leadership. (15)

Q.5 Answer in brief: -

(A) what methods are used to enhance creativity in an organization. (8)

(B) Discuss the concept of online leadership. (7)

OR

(C) Write short note on (any 3) (15)

1. Steps in creative process
2. Mentoring
3. Features of motivation
4. Theory Z
5. Bill Gates as an effective leader



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PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: INFORMATION TECHNOLOGY IN BUSINESS MANAGEMENT I (SET 1)
MARKS: 75	TIME: 2 HOUR & 30 MINUTES

INSTRUCTIONS FOR STUDENTS: -

1. Figures to the right indicate Marks.
2. Write Question Number Properly as Mentioned in the Question Paper.
3. Mixing of Sub questions is not allowed.
4. Draw diagram wherever necessary
5. Use of a calculator is allowed.
6. Other Electronic Gadgets are restricted in examination.

QUE 1 A	REWRITE THE SENTENCE WITH CORRECT OPTION. (any 8)	MARKS 8
1	TPS stands for _____ (Transaction Permission Set, Transaction Processing System, Transfer Processing System, Top Process system)	
2	Information is _____ on the data that is gathered.(Independent, Dependent, Separated, Connected)	
3	The term _____ refers to something people can modify and share.(Open source, Shareware ,Freeware , Copyright)	
4	Smart Art option is present in _____ Menu.(Home, Insert , Pagelayout , View)	
5	_____ function is used to find the most frequently occurring number.(Mode() , Median() , Min() , Max())	
6	IP Address is a unique set of _____ which identifies a computer location.(Numbers , symbols , Alphabets , Special Characters)	
7	_____ means way of attempting to acquire Sensitive information such as Username ,password .(Trojan Horse ,Malware ,Spoofing ,Phishing)	
8	_____ is used for securing by encoding message to make them un readable form .(Cryptography , Encryption , Copyright , Firewall)	
9	_____ refers to a network within an organization ,using the internet to connect to the outsiders in a controlled manner. (Internet , Extranet , Intranet , Manet)	
10	_____ means it should be possible for the receiver of the message to verify that the message has not been changed in any manner. (Confidentiality , Integrity , Availability , Authenticity)	
Que1 B	State TRUE OR FALSE (Any 7)	7
1	Data is generally in unorganized form .	
2	Raw data is significant to Business .	

(4)

3	Digital Economy refers to an economy that is based on digital computing technologies .	
4	LEN() returns the length of a supplied text string .	
5	Zone is a collection of nodes under the main domain .	
6	E- commerce is buying and selling goods , information and services with the help of the Internet .	
7	Slide sorter view gives you a view of your slides in ThumbNail Form.	
8	Word's Spelling and Grammar checker highlights typing errors in green and grammatical errors in red as you type .	
9	The Internet uses a standard internet protocol like TCP/IP .	
10	Portal is not a search engine that may include varied content or services .	
QUE 2	Explain Types of levels of information systems.	8
A		
B	Explain major areas of IT applications in Management.	7
	OR	
QUE 2	What is CBIS ? Explain in detail.	8
C		
D	Write a short note on Open-source software.	7
QUE3	Write steps for editing and formatting the word document.	8
A		
B	Write short note on VLookup() and HLookup() with example	7
	OR	
QUE	Explain Basic Functions in Excel with example	8
3C		
D	Explain all the views in Presentation.	7
QUE 4	Write a short note on E commerce Models.	8
A		
B	Explain in brief about Electronic Payment systems	7
	OR	
QUE 4	Explain different types of Computer Networks.	8
C		
D	What is M-Commerce? Explain	7
QUE 5	Write about e-security controls in detail.	8
A		
B	What is People, Policy and Technology Model?	7
	OR	
QUE	Write short note on (any Three)	15
5 C		
1	Types of Threats	
2	E-cash	
3	EDI	
4	Smart Art	
5	DOS & UNIX	



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PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: ACCOUNTING FOR MANAGERIAL DECISIONS (SET I)
MARKS: 75	TIME: 2HRS. 30 MINS.

NOTES:

1. All questions are compulsory
2. Figures to the right indicate full marks.
3. Suitable assumptions and working notes should form part of your answer.
4. Check whether you have received the correct question paper.
5. Use of only simple calculators allowed.

1) A) Fill in the blanks (any 8)

- a) Working capital is the difference between the _____ of Current assets and current liabilities. (08)
- b) Under _____ working capital management policy, the company has low working capital as compared to its sales.
- c) Receivable is a debt due to the company on account of _____ sale of goods or services.
- d) Costs that arise when customers fail to pay their obligations on the due date are called _____ costs.
- e) Assets held for the purpose of providing or producing goods or services and which is held not for resale in the normal course of business are called _____
- f) Underwriting commission is an example of _____ asset.
- g) Carriage outward is classified as _____ expenses.
- h) To compare financial performance of one company with another company _____ statements are prepared.
- i) Standard current ratio is _____.
- j) Cash flow statements are prepared as per _____.

B) Rewrite the statements and state whether they are true or false: (any 7)

- a) If current assets are Rs.10 and current liabilities are Rs.6 then net working capital will be Rs.4. (07)
- b) Working capital needed at the inception of the business is called regular working capital.
- c) If the operating efficiency of the business is high it needs more working capital.
- d) For 5000 units fixed cost is Rs.10000 when the units double, fixed cost will also double.
- e) Wasting assets are depleted or exhausted due to extraction or use.
- f) Depreciation on factory building is recorded under cost of goods sold.
- g) In common size income statement, gross sales are taken as a base and equal to 100%
- h) Quick ratio measures immediate solvency.
- i) Repayment of bank loans is an example of cash flow from financing activities.
- j) Issue of bonus shares is not recorded in the cash flow statement.

- 2) A) X Ltd. wants you to estimate its working capital requirements for the coming year. The estimated production and sales would be 12000 units per month.
Cost data reveals that Materials are Rs.10 per unit, Wages are Rs.6 per unit and Overheads are Rs.4 per unit. Selling price is Rs.30 p.u.

Other information:

- a) Material remains in stock for 3 months.
- b) Process time is 2 months.
- c) Finished goods are expected to remain in stores for 3 months.

- d) Debtors are allowed a credit of 3 months.
- e) Creditors allow a credit of 2 months.
- f) Wages and Overheads are outstanding for 1 month and ½ month respectively.
- g) Desired cash balance is Rs.2500

OR

B) Determine the amount of quick assets, non quick assets, current assets, quick liabilities, non quick Liabilities and current liabilities:
 Cash Rs.6000, computer Rs.15000, prepaid expenses Rs.2000, outstanding expenses Rs.3000, Bills receivable Rs.10000, creditors Rs.30000, debtors Rs.29000, bills payable Rs.9000, stock Rs.15000, advance tax Rs.4000, short term investments Rs.20000 and overdraft Rs.7000

(10)

C) Determine the trend percentages of the following items:
 Assume 2018 as the base year

(05)

Particulars	2018 (Rs.)	2019 (Rs.)	2020 (Rs.)
Sales	500000	600000	800000
Cost of goods sold	200000	300000	450000
Operating expenses	80000	120000	160000
Loans	100000	50000	25000
Machinery	200000	180000	300000

3) A) Current situation:

Sales Rs.50 lakhs, Variable cost Rs.40 lakhs, Fixed cost Rs.6 lakhs and credit period to debtors is 30 days. Current debts loss is 0.5%

Proposed credit policy	Proposed credit period	Sales (Rs.in lakhs)	Bad debts (%)
A	45 days	54	0.75
B	60 days	60	1
C	75 days	68	1.25
D	90 days	72	1.50

Determine the credit period that should be allowed by the company. Assume 360 days in a year. The company expects a return on investment of 40%.

(15)

OR

B) Determine the amount of gross profit from the following information:
 Opening stock Rs.10000, closing stock Rs.15000, purchases Rs.190000, Sales Rs.500000, purchases returns Rs.3000, sales returns Rs.2000, factory wages Rs.25000, advertisement Rs.3000, power and fuel Rs.6000, repairs to machinery Rs.2000, freight inward Rs.4000, factory lighting Rs.7000 and machinery Rs.30000.

(10)

C) Determine the absolute increase in Rs. and in % for the following:

(05)

Particulars	2018 (Rs.)	2019 (Rs.)
Equity capital	500000	600000
Profit and loss account	400000	300000
Goodwill	140000	120000
Stock	50000	50000
Outstanding expenses	2000	nil

4) A) From the following information calculate gross profit ratio, operating ratio, operating profit ratio and profit ratio: (08)
Net sales Rs.1000000, cost of goods sold Rs.400000, operating expenses Rs.200000 and net profit Rs.140000.

B) From the following information find current ratio, quick ratio and stock to working capital ratio: (07)
Stock Rs.20000, debtors Rs.80000, cash Rs.10000, creditors Rs.40000.

OR

C) From the following information determine the common size percentage: (08)
Net Sales Rs.500000, opening stock Rs.10000, purchases Rs.120000, closing stock Rs.15000, wages Rs.8000, carriage inward Rs.2000, depreciation on machinery Rs.7000 and power and fuel Rs.3000.

D) Determine the amount of shareholders fund: (07)
Equity capital Rs.100000, 6% Preference capital Rs.50000, issue expenses Rs.10000, calls in arrears Rs.2000, security premium Rs.20000, general reserve Rs.40000 and profit and loss account Rs.63000.

5) A) Explain with a suitable diagram the operating cycle of a manufacturer (08)

B) List and explain the different users of financial statements. (07)

OR

C) Write short notes on (any 3):

i) Credit analysis

(15)

ii) Temporary working capital

iii) Ways of expressing a ratio

iv) Cash flow from investing activities

v) Positive, negative and zero working capital.



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PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: FOUNDATION COURSE -III
MARKS: 75	TIME: 2Hrs 30Mins

NOTE: 1) DRAW NEAT DIAGRAM WHENEVER NECESSARY.
2) FIGURES TO THE RIGHT INDICATE MARKS.

A. REWRITE THE SENTENCE WITH CORRECT OPTION. (any 8)

8M

1. Process through which plants reproduce.
(Eating, Evaporation, Pollination, Transpiration)
2. Bio geo chemical cycle means
(A single cycle, Double cycle, Straight path, Series of cyclic path ways)
3. The organism which breaks down the parts of dead plants and animals is called
(Producer, Reducer, Carnivores, Consumers)
4. is inexhaustible resource.
(Solar energy, Iron mineral, Copper, Mineral oil)
5. Soil erosion is due to
(Wind, Rain, Grazing, All of them)
6. Noise is
(Loud sound, Constant sound, Unwanted sound, Slow sound)
7. Greenhouse gases
(Nitrogen, Chlorine, Hydrogen, Carbon dioxide)
8. Earthquakes occur due to
(Rain, Fire, Solar irrigation, Movement of earth's crust)
9. Natural resources are depleting because
(More population, Poverty, More use of resources, All of the above)
10. ISO 12001 is implemented for
(Small business, Big business, Medium business, Any business)

B. True or False: (Attempt Any Seven)

7M

1. The components of environment are inter related.
2. Hydrological cycle is complex.
3. Earth is a giant eco system with only biotic components.
4. Forests provide a large number of commercial goods.
5. Environmental degradation is not because of human action.
6. Global Warming could lead to a rise in sea levels worldwide.
7. Bhopal gas tragedy took place in year 1984.

- OF COMMERCE & BUSINESS ADMINISTRATION
8. Composting of waste is an anaerobic process of decomposing solid wastes.
9. Sustainable Development means meeting present needs without compromising of future needs.
10. Mining of minerals is delegated to Indian bureau of Mines.

Q.3 Answer the following question:

a. Discuss the linkage among Atmosphere, Lithosphere and Hydrosphere.

OR

b. What is Energy Flow Pyramid. What are its features. Explain the Energy Flow Pyramid in brief.

Q.4 Answer the following question:

a. What is Environmental Degradation. Explain the causes of Environmental Degradation.

b. What is Water Pollution. Discuss the causes, effect and solution to control Water Pollution.

OR

c. What is Global Warming. What are its causes and effects.

d. How can we manage E-waste in today's time? Discuss.

Q.5 Answer the following question:

a. Explain in detail about Sustainable Development.

b. What do you understand by Environmental Clearance? Discuss.

OR

c. Describe the salient features of ISO 14001.

d. Explain in detail about Carbon Bank.

Q.5 Answer the following question:

a. Explain the importance of Solar energy.

b. What do you understand by Eco – friendly business? Discuss.

OR

C. Write Short Note : (Attempt Any Three) (5M Each)

- Food chain and Food web.
- Forest resources.
- Noise pollution.
- Tsunami
- Environmental audit.



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PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: BUSINESS PLANNING AND ENTREPRENEURIAL MANAGEMENT
MARKS: 75	TIME: 2HRS. 30 MINS.

NOTES:

1. All questions are compulsory
2. Figures to the right indicate full marks.
3. Check whether you have received the correct question paper.

Q1. A. Fill in the blanks with correct options and rewrite the sentence. (Any 8)

1. _____ conducts entrepreneurship development programs.
(NIESBUD, RBI, CARE)
2. _____ resources are required in meeting working capital needs.
(physical, financial, Human)
3. In 1985, Gifford Pinchot introduced the term _____.
(entrepreneur, intrapreneur, social entrepreneurship)
4. _____ refers to a process of deciding in advance in respect of business activities.
(Business planning, Business idea, Feasibility study)
5. _____ involve preparation of time table in respect of a project plan.
(Scheduling, milestone, business idea)
6. _____ is an indirect form of financing.
(Trade credit, commercial paper, LC)
7. _____ provides medium term loans for agriculture and rural development.
(NSIC, NABARD, CEED)
8. _____ refers to some new creations, which did not have any existence before.
(Innovation, Invention, Creativity)
9. In 1966, Harvey Leinbenstein popularized the concept of _____.
(X-efficiency, Y-efficiency, Z-efficiency)
10. Entrepreneur who acts like an arbitrageur is known as a _____.
(Gap Filler, Input Provider, Leader)

Q1. B. Match the following: (Any 7)

1) Julian Cantillon	a) Limited capital
2) Peter Drucker	b) 1982
3) Robert Ronstadt	c) Swa- Shakti
4) Intrapreneur	d) Entrepreneur is a ' Seeker of Change'
5) Women Entrepreneur	e) Business Games
6) EDP	f) Attribute listing
7) Innovation	g) Joseph Schumpeter
8) Business idea	h) Concept of 'Locus of Control'
9) Sole Proprietorship	i) Entrepreneur is a 'Wealth Creator'
10) EXIM	j) An entrepreneur within the organization

Q.2. Answer the following.

a) Explain the characteristics of an entrepreneur. (8)

b) Write down the various characteristics of an entrepreneurship. (7)

OR

c) Write a detailed note on X-Efficiency Theory (8)

d) Explain the role of Entrepreneurial culture in ED. (7)

Answer the following.

a) Which are the various elements of intrapreneurial environment? Explain. (8)

b) Distinguish between Entrepreneur & Intrapreneur. (7)

OR

c) Mention the various Businesses related problems faced by the Women Entrepreneurs. (8)

d) Why the concept of Social Entrepreneurship is important? Explain. (7)

Q4. Answer the following.

a) Distinguish between Invention and Innovation. (8)

b) Mention the different qualities of Creative people. (7)

OR

c) Which are the various methods of generating product ideas? (8)

d) Write the various advantages and disadvantages of Sole Proprietorship. (7)

Q5. Answer the following.

a) Write about the various factors which influence Ownership type. (8)

b) Write a note on Franchise. (7)

OR

Q5.C. Write short notes on: (Any 3)

1) Theory of Profit. (15)

2) Concept of SHGs.

3) Advantages of BPO.

4) Limited Liability Partnership Firm.

5) Marketing related problems during Venture set-up.



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PROGRAM: BMS	SEMESTER: III
CLASS: SYBMS	COURSE/ SUBJECT: CORPORATE FINANCE
MARKS: 75	TIME: 2HRS. 30 MINS.

- Note:
1. Q1 is compulsory.
 2. Q2 to Q5 have internal options.
 3. Figures to the right indicate full marks.
 4. Working notes and suitable assumptions should be part of the answer.

Q1.(A) Rewrite the statement by selecting the correct option (Any 8):

(8 marks)

1. Objective of Financial Management is to
 - a) Maximize the revenue
 - b) Minimize the expenses
 - c) Maximize the returns on investment
 - d) Maximize the wealth of owner and value of firm
2. Which of the following statement represents the financing decisions of the company?
 - a) Procuring new machines for research work
 - b) Recruiting new employees in order to increase the productivity of the company
 - c) Adopting state of the art technology to reduce the cost of production
 - d) Designing an optimal capital structure by using suitable financial instruments
3. Between two capital plans, if expected EBIT is more than indifference level of EBIT, then
 - a) Both plans be rejected
 - b) Both plans are good
 - c) One is better than other
 - d) None of the above
4. The term capital structure denotes
 - a) Total of liability side of balance sheet
 - b) Equity Funds, Preference Capital and Long Term Debt
 - c) Total Shareholder's equity
 - d) Types of capital issued by a company
5. By using Dividend Growth model, estimate the cost of equity capital of the firm with a stock price of ₹ 30 an estimated dividend at the end of the first year ₹ 3 per share, and growth rate is 10%
 - a) 21.1%
 - b) 12.2%
 - c) 11.0%
 - d) 20.0%
6. The firm's Marginal cost of capital

- a) Should be the same as the firm's rate of return on equity
- b) Is Unaffected by the firm's capital Structure
- c) Is inversely related to the firm's required rate of return used in capital budgeting
- d) Is a weighted average of the investor's required returns on debt and equity

7. What is the degree of Operating Leverage for Fun Limited given the following information

Quantity produced 10,000 Units,

Variable cost per unit ₹3,800

Selling Price per unit ₹6,800

Fixed Cost ₹60 Lakh

- a) 1.25
- b) 1.85
- c) 1.96
- d) 2.85

8. Business risk can be measured by

- a) Financial Leverage
- b) Operating Leverage
- c) Combined Leverage
- d) None of the above

9. A proposal is not a capital budgeting proposal if it

- a) Is related to fixed assets
- b) Brings long term benefits
- c) Brings short term benefits only
- d) Has very large investments

10. Net Present Value of Machine

- a) PV of cash inflows less cost of investment
- b) PV of cash inflows divide by cost of investments
- c) PV of net profit after tax less cost of investment
- d) PV of cash inflows less average cost of investments

(B) Rewrite the statement and state whether True or False (any 7)

(7 marks)

1. The profit maximization goal ignore the timing of returns, does not directly consider cash flows and ignores risk.
2. All equity plans and Debt-equity plan have no indifference level of EBIT.
3. Preference dividend is not a factor of indifference level of EBIT.
4. Cost of Preference share capital is determined only by the rate of fixed Dividend.
5. Cost of equity capital does not comprise of any risk premium.
6. If EBIT for 2 firms are same, then the EPS of these firms would also always be same.
7. If project A has a higher IRR than project B, the Project must have lower NPV.
8. The NPV method of evaluating project considers all cash flows.
9. Calculating interest on the principle and on all the interest earned to date is called compound interest.

10. Operating leverage may be defined as Contribution divide by EPS.

Q.2.(A) The

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- a) Issu
- b) Issu
- c) Issu

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Q.2.(B) S

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Q.2.(C)

Q.3.(A)

P

Q.2.(A) The existing capital structure of Morris pharmacy ltd is as follows

(15 marks)

Particulars	In Rupees
Equity shares of ₹ 100 each	40,00,000
Retained Earning	10,00,000
9% Preference Shares	25,00,000
7% Debentures	25,00,000

The company earns a return before interest and tax at 12% and the tax on income is 50%. Company wants to raise

₹ 25,00,000 for its expansion program for which it is considering the following options:

- Issue of 20,000 Equity shares at a premium of ₹ 25 per share.
- Issue of 10% Preference shares.
- Issue of 9% Debentures.

It is forecasted that Price earning ratio in case of these alternatives as a) 20, b) 17 and c) 16 respectively

Which alternatives would you consider to be the best?

Give reasons for the choice.

Also calculate expected market price in case of 3 alternative financing proposals

OR

Q.2.(B) Smart Ltd issues 25,000, 14% Debentures of ₹ 1,000 each. The debentures are redeemable after the expiry period of 5 years. Tax rate applicable to the company is 35% (including surcharge and Education cess). Calculate the cost of debt after Tax, if debentures are issued at 5% discount, with 2% flotation cost on face value. And also state 3 characteristics of cost of Debt.

(8 marks)

Q.2.(C) From the following particulars, prepare income statement of Bucket Limited

(7 marks)

Degree of combined Leverage	6 times
Degree of Operating Leverage	1 times
Variable cost % on sales	40%
Income Tax	35%
NPAT	₹ 1,30,000

Q.3.(A) Manan and Co. is considering the purchase of Machine. Two options available are Project A and Project B, following are the details:

(15 Marks)

Particulars	Project A	Project B
Cost of Investment (₹)	50,000	50,000
Useful Life	5 years	5 years
Cost of capital	10%	10%
Earning after Taxation		
Year 1 (₹)	15,000	5,000
Year 2 (₹)	20,000	15,000
Year 3 (₹)	25,000	20,000
Year 4 (₹)	15,000	30,000
Year 5 (₹)	10,000	20,000

Discounting factors of 10% are

Years	P.V. 10%
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1	0.909
2	0.826
3	0.751
4	0.683
5	0.621

Calculate Net Present Value for both the projects and recommend which Project should be selected

OR

Q.3.(B) A project under consideration has the following expected cash flows right now it is zero, we will spend ₹15000 on the project. Then for 5 years we will get money back as shown below- (8 marks)

Years	Cash flows (₹)
1	7,000
2	6,000
3	3,000
4	2,000
5	1,000

Calculate the Payback period for the above data and also state the advantages of payback period.

Q.3.(C) Calculate the Expected Return and Standard deviation from the following details of Sara Ltd. (7)

Economic Conditions	Probability	Rate of Returns
Boom	0.3	50%
Normal	0.4	30%
Recession	0.3	20%

Q.4.(A) The following details relating to a company are given:-

(15 marks)

Sales per annum- 1,00,000 units

Variable cost- ₹90 per unit

Fixed cost including Interest per annum- ₹18,00,000

Sales price per unit- ₹120

10% Debentures – ₹3,00,000

Corporate Tax rate- 30%

Profit Earning Ratio- 15

Calculate i) Operating Leverage

ii) Financial Leverage

iii) Combined Leverage

And state 3 differences between Operating Leverage and Financial Leverage

OR

Q.4.(B) Total Investment to be raised in ₹ 2,00,000

Plan of financing is as follows

(15 marks)

Plan	Equity	Debt	Preference share
A	100%	-	-
B	50%	50%	-

C	50%	-	50%
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Cost of Debt 8%, Cost of Preference shares 6%

Tax rate- 50%

Equity of Face value ₹10, will be issued at a premium of ₹10 per share

Expected PBIT is ₹80,000

Determine for each plan

- Earnings Per share and
- The Financial Breakeven Point
- Indifference point between plan A and B as mentioned in the Balance sheet

Q.5.(A) Sources of Fixed Capital and Working Capital

(8 marks)

Q.5.(B) Explain briefly the important sources of short term finances

(7 marks)

OR

Q.5.(C) Write short notes on (any3)

(15 marks)

- The concept of Factoring
- Need for Foreign Direct Investments
- Characteristics of GDR
- Bank Overdraft
- Difference between Equity shares and Preference shares



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OF COMMERCE & ECONOMICS
ISO 9001: 2015 Certified

PROGRAM: BMS
CLASS: SYMS
MARKS: 75

NOTE: 1. All questions are compulsory.
2. Figures in the margin indicate marks.

A. Match the following: (08)

1. Vision	A. Customers, Suppliers, Competitors
2. Operational Strategy	B. Last step in strategic management process
3. SWOT	C. Research and Development
4. Macro Environment	D. Boston Consulting Group
5. Synergy	E. Morality in business
6. Ethics	F. Creation of whole that is greater than the sum of its parts
7. BCG Matrix	G. Political, Social, Cultural
8. R&D	H. Strengths, Weakness, Opportunities, Threats
9. Strategy Evaluation and Control	I. Day to Day activities
10. Micro Environment	J. Time bound

B. State whether the following statements are true or false (any 7): (07)

1. Policies are applicable to all functional areas.
2. Objectives are end results.
3. Environmental Scanning is based on PESTLE analysis.
4. Marketing strategy is not an action plan.
5. Strategic analysis is a component of strategic management.
6. Benchmarking is not copying but adaptability.
7. BCG matrix is applicable to a single business firm.
8. Change has only positive attributes.
9. Implementing change has a chain reaction.
10. Evaluation and control are related to performance control.

Q2. (a). Explain the importance of Business Policy. (08)

(b). Explain the BCG Matrix in detail. (07)

OR

- Q2. (c). Explain the process of Strategic Management.
(d). Explain the Macro Environment in detail.

- Q3. (a). Explain the steps in conducting a SWOT Analysis.
(b). Explain the Business Level Strategies in detail.

OR

- Q3. (c). Explain the different types of Marketing Strategies.
(d). Explain Michael Porter's 5 Forces Theory in detail.

- Q4. (a). Explain any 3 types of Organizational Structure.
(b). Explain the process of Strategic Evaluation.

OR

- Q4. (c). Explain the characteristics of Strategic Intent.
(d). Differentiate between Objectives and Goals.

- Q5. (a). Explain the need for Environmental Scanning in detail.
(b). Explain the types of Synergy.

OR

- Q5. Short Notes (any 3):

- Management of Change
- 7S Framework
- Ethics and Corporate Governance
- Differentiation Strategy
- Levels of Strategy



PRAHLADRAI DALMIA LIONS COLLEGE OF COMMERCE & ECONOMICS

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PROGRAM: BMS	SEMESTER: III
CLASS: SY	COURSE/ SUBJECT: COST ACCOUNTING
MARKS: 75	TIME: 2hrs.30 Mins.

Note: (1) All questions are compulsory subject to internal choice.

(2) Figures to the right indicate full marks.

Q.1 (A): Choose the correct alternative answer from the options given below (any eight) (8)

1. Factory cost is _____ cost.
(a) Fixed Cost
(b) Variable Cost
(c) Semi-Variable Cost
(d) Semi-Fixed Cost
2. Prime cost is also termed as _____.
(a) Indirect Cost
(b) Direct Cost
(c) Factory Cost
(d) Overheads
3. If Total Cost of a product is Rs. 10,000 and Profit is 25% on selling Price, then Profit is _____.
(a) Rs. 2,500
(b) Rs. 3,000
(c) Rs. 3,333
(d) Rs. 2,000
4. EOQ stands for _____.
(a) Equilibrium Option Quantity
(b) Economic Optimum Quantity
(c) Economic Optional Quantity
(d) Economic Order Quantity
5. Minimum Level = - (Average consumption x Average Re-order Period)
(a) Re-Order Level
(b) Re-order Period
(c) Maximum Level
(d) None of the above
6. Labour engaged in the actual production of the product is termed as _____.
(a) Direct Labour
(b) Supervisor
(c) Overheads
(d) Cost Accountant
7. _____ is not included in financial Books.
(a) Interest on Capital
(b) Notional Rent
(c) Loss on sale of Fixed Assets
(d) Donation
8. In the Cost Sheet, abnormal cost e.g due to accident shall be _____.
(a) added to cost of Production
(b) deduction from cost of production
(c) deducted from Sales
(d) ignored
9. _____ cost is a cost that is normally incurred at a given level of Output in the conditions in which that level of output is achieved.
(a) Normal
(b) Abnormal
(c) Relevant
(d) Differential
10. Uniform costing helps to control _____.
(a) Manpower
(b) Cost
(c) Finance
(d) All of the above

Q.1 (B): Match the Following (any seven)

Column A	Column B
1. Advertisement	(a) Sales Value
2. Time rate	(b) Total Cost
3. Cost of sales	(c) Japan by Toyoto Motors
4. Wages of foreman	(d) Telephone charges
5. Balance Score Card	(e) Value Engineering
6. Actual Loss > Normal Loss	(f) Dr. Robert Kaplan
7. Royalties	(g) Rate per hour
8. Just in Time	(h) Regulation of Cost
9. Cost Control	(i) Abnormal Gain
10. Semi Variable Cost	(j) Abnormal Loss
	(k) Indirect Wages
	(l) Indirect Selling Cost

Q.2(A): Product process through processes P, Q & R . 1,000 unit at a cost of Rs 6 per unit were issued to process P. The other direct Expenses were as follows :

Particulars	Process p	Process Q	Process R
Material (Rs)	5,200	3,960	5,924
Direct Material (Rs)	4,000	6,000	8,000
Production Overheads(Rs)	4,000	6,000	8,000

Particulars	Actuals output	Normal Loss	Scrap Unit
Process P	950	5%	Rs.4
Process Q	840	10%	Rs.8
Process R	750	15%	Rs.10

Prepare Process P, Process Q and Process R Account

OR

Q.2(B): The following information is supplied from the costing records of a Company.

Particulars	Amount (Rs.)
Rent	2,000
Maintenance	1,200
Depreciation	900
Lighting	200
Insurance (Stock)	1,000
Employer's Contribution to P.F.	300
Energy	1,800
Supervision	3,000

Particulars	A	B	C	D
Floor Space (sq.mtr)	150	220	90	50
Number of Workers	24	26	12	8
Wages	8,000	6,000	4,000	2,000
Cost Of Machinery	24,000	28,000	12,000	6,000
Stock Of Goods	15,000	9,000	6,000	-

Prepare a Statement showing apportionment of cost to various departments.

1. The Manager's Time is shared between the factory and the office in ratio of 1:4.
2. Carriage outward include Rs. 7,500 being carriage inwards on plant and Machinery.
3. Selling Price is 120% of the cost price.

From above Details prepare cos sheet for the ending 31/12/20221 .

OR

(15)

Q.4(B): From given data below given data of M/s Kalyani Ltd. Mumbai you are requested to prepare statement of reconciliation of profit as per financial accounting with cost Accounting on 31/03/2021

Particulars	Amount(Rs.)
Net Profit as per Financial Accounting	1,55,000
Under Absorption of Work Overheads	13,000
Over Absorption of selling Expenses	50,000
Rent Received during the Year	45,000
Provision for Tax	25,000
Profit on Sale of Plant and Machinery	16,000
Over valuation of Opening Stock	17,000
Over Valuation of Closing Stock	25,000
Interest earned during the year	21,000
Dividend on investment	18,000
Debenture Interest Paid	18,000
Bank Interest Paid	17,000
Bad Debts written off in Financial Accounting only	33,000
Under Absorption of Administration Overheads	12,000
Net Profit as per Cost Accounting	1,15,000

Q.5(A): Describe in Brief Classification of Cost.

(8)

(B) State and Explain various Stock Levels.

(7)

OR

Q.5: Write a short note on: (any three)

(15)

- (a) Inter – firm Comparison
- (b) Just in Time
- (c) Weighted Average Method
- (d) Job Costing
- (e) Process Costing