4. Answer ***any two*** questions : 10×2=20

(i) What is group dynamics? Write the elements of group dynamics in SHGs.

(ii) Describe the nature and functions of SHGs.

(iii) Write notes on : 5×2=10

(a) PMAY

(b) MGNREGA

5. Answer ***any one*** question : 14

(i) Explain, in detail, the process of forming SHGs.

(ii) Critically examine the problems of rural development in India. Suggest *any four* measures to solve the problem. 10+4=14

Total number of printed pages–20

63/2 (SEM–3) MCO305 A/B/C(N/O)

2024

COMMERCE

Paper : MCO305 A/B/C(N/O)

(Old and New Course)

(Advance Cost and Management Accounting / Human Resource Management / Investment Analysis and Portfolio Management / Microfinance and Rural Development)

Full Marks : 80

Pass Marks : 32

Time : Three hours

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

Paper : MCO305 (A)

(Advance Cost and Management Accounting)

1. Choose the correct option : 1×6=6

(i) Which of the following is relevant cost?

(a) A cost that has already been incurred

(b) A future cost that will differ between alternatives

(c) A sunk cost

(d) A fixed cost

(ii) The primary objective of a management control system is

(a) cost minimization

(b) maximization of shareholder value or profit

(c) labour cost control

(d) stock price enhancement

(iii) Which of the following is NOT a behavioural aspect of budgetary control?

(a) Employee motivation

(b) Budgetary slack

(c) Lack of participation

(d) Transfer pricing

(iv) Activity-based costing (ABC) primarily focuses on

(a) fixed cost allocation

(b) direct cost minimization

(c) assigning costs to activities based on resource usage

(d) allocation of sunk costs

(v) Cost efficiency refers to

(a) maximizing the output with minimum input cost

(b) reducing product prices

(c) increasing sales revenue

(d) decreasing the selling price per unit

(vi) Environmental accounting primarily involves tracking

(a) fixed costs

(b) direct production costs

(c) environmental costs and their impacts

(d) cost of capital

2. Answer ***any five*** of the following questions: 2×5=10

(i) What are the main objectives of a management control system?

(ii) Explain the concept of responsibility accounting.

(iii) What is the difference between performance budgeting and zero-based budgeting?

(iv) What are the key functions of a management information system (MIS) ?

(v) Describe the purpose of activity-based costing.

3. Answer ***any five*** of the following questions : 6×5=30

(i) Explain the concept of 'make or buy' decisions and outline the factors that influence such decisions.

(ii) Discuss the role of transfer pricing in responsibility accounting. Provide an example to illustrate how transfer prices are set.

(iii) Analyze the behavioural aspects of budgetary control and explain how participation in the budgetary process can affect employee motivation.

(iv) Compare and contrast performance budgeting and zero-based budgeting in terms of their application and advantages.

(v) How does a management information system (MIS) aid in decision-making within a company? Provide specific examples of its functions.

(vi) What is value analysis and how does it contribute to cost control and productivity improvement ?

(vii) Discuss the significance of activity-based costing (ABC) in achieving cost efficiency.

(viii) Explain the concept of human resource accounting and its impact on organizational decision-making.

(ix) Write various steps of value analysis.

4. Answer ***any two*** of the following questions : 10×2=20

(i) What are the key objectives of a management control system? Discuss how management control systems contribute to the formulation of strategy and control within an organization.

(ii) What are the main differences between performance budgeting and zero-based budgeting? Discuss the advantages and disadvantages of each approach and provide examples of when each might be used.

(iii) The tentative results of Kokrajhar Ltd. included the following :

Products	Sales	Variables Cost as % of Sales Value
A	50,00,000	60%
B	40,00,000	50%
C	80,00,000	65%
D	30,00,000	80%
E	44,00,000	75%
	2,44,00,000	65.77%

Fixed overheads for the period are Rs. 90,00,000.

You are asked to—

(a) prepare a statement showing the amount of loss expected;

(b) recommend a change in the sales volume of each product which will eliminate the expected loss. Assume that the sale of only one product can be increased at a time.

5. Answer ***any one*** of the following questions : 14

(i) Explain the concept of value analysis in cost control and productivity improvement. How can a company apply value analysis to enhance cost efficiency and effectiveness?

(ii) The following information at 50% capacity is given :

Particulars	Expenses at 50% capacity (Rs.)
Fixed Expenses :	
Salaries	50,000
Rent and Taxes	40,000
Depreciation	60,000
Administrative Expenses	70,000
Variable Expenses :	
Materials	2,00,000
Labour	2,50,000
Others	40,000
Semi-variable Expenses :	
Repairs	1,00,000
Indirect Labour	1,50,000
Others	90,000

It is estimated that fixed expenses will remain constant at all capacities. Semi-variable expenses change between 45% and 60% capacity, will rise by 10% between 60% and 70% capacity, a further increase of 5% when capacity crosses 75%. And the estimated sales at various levels of capacity are as

60% Capacity Sales Rs. 11,00,000
70% Capacity Sales Rs. 13,00,000
90% Capacity Sales Rs. 15,00,000

Prepare a flexible budget and forecast the profit or loss at 60%, 70% and 90% capacity.

Paper : MCO305 (B)

(Human Resource Management)

1. Choose the correct option : 1×6=6

(i) Training objective should be expressed in

(a) employee behaviour

(b) management desires

(c) needs assessment

(d) subjective judgement

(ii) Which of the following is a benefit of workers, participation in management ?

(a) Reduced employee turnover

(b) Increased management control

(c) Improved communication

(d) All of the above

(iii) Under which of the following types of collective bargaining, parties try to settle economic issues through a zero sum game ?

(a) Cooperative bargaining

(b) Conjunctive bargaining

(c) Productive bargaining

(d) Composite bargaining

(iv) _____ is the process of forecasting an organisation's future demand in the right number.

(a) Human Resource Planning

(b) Recruitments

(c) Human Resource Management

(d) Human Capital Management

(v) _____ is an objective assessment of an individual's performance against well-defined benchmarks.

(a) Human Resource Planning

(b) Information for Goal Identification

(c) Performance Appraisal

(d) Employment Assessment.

(vi) The process of helping unwanted present employee to find new job with other firms is called

(a) replacement

(b) outplacement

(c) placement

(d) employment

2. Answer the following questions : 2×5=10

(i) State *any two* primary aims of executive development programme.

(ii) Define wage and salary policy.

(iii) What is separation?

(iv) What is downsizing?

(v) Define collective bargaining.

3. Answer ***any five*** of the following questions : 6×5=30

(i) Describe the steps for implementing a training programme.

(ii) Explain briefly the principles of fringes.

(iii) Mention *any five* objectives of compensation planning.

(iv) What are the features of incentive plan?

(v) Name and briefly explain different forms of workers, participation in management.

(vi) What is job analysis and why is it necessary?

(vii) Write a note on the importance of succession planning.

(viii) Distinguish between job description and job specification.

(ix) State *any five* challenges to HRM.

4. Answer ***any two*** of the following questions : 10×2=20

(i) Discuss various steps for implementing a training programme.

(ii) Describe the process of performance appraisal with the help of clean flow chart.

(iii) Explain the uses of human resource information system.

5. Answer ***any one*** *of the following questions* : 14

(i) Define industrial dispute? Explain the causes and remedial measures of industrial dispute? 2+(6+6)=14

(ii) What is wage and salary administration? Describe various elements and objectives of wage and salary administration. 2+(6+6)=14

Paper : MCO305 (C) (New)

(Investment Analysis and Portfolio Management)

1. Answer the following multiple-choice questions : 1×6=6

   (i) Investment is the

   (a) market addition made to the nation's capital stocks

   (b) person commitment to buy a flat or a house

   (c) employment of funds on assets to earn return

   (d) use of funds on goods and services meant for production process

   (ii) Portfolio approach to investing is primarily focused on which of the following ?

   (a) Diversification

   (b) Risk optimization

   (c) Return appreciation

   (d) Value protection

   (iii) To frame the investment policy, the investor should have

   (a) knowledge about the company and brokers

   (b) enough investible funds

   (c) knowledge about the investment alternatives

   (d) knowledge about the market with funds

   (iv) Primary and secondary markets

   (a) compete each other

   (b) complement each other

   (c) function independently

   (d) control each other

   (v) Leverage leads to

   (a) high risk and the possibility of high return

   (b) moderate risk and the possibility of moderate return

   (c) low risk and the possibility of moderate return

   (d) no risk and the possibility of less return

   (vi) Forward contracts are traded at

   (a) stock exchange

   (b) RBI headquarters

   (c) over-the-counter market

   (d) NABARD

2. Answer the following short questions : 2×5=10

(i) Who is a 'portfolio manager'?

(ii) What is meant by security market indices?

(iii) What is systematic risk?

(iv) What do you mean by return on investment?

(v) What are futures and forward contracts?

3. Answer the following questions : ***(any six)*** 5×6=30

(i) Briefly explain the objectives of investment.

(ii) Mr. X submits you the details on dividend and value of shares in RIL Ltd. for a period of six years starting from 2017, below :

Year	**Price**	**Dividend**
2018	200	25
2019	180	15
2020	205	26
2021	220	22
2022	210	25
2023	215	30

Compute total return on the basis of the above information.

(iii) Briefly explain the primary functions of securities market.

(iv) What are the methods of raising capital? Explain.

(v) Explain various types of investment analysis.

(vi) Write *any five* differences between forward and futures contracts.

(vii) A portfolio that earned an annual average return was 12% during 2023. The riskfree rate during the same period was 2% and the standard deviation of the portfolio was 5%. Measure the portfolio with the help of Sharpe's ratio and interpret the result.

(viii) Briefly explain the importance of portfolio revision.

(ix) What is derivative? Write the features of derivative contracts.

4. Answer ***any two*** of the following questions : 10×2=20

(i) State the objectives of investment. What are the factors to be considered before investing? 6+4=10

(ii) What is technical analysis? Elaborate the basics of technical analysis. 2+8=10

(iii) Explain various methods of portfolio performance evaluation.

5. Answer ***any one*** of the following questions: 14

(i) What is investment? Explain various security and non-security forms of investment.

(ii) Discuss the factors which influence the construction of a security market index.

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Paper : MCO305 (C) (Old)

(Microfinance and Rural Development)

1. Choose the correct answer: 1×6=6

(i) SHG is

(a) a group of 5–20 people

(b) a formal organisation

(c) a type of NGO

(d) a public sector company

(ii) In India, microfinance was initiated through SHGs by

(a) SIDBI

(b) RBI

(c) NABARD

(d) SBI

(iii) In microfinance, the constraint in demand side is

(a) lack of awareness

(b) lack of banking facilities

(c) lack of suitable products

(d) lack of communication

(iv) The full form of NIDA is

(a) New Innovative Development Assistance

(b) NABARD Infrastructure Development Assistance

(c) National Institution of Development Assistance

(d) NABARD Innovation Development Assistance

(v) The three dimensions of rural development are

(a) social, economic and political

(b) social, legal and housing

(c) social, economic and agricultural

(d) agriculture, housing and planning

(vi) In India, the regulatory authority of microfinance is

(a) SIDBI

(b) RBI

(c) SBI

(d) NABARD

2. Answer the following questions : 2×5=10

(i) What is SHG-Bank Linkage?

(ii) Write any two functions of SHG.

(iii) What is microcredit?

(iv) Define rural development.

(v) What is integrated development approach?

3. Answer ***any six*** questions : 5×6=30

(i) Explain the functions of SHG

(ii) Write the importance of microfinance in India.

(iii) Discuss *any five* types of microfinance.

(iv) Explain, why SHGs are known as informal group.

(v) What is MFI? How does it operate? 2+3=5

(vi) Write a short note on Pradhan Mantri Mudra Yojana.

(vii) Draw an imaginary diagramme of any three models of SHGs in India.

(viii) Write the role of SHGs in rural development.

(ix) Explain the three pillars of SHG.