M.Com. Part-I Examination, 2021 (DDE)
Subject: Commerce
Paper: 7
(Strategic Management and Corporate Governance)

Time: 2 Hours **Full Marks: 40**

The figures in the margin indicate full marks.
Candidates are required to give their answers in their own words as far as possible

Answer any four questions **10x4=40**

1. (a) Discuss the concept of strategic intent.
   (b) Narrate briefly the process of Strategic Management. (5+5)

2. Explain the Michael Porter five forces model 10

3. (a) Discuss the reasons for pursuing a stability strategy.
   (b) State the different types of retrenchment strategy. (5+5)

4. Write short notes on
   (a) Boston Consulting Group Portfolio Matrix.
   (b) Balance Scorecard Approach. (5+5)

5. 'Good Corporate Governance aims at achieving the end for which corporate is formed'. Justify the statement considering different issues in Corporate Governance. 10

6. What are the main recommendations of the Cadbury Committee Report? 10

M.Com. Part-I Examination, 2021 (DDE)
Subject: Commerce
Paper: 8
(Quantitative Techniques)

Time: 2 Hours **Full Marks: 40**

The figures in the margin indicate full marks.
Candidates are required to give their answers in their own words as far as possible

Answer any four questions **10x4=40**

1. (a) Prove that balanced transportation is, inter alia, a necessary condition for the existence of a feasible solution to the transportation problem.
   (b) Mention some of the steps relating to the Vogel's approximation method. (5+5)
2. Give a brief layout of the assignment table. Also write down the mathematical formulation of the assignment problem. (5+5)
3. The time estimates (in weeks) for the activities of a PERT network are given below:

Activity	t_o	t_m	t_p
1-2	1	1	7
1-3	1	4	7
1-4	2	2	8
2-5	1	1	1
3-5	2	5	14
4-6	2	5	8
5-6	3	6	15

Draw the project network and identify all the paths through it. Also calculate the expected task times and variances of each activity. (5+5)

4. A businessman is considering taking over a certain new business. Based on past information and his own knowledge of the business, he works out the probability distributions of the daily costs and sales revenues, as given here:

Costs (Rs.)	Probability	Sales (Rs.)	Probability
8500	0.10	9500	0.10
9000	0.10	10000	0.10
9500	0.40	10500	0.20
10000	0.20	11000	0.40

10500	0.20	11500	0.15
		12000	0.05

Use the following sequence of random numbers to be used for estimating costs and revenues, obtain the probability distribution of the daily net revenue

Sequence 1:	81	83	27	81	35	91	72	90	62	28
	26	25	91	62	82	02	12	38	10	18
Sequence 2:	38	71	37	28	70	82	18	71	91	58
	48	38	71	93	02	91	73	17	09	04

(10)

5. For a (M/M/1): (α/FIFO) queuing model, in the steady-state case, obtain expressions for the (i) expected number of customers in the system and in the queue (ii) expected waiting time of a customer in the system. (10)

6. The cost of maintenance of a machine is given as a function increasing with time and its scrap value is constant. Show that

i) If time is measured continuously, then the average annual cost will be minimized by replacing the machine when the average cost till date becomes equal to the current maintenance cost.

ii) If time is measured in discrete units, then the average annual cost will be minimized by replacing the machine when the next period's maintenance cost becomes greater than the current average cost.

Also state the replacement policies in the above cases. (5+5)