

(DEMB11)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Nature of corporate planning.
b) Board of Directors.
c) Operating analysis.
d) Mergers.
e) Strategic control.
f) Innovative strategies.

SECTION-B

(3 × 15 = 45)

Answer Three questions

- Q2)** Describe the nature and significance of strategic management.
- Q3)** Examine the role of Board of Directors in corporate management.
- Q4)** State the benefits and limitations of acquisitions.
- Q5)** Give an overview on strategic alternatives.
- Q6)** What is turn – around management? Bringout its objectives.
- Q7)** Discuss the concept and importance of cost analysis.

SECTION-C

(10)

Compulsory

Q8) Case study:

ABC limited a large Indian company producing and distributing cold drinks in India. The company has been existence for last 15 years. It has a big manufacturing plant situated in Delhi and a fleet of trucks for the purpose of controlled and efficient distribution of cold drinks in neighbouring states as well as in Delhi, with its ask supply chain management. Employees working in the company are fully satisfied with service conditions, promotional avenues and welfare schemes launched by the company for them. The customers do also feel comfortable and satisfied with the drink both in terms of quality and satisfaction. But after the entry of two big multinational companies, the entire situation has changed and the company has lost 90% of its market share to these companies and thus binding difficulty for competing with them and survival in the market.

Questions:

- a) Make a SWOT analysis of ABC Ltd.
- b) Suggest suitable strategies to regain its market share.
- c) Explain how the company can work out its survival strategies in light of competition from multinational companies.

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(DEMB12)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

**First and Second Years
INTERNATIONAL BUSINESS**

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) International Trade.
b) Free trade Vs. protection.
c) MNCs.
d) Business negotiations.
e) LDCs.
f) International logistics.

SECTION-B

(3 × 15 = 45)

Answer Three questions

- Q2)** Define international business. Describe its process.
- Q3)** Critically examine different theories of international trade in brief.
- Q4)** Examine the significance of strategic planning in international business.
- Q5)** Describe the role of WTO in strengthening business relations between countries.
- Q6)** Explain the significance of HRM in MNCs.
- Q7)** State the factors influencing the culture of multinational corporates.

Compulsory

Q8) Case study.

The impact of the WTO

China's entry into the WTO in 2001 has made it more active in the field of international trade through interactions with other LDCs. Long before joining the WTO, China lowered its tariff rates on several occasions and realized the need for convertibility of the Chinese currency (RMB). After becoming a member, it has cut the average tariff level of over 5000 imported goods from 15.3 percent to 12 percent. China is opening its agricultural goods and general goods markets, as well as services markets. It is expected that all these will boost foreign investment in China. However, it will not be an unmixed blessing for China. The import bill now is likely to be much Higher than before. So, if China is not able to constantly increase its exports, its current account balance of payment may pose a problem as in other developing countries. The downside of its entry to the WTO is that there would be an expanded pressure of neo-liberal globalization and Western influence in China, which may affect its traditional taboos and culture. China also actively participates in the activities of the Asian-Pacific Economic Cooperation Organization and plays a very decisive role in all its policy making processes. China's role in bilateral trade relations with many developed countries including the USA, the EU, Russia, and Japan are strengthened every year. India's experience with the WTO is not a happy one. Before the introduction of agricultural liberalization In India, agricultural commodity prices were lower than their international market prices. Hence, exports of farm products from a country like India were rather a lucrative proposition for the peasants, and as farmers are price-responsive, they used to increase production for exports. This trend continued in the first phase of globalization in the 1980s. However, the trend reversed since the 1990s, particularly after the so-called special and differential treatment of the less-developed agriculture by the WTO. The typical LDCs studied by the FAO showed a rise in the export of agricultural products based on their performance in the phase of globalization of the 1980s; but in the 1990s, in spite of the WTO's special and differential policy, the imports of agricultural products as a result of subsidy-induced price fall in the international market increased several times in these developing countries (FAO 2000).

Since the prices of agricultural products have become lower in the international market, Indian farm products' exporters have become much poorer. This has led to widespread protests, frustration, and even farmers suicides. The growing economic problem has now become a human problem (Datta 2004). In India, agricultural exports as a percentage of total exports went down from 30.7 (1980-81) to 19.4 (1990-91) to 15.4 (1999-2000), to 13.5 (2000-01). The situation is quite opposite of what was expected. The large amount of imports has created two adverse problems-export-import imbalance and fall in the prices of domestic food products. Although exports went up by 83 per cent, the import of agricultural products in India escalated to 168 per cent. This export-import imbalance in India has been responsible for a structural adjustment that led to lower the compound rates of growth of food grains production in India. However, there has been some sort of apathy towards the agricultural sector, as it is not remunerative any longer. Kulaks are shifting to other business in the non-agricultural sector, city-ward migration has been increasing and, employment in agriculture, mining and quarrying, and community and personal services has indeed decelerated.

Discussion Questions:

- a) 'India's experience with the WTO is not a happy one.' Explain.
- b) What do you think is the likely impact of China's entry in the WTO? Give reasons for your answer.
- c) How has Indian agriculture been affected by the WTO's policy? Discuss.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) IRM.
b) System development.
c) Online environment.
d) Hardware.
e) Query Language.
f) Caribbean community.

SECTION-B

(3 × 15 = 45)

Answer Three questions

- Q2)** Write a note on conceptual foundations of Information systems.
- Q3)** What are the steps involved in implementation of projects?
- Q4)** Explain about different kinds of computer networks.
- Q5)** Discuss in detail about relational data base management systems.
- Q6)** Give an overview on future trends in DBMS.
- Q7)** State the objectives and requirements for information resource management.

SECTION-C

(10)

Compulsory

Q8) Case study.

A leading Automobile marketer wants to enter into Indian Market. He wants to market its cars in three models at different rates through a network of dealers across India. You, being an expert in MIS, are requested to suggest how they can implement MIS through different stages and internet for his company.

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(DEMBB1)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

B-FINANCIAL MANAGEMENT

Security Analysis & Portfolio Management

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Securities.
b) Market hypothesis.
c) Industry analysis.
d) Preference capital.
e) Managed portfolios.
f) Equity shares.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Describe the nature and scope of investment decisions.
- Q3)** Write about methods used for valuation of shares.
- Q4)** What are the functions of security markets?
- Q5)** Discuss about technical analysis of equity investments.
- Q6)** Critically examine the theory of capital market.
- Q7)** Explain about portfolio process followed by investment companies.

SECTION-C

(10)

Compulsory

Q8) Case study:

A Portfolio Planner has gathered the following details from the Market. Construct an efficient portfolio using the concept of single index of Sharpe. Risk free return is 8% and return on market portfolio is 12% with market variance of 18% (8 marks)

Security	Expected Return (%)	Beta	Unsystematic Risk(%)
X	27	0.7	40
Y	25	1.2	30
Z	20	1	34
W	17	1	26
U	15	1.1	25
V	9	0.7	15

x x x

(DEMBB2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

B-FINANCIAL MANAGEMENT

Financial Markets & Derivatives

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Trade bills.
b) Government securities.
c) Stock option prices.
d) Swaps.
e) Derivatives.
f) Interest rates.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** State the instruments of capital markets.
- Q3)** Bringout the features of primary and secondary market.
- Q4)** Describe the role of SEBI in regulating securities market.
- Q5)** Discuss about Black-Scholes option model.
- Q6)** Enumerate the position of derivatives market in India.
- Q7)** Explain various types of trades of derivative securities.

SECTION-C

(10)

Compulsory

Q8) Case study.

Company X and Y both wish to borrow Rs. 10 Crore for 5 years. Company Y wants to arrange a floating rate loan. The rate of interest is six-month LIBOR. Company X wants to arrange a fixed rate loan. They have been offered the following terms:

		Fixed rate	Floating rate
Company X	...	10.0%	Six-month LIBOR + 0.3%
Company Y	...	11.2%	Six-month LIBOR + 1.0%

Show the transaction without intermediary and with intermediary.

x x x

(DEMBB3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

B-FINANCIAL MANAGEMENT

International Financial Management

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer any Three questions

- Q1)** a) Finance Function.
b) Forward exchange rate.
c) Inventory management.
d) Investment strategy.
e) Forex risk.
f) BOP.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** State the functions of International Financial Management.
- Q3)** Bringout the features of international financial system.
- Q4)** Explain the methods of exchange rate determination.
- Q5)** Briefly explain various exposures of foreign exchange.
- Q6)** Write a note on international cash management.
- Q7)** Give an overview on international financial regulation.

SECTION-C

(10)

Compulsory

Q8) Case study

The treasurer of an Indian firm wishes to borrow 3 months funds in the Euromarket. The accessible rates are as follows:

3-month EUR: 6.50%

3-month E: 10.25%

3-month CHF: 4.50%

3-month \$: 8.75%

The 3-month spot and forward rates against the rupee are

\$/A Spot: 48.00

90-day forward : 49.3211

EUR/A Spot: 42.00

90-day forward : 42.9964

E/A Spot: 69.00

90-day forward : 70.0419

CHF/A Spot : 21.75

90-day forward : 23.1050

If the corporate policy is to cover all exchange risks, in which currency should she borrow?

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(DEMBB4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

**First and Second Years
B-FINANCIAL MANAGEMENT
Management of Financial Services**

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Financial Market.
b) Stock Exchange.
c) Broking
d) Debt securitization.
e) Factoring.
f) Discounting of bills.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Discuss about various participants in financial markets.
- Q3)** Explain about regulation of mutual funds in India.
- Q4)** What are the functions of merchant banks?
- Q5)** State the merits and demerits of credit rating.
- Q6)** Listout various financial services provided by banks.
- Q7)** How to manage risks in financial services? Explain briefly.

SECTION-C

(10)

Compulsory

Q8) Case study.

A company is considering to lease an equipment which has a purchase price of Rs. 10,50,000. The equipment has an estimated economic life of 5 years. As per the income tax rules a written down depreciation at 25% is allowed. The lease rentals per annum are Rs. 3,60,000. The Co's marginal tax rate is 33.33%. If the before-tax borrowing rate for the company is 13%, Should the company lease the equipment?

x x x

(DEMBB5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

**First and Second Years
B-FINANCIAL MANAGEMENT
Project Management**

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Economic analysis.
b) Project reports.
c) Time scales.
d) Project implementation.
e) Integrated project management.
f) Feasibility analysis.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Describe the steps in formulation of detailed project reports.
- Q3)** Examine the need for market and demand analysis.
- Q4)** What is network analysis? Explain its significance.
- Q5)** Discuss about various costs associated with project planning.
- Q6)** Explain about material and equipment required for project management information system.

Q7) Discuss in detail about evaluation of completed projects.

SECTION-C
Compulsory

(10)

Q8) Case study.

Mr. Soma Sundaram has recently taken over as the new chief of the Marketing Division of Hilltop Refrigerator Ltd., a reputed manufacturer of air-conditioners of window-mount and car varieties. In the recent Board meeting Sundaram tried to convince the Board members that at present the best way to improve profitability of the company is through product diversification. According to him, since it is almost always economically justifiable for the company to expand through extending the product line, the company would do good to start producing refrigerators, besides air-conditioners. I concede that the refrigerator market is highly competitive and is dominated by two giant firms ever cool and polar bear. Both these companies are producing a variety of refrigerators but the economy class refrigerators are their forte. It is but logical for us to go in for the production of premium (up-scale, high price) refrigerators. This will not only expose us to lesser competition but also fetch high profit margins for the company. I must confess that the refrigerator sales involve substantial discounts which vary over seasons. The MD of Hilltop turned towards the purchase manager for his opinion. He informed that, "the market supply of good quality compressor units for the refrigerators is erratic and its price has been found to spurt up occasionally. I believe that the refrigerator business would be successful only when we have our own facility to produce good quality compressors". When the chief of the production unit asked about his reactions was not ready to try this proposal. According to him "The compressor production is highly automated process. Creating compressor production facilities in the company for the proposed refrigerator project, no doubt, seem justified. But, there are some aspects of production which do not justify this project. I shall study them in detail and send a detailed note to every member within a week".

Questions:

- a) What do you think are the issues which the project manager will highlight in this case.
- b) Can you point out some other flaws in the project proposal?
- c) Can you suggest an alternative proposal?

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