F.A.

mk.34-2nd hlf 13-(g)

Con. 9031-13.

(2 Hours)

[Total Marks: 60

N.B. (1) Attempt all questions.

(2) Figures to the right indicate full marks.

(3) All working notes should from part of your answer.

1. The following are the summarised Balance Sheet of AB Ltd. and CD Ltd. as at 31-3- 15 2013 :---

Liabilities	AB Ltd.	CD Ltd.	Assets	AB Ltd.	CD Ltd. ₹
Share Capital	4,00,000	1,00,000	Sundry Assets Share in CD Ltd.	3,60,000 4,60,000	
Balance of Profit and Loss A/c. on 1-4-2012	1,20,000		Cash at Bank	40,000	
Reservers Profit for the year Creditors	80,000	20,000	The consideration of the fine filter and the constant of the c		
Ologica:	8,60,000	2,60,000	Andrew State of the State of th	8,60,000	2,60,000

(1) AB Ltd. acquired 80% of the share in CD Ltd. on 01-10-2012.

(2) Included in the assets of AB Ltd. ₹ 60,000 loan to CD Ltd. shown as creditor's in CD Ltd.

(3) Sundry assets of CD Ltd. include Furniture and Fitting of ₹ 80,000 to be revalued at ₹ 1,00,000 being over depreciated as at 1st October, 2012.

Prepare consolidated balance sheet as at 31st March, 2013.

1. From the balance sheet and information given below, prepare a consolidated balance 15 sheet:

Balance Sheets as on 31/12/2012

A Ltd.	B Ltd.	Assets	A Ltd. ₹	B Ltd.
10,000	2,000 1,200 600	Sundry Assets Stock Debtors Bills Receivable	8,000 6,100 1,300 100	1,200 2,400 1,700
2,000	1,200	Shares in B Ltd. 1500 at cost	1,500	5,30
	10,000 4,000 1,000	A Ltd. ₹ ₹ 10,000 2,000 4,000 1,200 600 2,000 1,200 — 300	A Ltd. B Ltd. Assets 10,000 2,000 Stock 4,000 1,200 Debtors 1,000 600 Bills Receivable 2,000 1,200 Shares in B Ltd. 1500 at cost 1500 at cost	A Ltd. B Ltd. Assets ₹ 10,000 2,000 Stock 6,100 4,000 1,200 Debtors 1,300 1,000 600 Bills Receivable 100 2,000 1,200 Shares in B Ltd. 1,500 — 300 1500 at cost 17,000

(1) All the profit of B Ltd., has been earned since the shares were acquired by A Ltd., but there was already the reserve of ₹ 600 on that date.

(2) The bills accepted by B Ltd. are all in favour of A Ltd. which has discounted ₹ 200 of them.

(3) Sundry assets of B Ltd. are undervalued by ₹ 200.

(4) The stock of A Ltd. includes ₹ 500 bought from B Ltd. at a profit to the latter of I TURN OVER 25% on cost.

2. Prepare the Balance Sheet of Janta Bank Ltd. as at 31st March, 2013 from the following particulars:—

Particulars	Amount in ₹
Investment	6,00,000
Money at Call and Short Notice	1,00,000
Authorised Capital	3,00,000
Acceptances and Endorsement for customers	40,000
Bills discounted and purchased	80,000
Bills payable ~	1,00,000
Current Accounts	2,80,000
Subscribed Capital	2,00,000
Customers Liability for Acceptances and Endorsement	40,000
Furniture	60,000
Buildings Supplies Su	3,00,000
Loans V	1,60,000
Cash Credits	60,000
Fixed Deposits	4,80,000
Saving Bank Deposits	2,20,000
Current Year Profit	80,000
Cash in hand and at Bank	2,00,000

The Reserve Fund is equal to the paid-up capital. The aforesaid profit is arrived at before making adjustment for unexpired discount of ₹ 20,000 on Bills discounted during the current year but not matured upto the accounting date.

Investment include ₹ 10,000 equity shares of ₹ 100 each on which ₹ 50 is paid-up.

OR

2. The balance extracted from the books of Mumbai Banking Corporation Ltd. on 31-3-2013 15 were as follows:—

Particulars		March Service	Amount in ₹
Paid-up Capital	and the state of t	and the second s	10,00,000
Local bills discounted			9,00,000
Reserve Fund	CI 1000 4	0.65 1	3,85,000
Cash credits and overdraft	G (00A	000,1-	14,00,000
Unclaimed dividends	4 0000	000.0	5,000
Loans	and the Control of th	and the second second second	23,00,000
Current and Saving Deposits	The plant of the second of the		25,00,000
Furniture	a smile hore	ex-1	20,000
Fixed Deposits	h iku swajapa s	di yana	20,00,000
Profit and Loss (Cr.)	CALL IN LABORS	Joseph B	1,10,000
Stamps and Stationary (in hand)		**************************************	5,000
Cash in hand		W. Dilly III	2,50,000
Cash at Bank		1	6,50,000
Investment at cost			4,75,000

Out of total debts for $\stackrel{?}{\underset{?}{?}}$ 2,85,000 were doubtful and the rest were considered as good. Out of debts considered good, $\stackrel{?}{\underset{?}{?}}$ 24,00,000 were fully secured and for debts amounting to $\stackrel{?}{\underset{?}{?}}$ 4,00,000 (including $\stackrel{?}{\underset{?}{?}}$ 1,15,000 due by a director), the bank held personal securities of one or more persons in addition to the personal security of the debtors and for the rest bank held no securities other than the debtors personal security.

The directors require the bank's investments to be shown in the balance sheet in market value which is ₹ 5,25,000.

The authorised capital of the bank is ₹ 12,00,000. Prepare balance sheet as on 31-3-2013, showing inteligently your acquaintance with the requirements of the Banking Companies Act in the aforesaid connection.

3. Tom Ltd. had a Branch at New York. Its Trail Balance as at 30th September, 2013:— 15

Particular	Durance as at	
	Dr. US \$	Cr. US \$
Cash in hand and bank	60	-
Debtors	240	
Creditors		170
Head Office A/c.		1,140
Trade Exp.	20	1,170
Rent	20	
Salaries	60	
Wages	30	1
Goods from Head Office	800	
Purchases	2,400	
Sales	2,400	1 160
Stock (1-10-2012)	560	4,160
Plant and Machinery		-
ance or 7 5,73,200 anare and	1,280	30 se l 1
0.000 (0.000)	5,470	5,470

Adjustment:

- (1) Stock on 30-9-2013 \$ 520.
- (2) H.O. A/c. shows goods went to Branch at ₹ 39,400.
- (3) H.O. A/c. shows on amount of ₹ 43,000 due from branch.
- (4) Depreciate plant and Machinery by 10% p.a.
- (5) Exchange Rates:

Fixed Assets 1 \$ = ₹ 38

Opening Rate 1 \$ = ₹ 39

Closing Rate 1 \$ = ₹ 41

Average Rate 1 \$ = ₹ 40

OR

Property 1884

3. Sahil Infotech Ltd. has head office at Thane and Branch at Colifornia (U.S.). The 15 Balance submits the following Trial Balance as on 31-3-2013:-

Particular		Dr. US \$	Cr. US \$
Purchases	ga carrier an	4,45,200	C1. 05 5
Sales		1, 15,200	6 90 750
Head Office A/c.		od of shipping	6,80,750
Goods Received from 1	H.O.	27,140	15,300
Stock as on 1-4-2012	and Property	42,180	
Plant and Machinery		72,500	no-Civina 24, 17,
Furniture and Fixture		27,300	
Computers		1,15,200	
Bank Balance		4,215	e de la T ricus
Cash Balance	Alle Salar en especial en	1,760	
Salaries		72,190	
Office Rent			
Debtors	fac.	42,114	
Creditors	No.	1,10,540	-
General Expenses		11 111	2,97,720
Printing and Stationary		11,111	· · · · · · · · · · · · · · · · · · ·
Postages		12,114	
Commission		1,236	
Legal Expenses		2,777	
Selling Expenses		2,350	
Finance charges		3,115	
marioe charges	4	728	-
	Total	9,93,770	9,93,770

The Branch Account in Head Office showed a Debit Balance of ₹ 6,73,200 and Goods sent to Branch Account showed credit balance of ₹ 11,39,880.

Plant and Machinery was acquired by the Branch on 1st April, 2012, when one US \$ was equal to ₹ 41. Computer's was acquired on 30th June, 2012 when ₹ 100 was equal to US \$ 2.50.

The Branch acquired Furniture and Fixture on 1st October, 2012 when one US \$ was

Head Office provides depreciation as follows:

On Computer @ 25% p.a.,

On Plant and Machinery @ 15% p.a. and

On Furniture and Fixture @ 10% p.a.

California (US) Branch reported closing stock of US \$ 48,500 on 31-3-2012.

The exchange rates were as under :-

01-04-2012 1 US \$ = ₹ 41 01-04-2013 1 US \$ = ₹ 48

Average 1 US \$ = ₹ 45

- (a) You are required to convert the given branch Trial Balance into rupees.
- (b) You are required to prepare California Branch's. Profit and Loss Account for the year ended 31-3-2013 and also Balance Sheet as on that date.

5.		es :—	1 0 1 1 0 0	The same of	·
	(1)			•	ion of shares is treated as —
					Extra-ordinary profit
5047	(2)		Revenue Profit ~		All of the above
2	(2)	of acquis		isposed	off within from the date
		-	5 years	(0)	10 years
			7 years	(d)	
	(3)		·	, ,	t least % profit to Reserve
	(3)	Fund.	aking Company must t	iansici a	rieast 70 promitto Reserve
		(a)	25%*	(c)	40%
		(6)	20% r	(d)	50%
	(4)			, ,	aport of raw material is transferred
		to			
		(a)	Purchase	60	Profit and Loss Account
		. ,	Trading Account	(d)	
	(5)		currency is a currency		T. P.
			used in reporting fore		saction
			in presenting foreign	100	
			other than the reporting		
			None of the above.	ig currer	
	(6)		port is to be prepared	as per t	he provision of —
	(0)		The Companies Act,	-	ne provision of
			The Sales of Goods A		
			The Partnership Act,		
			None of the above.	1752	
	(7)		apital is an important		
	(1)		liability of an organis		
			assets of an organisation		
			expenditure of an organisation		
			None of the above.	amsanoi.	
	(8)			adwill o	r Capital Reserve is —
	(0)		Revenue profit		Capital profit
				. ,	All of the above.
(R) Sta	te wh		following statement a		
(D) Sta					e in equity of the subsidiary over
	(1)				
	(2)		e the price paid for the		
			on reserve can be use		
	20 1222				counts of a Bank in schedule V.
	(4)	suspence		tegral FO	preign operation is transferred to φ
		suspence	account		
	(5)	7		- ala ' '	o Integral Foreign Operation and

[TURN OVER

(6) Accounting standard 1 is Recommendatory.

(7) Under Section 210 of the Companies Act, the Board of Director's have to lay before every Annual General Meeting the Balance Sheet, the Profit and Loss Account and the Director's Report.

Windows at March a foreign cook fants bur in niverte in Laurench teller 1940.

OR

- 4. Write a short note on (any three):
 - (a) Minority interest
 - (b) Money at call and short Notice
 - (c) NPA
 - (d) Notes to Accounts
 - (e) Narrative Disclosures.

15

09-11-13-DTP2-KG-1

Con. 7511-13.

MCom-I Cost A/C I sem

(2 Hours)

[Total Marks: 60

- N.B.: (1) All questions are compulsory.
 - (2) Figures to the right indicate full marks assigned to the question.
 - (3) Working notes wherever necessary should form part of answer.
- From the following particulars, you are required to prepare a cash budget for three months ending 30th November. The cash balance on 1st September was ₹ 70,000.

Month	Sales (₹)	Purchases (₹)	Wages (₹)	Factory Expenses (₹)	Office Expenses (₹)
July	80,000	40,000	5,600	3,900	10,000
August	76,500	42,000	5,800	4,800	12,000
September	78,000	38,500	5,800	4,200	14,000
October	90,000	37,500	5,900	5,100	16,000
November	95,000	43,000	5,900	6,000	13,000

Additional Information :-

- The period of credit allowed to customers is two months and one month (i) credit is obtained from suppliers of goods.
- A sales commission of 4% on sales is payable in the month following the (ii) month in which the sales dues are collected.
- Fixed assets worth Rs. 65,000 will be purchased in September, to be paid in (iii) the following month.
- Rs. 20,000 in respect of debenture interest will be paid in October. (iv)
- Wages are paid fortnightly on 1st and 16th of each month in respect of dues for the period ending on the date preceeding such days.
- (vi) Time lag in payment of factory expenses is $\frac{1}{3}$ rd month.
- (vii) Office expenses are paid in the month in which they are due.

OR

XYZ Co. produces 9000 units at 75% of its capacity and supplies you the following information:-

Particulars	7
Direct Materials	9,00,000
Direct Labour	7,20,000
Direct Overheads	3,60,000
Factory Overheads	5,50,000
Office Overheads	3,50,000
Selling Overheads	1,80,000

TURNOVER

Additioanl Information :-

- (i) Factory overheads per unit increases by 10% if capacity utilisation goes below 75% and decreases by 15% if capacity utilisation goes above 75%.
- (ii) Selling overheads per unit increases by 20% if capacity utilisation goes below 75% and decreases by 25% if capacity utilisation goes above 75%.
- (iii) Office overheads are fixed.
- (iv) The company charges profit @ 40% on selling price.

You are required to prepare a flexible budget at 60%, 75% and 100% capacity utilisation showing total cost, per unit cost and profit.

2. The following standard and actual data in respect of Chemical 'P' is made available to you from the records of Safe Chemicals Ltd.

Standard Data: (for 720 kgs. of output)		Total
Materials:	38.50€	00 ₹
450 kgs. of material A @ ₹20 per kg.	9,000	
360 kgs. of material B @ ₹ 10 per kg.	3,600	
810		12,600
90 kgs. normal loss		et dans er en l
720 kgs. State at a particular about the except	vars etja - 15 De	100
Labour:	n ho ensifiqqui	n'i mbiyo Ali
2,400 skilled hours @ ₹ 2 per hour	4,800	
1,200 unskilled hours @ ₹1 per hour	1,200	6,000
n, likaj esi or nac nemeri di babaderin	ef ef kartivologie i i a	18,600

Actual Data: (for 760 kgs. of output)	ne di camino ich o	Total
Materials:		n a Milingon ig klipn
450 kgs. of material A @ ₹ 19 per kg.	8,550	
360 kgs. of material B @ ₹ 11 per kg.	3,960	mesanik kan miliada
810	ela momentali di bis-	12,510
50 kgs. Actual loss		
<u>760</u> kgs.		
Labour:	Services and the services of the	s akina 1960 asa
2,400 skilled hours @ ₹ 2.25 per hour	5,400	
1,200 unskilled hours @ ₹1.25 per hour	1,500	6,900
	000.007	19,410

You are required to compute: (Showing working Clearly)

- (a) Material Usage Variance
- (b) Material Mix Variance
- (c) Material Yield Variance
- (d) Labour Rate Variance
- (e) Labour Cost Variance.

The budgeted and the actual sale for a period in respect of three products are given below:-

Budget Figures

Product	Quantity Units	Price Per Unit (₹)	Total Sales (₹)
A B C	1,000 750 500 2,250	5 10 15	5,000 7,500 7,500 20,000

Actuals

Product	Quantity Units	Price Per Unit (₹)	Total Sales (₹)
A B C	1,200 700 600 2,500	6 9 14	7,200 6,300 8,400 21,900

Calculate all Sales Variances including Sub-variances.

The cost records of the company gives you the following details.

Opening WIP - 2,000 units valued at ₹ 24,000. Degree of completion - Materials 100%,

Labour 60% and overheads 60%.

Current Input 8,000 units and current costs are as under.

Materials ₹ 2,00,000; Labour ₹ 76,050 and overheads ₹ 40,950.

Closing WIP 2,000 units.

Degree of completion materials 100%, Labour 50% and overheads 50%.

There is no loss of units in process. Balance output transferred to next process.

Company uses FIFO Method.

You are required to prepare:

- (i) Statement of Equivalent Production.
- (ii) Statement of Cost.
- (iii) Statement of Evaluation

Following information is available regarding process A for the month of February 2013:

Production Record:	4.000
• Unit in process as on 1-2-2013	4,000
• (100% materials complete, 25% complete for	
labour and overheads)	16,000
New units introduced	16,000
Units completed	(000
• Units in process as on 28-2-2013	6,000
(100% materials complete, 33 ¹ / ₃ % complete	
for labour and overheads.	> 100
Loss in process	NIL
G. A Basanda t	
Cost Records:	
Work-in-progress as on 01-2-2013	6,000
Materials	1,000
Labour	1,000
Overheads	8,000
the month Fahruary 2013:	
Cost incurred during the month February, 2013:	25,600
Materials	15,000
Labour	15,000
Overheads	55,600
	22,000

Use Average Method and Prepare:-

- (a) Statement of Equivalent production.
- (b) Statement showing cost for each element.
- (c) Statement of Apportionment of Cost.
- (d) Process A-A/c.
- (a) State whether the following statements are True or False.
 - The Central Excise Authorities have the right to call for a copy of the cost (i) Audit Report.
 - The sale value of units of abnormal loss is credited to the abnormal loss (ii) account.
 - The Cost Audit Report Rules provide for e-filing of Cost Audit Reports. (iii)
 - Overhead variance is nothing but variation between absorption and actual (iv) overheads.
 - UK is the first country in the world in introducing the provisions of compulsory (v) maintenance of Cost Accounting Records. [TURN OVER

(b)

SHI - IVIIN	-0020 -13.		1
(vi) Fi	xed Budget refers to budget for	fixed assets.	
(vii) De	etection of errors and fraud is or	ne of the social ob	jectives of Cost Audit.
(viii) Cu	urrent Budget is a budget whic	h is established f	or use unaltered over a
	ng period of time.	### ### ### ### ### ### ### ### ### ##	
10.	ing period of time.		
Select ti	he most appropriate option and	re-write the foll	owing sentences :-
(i)	Cost Audit Ensures		
(1)	• Accuracy of Financial A		
1.5	• Accuracy of cost recor		
	• Accuracy of books of a		
	• None of the above		
(ii)	Which of the following budge		
(11)	Production Budget		
	• Cash Budget		
(;;;)	Material cost variance is non	controllable whe	n it arises due to
(111)	• Change in quantity	• Change in w	astage
	• Change in tax rate	The second secon	
(iv)	Cost Audit is compulsory for		
(10)	• Which are ordered by M		
			ent.
	Which are ordered by I		
(11)	Overheads include		
(v)	• Indirect material, indir		
	• Indirect material, indirect material, indirect		direct expenses.
	• Fixed overheads.	0,0011110011111111111111111111111111111	
	• None of the above.		
(***)	1 11 CC	cient performance	of the company is called
(vi)		order portormano	
	as	• Financial A	udit
	Cost Audit	• None of the	

Card by ----Comparing stores requisition and Bin Card.

(vii) The Auditor should ensure that there is no fictitions entry in the Bin

• Purchase order and Stores Ledger.

- Sales invoice and Customer's ledger.
- Purchase invoice and Sales Invoice.

4.

A	nswer t	he following questions:-	
	(a)	Opening WIP-4,800 units. Current Input 30,600 units closing WIP 5,400 units	
		completed units 22,800.	
	ora e i.	Normal Loss is 10% of production.	
		Calculate: Normal Loss Units	
		Abnormal Gain / (Loss) Unit	jo č
	(b)	Find out the missing values.	•
	(0)	(i) MCV ₹ 100 (A) MPV ? MUV 130 (F)	
		(ii) LRV ₹ 80 (F) LEV ₹ (150 A) LCV?	
		(iii) Variable overhead variance?	
		Variable overhead Efficiency Variance ₹ 250 (F)	
		Variable overhead Expenditure Variance ₹ 400 (A)	
	(-)	c	3
	(c)	Skilled 10 Hours, Semiskilled 12 Hours and Unskilled 15 Hours.	
		Prepare Labour Hours Budget and Labour Cost Budget for 1,000 units. Skilled	
		labour rate ₹ 100 per hour, Semi-skilled 80 per hour and Unskilled ₹ 50 per	
		hour. Standard Labour Hours are 10,000 and revised standard labour hours are 12,000.	2
	(d)	Standard Labour Hours are 10,000 and revised standard labour hours are 10,000 and 10	
		Standard Labour Rate per Hour is ₹ 20. Calculate Labour yield variance.	2
	(e)	Material consumption is 8 kgs. per unit. Normal loss is 20% of Input Material.	-
		Calculate the material (kgs) consumption and requirement for 10,000 units.	2
	(f)	Equivalent materials units are 10,000. Normal scrap realisable value ₹ 3,000.	And .
		Material cost anounted to ₹ 70,000. Calculate material cost per unit.	

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in angle of speed that to be interpreted in a speed of the speed of th

twill the Anthor should ensure that their land Morti, on epity

C. W. C.

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M	N	-6	8	0

	N.B. • (1)	(2 Hours) [Total Marks: 60 All questions are compulsory.	
	(2)	Figures to the right indicate full marks.	
	1. (a)		plain the effects of Tariff and non tariff barriers on international trade. OR	14
	(b)	(i) (ii)	1 8 T with the types of dumping.	7 7
	2. (a)	(i) (ii)	C Tollowing micegiation.	7 7
	(b)	(i) (ii)	Describe the achievements of SAARC. Describe the benefits of NAFTA to Canada.	7
()	3. (a)	(i) (ii)	Describe the trends in global trade of developing countries. Describe briefly the main aspects of Agreement on Agriculture under WTO. OR	7 7
	(b)	(i) (ii)	Describe the important contentions issues of WTO. Describe the changing pattern of global trade.	7 7
4	. Writ	(a) (b) (c)	planatory notes on any two :— International cartel European Union Dispute settlement mechanism of WTO	9
			함께서는 마르 시민이 사이는 도로를 했다. 그는 부부를 하고 하고 있어? 이번 시간이다.	9
			(मराठी रुपांतर)	
ूच	ाना : (१) (२)	स उ	(२ तास) (एकूण गुण:६० र्व प्रश्न अनिवार्य आहेत. जवीकडील अंक प्रश्नांचे पूर्ण गुण दर्शवितात.	
ζ.			किंवा	१४
	(ब) ((१) २)	ard arts sully heard the light artifum and the light artifum artifum and the light artifum a	હ હ
	(अ) ((१) २)	आर्थिक एकात्मतेच्या बाजुने असणाऱ्या युक्तीवादाची चर्चा करा. APEC या संघटनेची उद्दीष्ट्ये आणि साध्य स्पष्ट करा. किंवा	ড ড
	(ब) ((:	१) । २) ः	सार्कने साध्य केलेल्या उद्दीष्टाची चर्चा करा. नाफ्ता (NAFTA) या संघटनेचे कॅनडा या राष्ट्राला झालेले फायदे स्पष्ट करा.	9
	(अ) (१ (२	() () 7	जागतिक व्यापाराच्या विकसनशील देशातील प्रवृत्ती स्पष्ट करा. जागतिक व्यापार संघटनेचे शेतीविषयक कराराचे प्रमुख मुद्दे स्पष्ट करा. 🎨 ए किंवा	9
	(ন্ন) (ম (ন	() 3	जागतिक व्यापार संघटनेशी निगडीत महत्त्वाच्या मुद्यांची चर्चा करा. जागतिक व्यापाराचा बदलता आकृतीबंध स्पष्ट करा.	
	खालीलं (अ	ौकी '	कोणत्याही दोहोंवर स्पष्टीकरणात्मक टिपा लिहा :- आंतरराष्ट्रीय कार्टेल	
	(ब) र्	युरोपियन युनियन	
	(क) 3	जागतिक व्यापार संघटनेची तंत्र निवारण व्यवस्था. ९	

Con. 6966-13.

MN-6805

(2 Hours)

[Total Marks: 60

N.B.: (1) All questions are compulsory.

- (2) Figures to the right indicate Full marks.
- 1. a) What is strategic management? Explain the various corporate level strategies. OR
 - b) Describe the components of Business Environment.
- 2. Attempt any two of the following:-

15

- (a) Write a note on SWOT Analysis.
- (b) Explain the External causes of organisational failures.
- (c) Elaborate on the form of corporate restructuring.
- 3. Attempt any two of the following:-

15

- (a) Bring out the strategic reasons of growing outsourcing in India.
 - (b) What is mean by MIS? Explain the characteristics of strategic MIS system.
 - (c) State and explain the virtual company strategies.
- 4. Write explanatory notes (any two):-

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- (a) Benefits of strategic management.
- (b) BCG model.
- (c) Strategies in Telecommunication sector.

(मराठी रूपांतर)

(२ तास)

[एकूण गुण : ६०

सूचना: (१) सर्व प्रश्न आवश्यक आहेत.

- (२) उजवीकडील अंक पूर्ण गुण दर्शवितात.
- (३) इंग्रजी प्रश्न मूळ मानावेत.
- १.अ) व्यूहरचना व्यवस्थापन म्हणजे काय? संघटना स्तरावरील विविध व्यूहरचना (डावपेच) स्पष्ट करा. **१५ किंवा**
 - ब) व्यवसाय वातावरणाच्या घटकांचे वर्णन करा.