

(DEMB11)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three of the following

- Q1)** a) Board of directors.
b) Competitive analysis.
c) Diversification.
d) Portfolio analysis.
e) Turn-around management.
f) Display Matrices.

SECTION – B

(3 x 15 = 45)

Answer any three of the following

- Q2)** Explain the evaluation and control of strategy.
- Q3)** Discuss in brief about Corporate Policy and Planning in India.
- Q4)** Explain the role and skills of Top Management.
- Q5)** Differentiate between operating and financial analysis.
- Q6)** Write a short note on:
a) Environmental analysis.
b) Internal corporate analysis.

Q7) Explain the steps involved in Turn – around management.

SECTION – C

(10)

Q8) Case Study:

In the 2000s, telecommunications (telecom) company Bharti Airtel Limited (BAL) was the market leader in the Indian telecom market. It had established itself as the leader in the market by differentiating itself with its focus on building a strong brand through innovation in sales, marketing and customer service and an innovative cost effective business model. Analysts also credited BAL with negotiating the regulatory hurdles in this emerging market and competition very effectively. This enabled it to become profitable despite the Indian telecom market having the lowest tariffs in the world.

Some analysts opined that BAL's unique business model had become the benchmark for emerging markets. Mobile telephony in India was experiencing the fastest growth in the world and India was already one of the leading markets in terms of mobile subscriber base. Despite Average Revenue per User (ARPU) figures in the country being quite low compared to many other markets, it was viewed as an attractive market as mobile penetration of the market, particularly in the huge rural areas in India, was still low. With the developing market in the West reaching high levels of saturation (70% in US and 100% in some European markets), many global telecom operators were looking at emerging markets for their growth and this made India a prime target market for these firms. The market in India was also expected to witness many changes with the introduction of new technologies and mobile number portability.

Since 2007, BAL had been facing serious threats to its leadership position. On the one hand, there was the onslaught from global players such as Vodafone and Virgin Mobile and on the other, the threat from established Indian companies such as Reliance Communications Ltd., Tata Teleservices Ltd., and the state-owned Bharat Sanchar Nigam Ltd., (BSNL). Moreover, the market was expected to witness the entry of some more Indian and foreign companies. BAL had responded to investing heavily in expanding its network, technology and marketing. It was trying to cover all segments of the population-from the tech-savvy youth population who coveted the latest Value-Added Services (VAS) to the Bottom of the Pyramid (BoP) segment who would be satisfied with a low-cost offering.

In early 2008, BAL, which still dominated the Indian telecom market and was the worlds tenth largest telecom company, was also readying itself to replicate its success story in some other emerging markets.

Questions:

- a) How Bharti Airtel Ltd., tapped the opportunities in the Indian telecom sector and established itself as the market leader.
- b) Analyze the booming telecom sector in India that was experiencing high growth rates, with special emphasis on the competitive landscape in the sector.
- c) What are the opportunities that emerging markets such as India offer to global business enterprises.



(DEMB12)

Total No. of Questions : 8]

[Total No. of Pages : 03

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

Second Year

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Globalisation.
b) Intellectual property rights.
c) Theory of comparative advantage.
d) GATT.
e) Transnational strategy.
f) MNC's.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** What is international business? Enumerate the modes of operations in international business.
- Q3)** Briefly explain about Free trade theories.
- Q4)** What are the various types of strategies in international business?
- Q5)** Explain the origin and objectives of IMF.
- Q6)** What is HRM? What are the factors influencing HRM in international business?

Q7) Distinguish between centralization and decentralization in organizational design.

SECTION – C

(10)

Q8) Case Study:

Mid-West Manufacturing Company manufactured electronic sensing -equipment and had revenues of about \$20 million. The president of Mid-West had founded the company five years ago and had been fairly successful in developing sales and acquiring capital to run the corporation. Two years ago a major oil company acquired 35% of Mid-West's shares and provided funds for expansion of plant and capital equipment. Continued rapid growth of the company, however, was causing continual cash-flow problems. The cash-flow problems were compounded by extensive price cutting by competitors which reduced MidWest profit margins considerably.

Mid-West's President was never a believer of corporate planning. But the executives of oil company through their representation on the board began insisting on a 3-year business plan. Mid-West never had even an annual plan for the corporation. Since the President was against planning the oil company executives approached the executive Vice President and key managers and requested that a plan be developed.

Marketing Manager told the executive Vice President that it would be difficult for him to contribute to the plan without specific delineation of corporate, goals from the President. If the goal was to increase market share and corporate revenues, Mid-West would have to sell their products slightly below the competition. This strategy in the near-term would certainly cause red ink in the bottom line. If the goal was to be profitable, he would go after only high profit margin market niches and be big in small markets. This would mean lower revenues and less prominent position in the industry. Marketing Manager said bluntly that unless he had specific direction (strategic objectives) from the top, he would not participate in the planning process.

Director of Engineering was convinced that if minor improvements were made to the production process they would yield immediate reduction in manufacturing costs. But the president was against making these changes. The current production process, even though a little expensive gave a distinguished look to Mid-West's products. He contended that if the changes were made, their product would look like every body else's.

Director of R & D had specific - projects that needed approval from the President. The success in these projects would result in 10 to 30% cost reduction in key products. The President was reluctant to approve these projects, because it would mean drastic changes to the original process developed by the President himself. President believed that his process was still the best and could-not be improved upon.

The executive Vice President summarized the position of Mid-West to the oil company executives as follows. Mid-West needs to resolve specific issues both on technical and marketing side. All these require major decisions from the president. Some issues involve specific philosophy and beliefs. Unless we-get resolution and clarification, the planning would be worthless. The key issue was the absence of top management support for formulation of mission, objectives and strategies, i.e. conceptual planning.

Analyse the case and Discuss

Questions:

- a) What Steps are necessary to begin a planning function at Mid-West'.
- b) What would be the consequences of not developing corporate plan on company's Future?
- c) Why was Mid-West so successful without corporate planning up to now? What has changed that requires planning in future.



(DEMB13)

Total No. of Questions : 8]

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Operating elements of information systems.
b) Conceptual design of a system.
c) Real time systems.
d) Types of transmission.
e) Data base design.
f) Relational operations.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** Explain the process of decision making. Discuss the evaluation of MIS. Describe information resource assessment process.
- Q3)** Describe the phases in the system analysis and design. Describe on-line system analysis and design.
- Q4)** Describe modes of transmission. Describe OSI reference model. Describe the various applications of networks.
- Q5)** What are the limitations of file systems? Describe Codd's rules.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.

Q7) Discuss computer applications with reference to a textile company.

SECTION – C

(10)

(Compulsory)

Q8) Case Study:

- a) Discuss the development of a marketing information system and the data requirements of each of its subsystems.
- b) Shenzhen University in China has approximately 6000 students and 600 faculty members, whose primary mission is to serve the scientific, technical, economic and managerial needs of the Shenzhen special economic zone.

A few years ago the university had developed information systems for many applications, such as information retrieval, faculty management, student registration and financial management. However these systems could not share data or messages. This resulted in inflexibility and data redundancy.

The following goals were set for developing a system that would address some of these issues and cover all aspects of university management:

- 1) The system should meet the growing needs of users.
- 2) The system should be dynamic and adaptable to advances in hardware and software technologies.
- 3) All applications on the system should be fully integrated.

Discuss the development of a new system for the university and its information requirements.



(DEMBB1)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

B-FINANCIAL MANAGEMENT

Security Analysis & Portfolio Management

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Investment analysis.
b) Internal rate of return.
c) Equity market.
d) Mutual funds.
e) BSE.
f) Capital markets.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** What is Risk? Explain the sources of risk.
- Q3)** Explain the role of SEBI in security markets.
- Q4)** How do you analyse a company for equity investment? Explain brief.
- Q5)** Explain the following:
a) Conversion price.
b) Required rate of return
c) Liquidation value.
d) Call risk.

Q6) Enumerate the capital market theory.

Q7) What are the major advantages of investment through mutual funds?

SECTION – C
(Compulsory)

(10)

Q8) Case Study:

The following table gives an analyst's expected return on two stocks for particular market returns:

Market return	Aggressive stock	Defensive stock
5%	(-)5%	8%
25%	40%	18%

- a) What are the betas of the two stocks?
- b) If the risk free rate is 8%, what is the SML?



(DEMBB2)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

B-FINANCIAL MANAGEMENT

Financial Markets & Derivatives

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 × 5 = 15)

Answer any three

- Q1)** a) Capital market.
b) Treasury bills.
c) Depository system.
d) Forward contracts.
e) Future prices.
f) Interest rate futures.

SECTION – B

(3 × 15 = 45)

Answer any three

- Q2)** Explain the black-scholes model and highlight its limitations.
- Q3)** State the reasons for explosive growth of derivatives.
- Q4)** Explain recent trends in Indian money market.
- Q5)** State the measures taken by SEBI for increasing liquidity in stock market.
- Q6)** Elucidate general approach to pricing derivative securities.

Q7) Who are the participants in derivative markets?

SECTION – C

(10)

(Compulsory)

Q8) Case Study:

From the following data, calculate the value of a call option:

Style of option = European

Current price of the stock = A 600

Option period = 6 months

Time intervals for change at each = 3 months

Up movement factor (U) = 1.1

Down movement factors (d) = 0.9

Exercise interest rate = 12% p.a.

Draw a two-step binomial tree, show the stock prices at each node and calculate the option price.



(DEMBB3)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(Second Year)

B-FINANCIAL MANAGEMENT

International Financial Management

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Foreign exchange.
b) MNC.
c) Globalisation.
d) Migration.
e) Capital Account.
f) Payment terms.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** What is international financial management? What are the objectives of international financial management?
- Q3)** Briefly explain the finance function in a multi-national company (MNC).
- Q4)** How accounting exposures are managed at international level? Explain.
- Q5)** What are the various financing techniques in foreign trade?
- Q6)** Briefly explain about international inventory management.

Q7) Briefly discuss about FERA and FEMA.

SECTION – C

(10)

(Compulsory)

Q8) Case Study:

A US multinational is planning to set up a subsidiary in India. The initial project cost is estimated to be US \$ 10 billion. The working capital requirement would be Rs. 2 billion. The project is to generate a cash inflow of Rs. 7 billion/year in first 3 years and then a growth of 5 percent per year is expected up to the 8th year. Thereafter, there will be a decline of 7 percent in growth per year and the project will be closed down at the end of 12 years.

Consider a discount factor of 12 percent and depreciation of rupee against dollar at the rate of 1 percent per year. Is the project worthwhile? Tax rate in India is 35 percent. Study the project from the point of view of both the US multinational and the Indian Subsidiary. The current exchange rate is Rs. 45/US\$.



(DEMBB4)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

Second Year

B-FINANCIAL MANAGEMENT

Management of Financial Services

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three

- Q1)** a) Factoring.
b) Leasing.
c) Trading in equity.
d) Merchant banking.
e) Restructuring.
f) Credit rating.

SECTION – B

(3 x 15 = 45)

Answer any three

- Q2)** Enumerate the participants under financial markets.
- Q3)** Explain about broking and trading in equity.
- Q4)** Explain the relevant regulations under mutual funds.
- Q5)** Explain the role and functions of merchant banking.

Q6) Explain about housing finance and credit rating.

Q7) Explain the mechanism involved in forfeiting.

SECTION – C

(10)

(Compulsory)

Q8) Case Study:

You are the proud owner of a three-storeyed residential apartment complex. Each floor has two flats, of which one has a larger area of 1200 sq.ft and the other a relatively smaller area of 800 sq.ft. A 42-months arrangement has been concluded with the domestic arm of a US firm specialising in BPO. for use of all the six flats for their employees, at a rental of Rs.25 per sq.ft per month. The arrangement also provides that the responsibility for meeting maintenance charges, including water, electricity and housekeeping will be that of residents. A nationalised bank has approached you with the cash-in-future rental facility, offering an immediate payment of Rs.53.87 lakhs, from the date the contract becomes effective. If you happen to have one offer on hand, that carries an implicit rate of 10%, p.a., would you accept it, and why?



(DEMBB5)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

B-FINANCIAL MANAGEMENT

Project Management

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 × 5 = 15)

Answer any three of the following

- Q1)** a) Feasibility study.
b) Project Appraisal.
c) PERT.
d) Material handling principles.
e) Control system.
f) Project review Vs operation review.

SECTION – B

(3 × 15 = 45)

Answer any three of the following

- Q2)** Explain different types of analysis that needed for undertaking projects.
- Q3)** Why is project planning so important? Discuss the pros and cons concerning the early participation of the various functional areas in the project plan?
- Q4)** Explain the steps that are involved in formulation of Project Reports.
- Q5)** Discuss the applications of computers in Project Management.

- Q6)** What tools are available to the Project Manager to use in controlling a project? Identify some characteristics of a good control system.
- Q7)** Explain the concept of project review technique.

SECTION – C
(Compulsory)

(10)

Q8) Case Study:

Given below are 4 sets of 3 items each. In each set, the first is a resource which is required for the production of two different “produce”; these two “produce” are the next two items in the set. Indicate for any two of the sets, your assessment about whether the resource is to be considered as “Merit” or demerit” type and which of the two “produces” is more of a “ment” good than the other. Justify your response and indicate how the NPV of projects involving the use of a given resource adjusted downwards or upwards.

- | | | |
|--|--|---|
| a) land; | Sugarcane; | Rice |
| b) Petroleum
Gas
(Which is
currently
burnt away
as refinery
flame) | Bottled in
Cylinders for
domestic
consumption | Piped or supplied
in bulk tankers
to industries |
| c) Diesel-oil | Railway transport
for moving
commodities | Real transport
for passengers |
| d) Steel | Automobiles | Machine tools |

