

(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.



(DEMBE1)

Total No. of Questions : 10]

[Total No. of Pages : 01

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

(First and Second Years)

E-BANKING AND INSURANCE MANAGEMENT

Theory & Practice of Banking in India

Time : 3 Hours

Maximum Marks : 70

Answer any five questions

All questions carry equal marks

- Q1)** Explain the role of commercial banks in rural development.
- Q2)** 'Commercial banks are primary source for industrial finance'. Discuss.
- Q3)** What is merchant banking? What are its functions?
- Q4)** Explain the following:
- a) Indigenous bankers.
 - b) Foreign banks.
 - c) RBI.
- Q5)** What are the features of Co-operative banks?
- Q6)** What are the uses of call money market?
- Q7)** Define personal banking. What are the uses of personal banking?
- Q8)** Who is a paying banker? Explain the responsibilities of paying banker.
- Q9)** State the precautions that should be kept in mind while sanctioning loans against immovable property.
- Q10)** State the restrictions for granting loans by banks.



(DEMBE2)

Total No. of Questions : 10]

[Total No. of Pages : 01

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

(First and Second Years)

E-BANKING AND INSURANCE MANAGEMENT

Management of Financial Service

Time : 3 Hours

Maximum Marks : 70

Answer any FIVE questions

All questions carry equal marks

- Q1)** Give an overview of Indian Financial system.
- Q2)** Explain regulatory framework for financial services.
- Q3)** Explain the functions and powers of stock exchanges.
- Q4)** Discuss the various schemes offered by mutual funds.
- Q5)** What are the major issues of mergers and amalgamations?
- Q6)** Explain the functions of a credit rating agency.
- Q7)** Elucidate the various types of securitization instruments.
- Q8)** Discuss various types of leasing.
- Q9)** Explain different types of credit cards and their uses.
- Q10)** Explain the guidelines for venture capital in India.



(DEMBE3)

Total No. of Questions : 10]

[Total No. of Pages : 01

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

(First and Second Years)

E-BANKING AND INSURANCE MANAGEMENT

Insurance and Risk Management

Time : 3 Hours

Maximum Marks : 70

Answer any FIVE questions

All questions carry equal marks

- Q1)** What is risk? What are the types of risks?
- Q2)** Briefly explain about the theories of risk management.
- Q3)** What are the roles and responsibilities of chief risk officer?
- Q4)** Enumerate the legal framework for insurance business.
- Q5)** What are the types of insurance organization?
- Q6)** What is underwriting? Explain the objectives of underwriting.
- Q7)** Explain the process of claims settlements, in insurance.
- Q8)** State the disadvantages of insurance agents/brokers.
- Q9)** What are the investment trends of insurance companies in India?
- Q10)** What is re-insurance? What are the techniques of re-insurance?



(DEMBE4)

Total No. of Questions : 10]

[Total No. of Pages : 01

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

Second Year

E-BANKING AND INSURANCE MANAGEMENT

Principles & Practice of Life & General Insurance

Time : 3 Hours

Maximum Marks : 70

Answer any five questions

All questions carry equal marks

- Q1)** Define Insurance. What is the importance of Insurance from the Social Point of view?
- Q2)** What are the essentials of a life Insurance contract? How does it differ from General Insurance and double insurance?
- Q3)** What are the essential features for Insurance?
- Q4)** Illustrate the concept of Insurable Interest.
- Q5)** What are various types of policies covered under life insurance?
- Q6)** Explain the procedure for assessing premium plan.
- Q7)** Explain the essential features of a five insurance contract and what are the rights of the insurer under such a contract?
- Q8)** What is a Voyage policy? Does the deviation of a ship from the Voyage contemplated affect the insurer's liability?
- Q9)** Explain the meaning of 'fire' in a fire policy? What are the different types of fire policies?
- Q10)** Illustrate different types of schemes and policies covered under Cattle and crop insurance.



(DEMBE5)

Total No. of Questions : 10]

[Total No. of Pages : 01

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

(First and Second Years)

E-BANKING AND INSURANCE MANAGEMENT

Insurance Law

Time : 3 Hours

Maximum Marks : 70

Answer any five questions

All questions carry equal marks

- Q1)** Explain consideration. Discuss the features of consideration.
- Q2)** Differentiate between void and voidable contract.
- Q3)** Explain about Insurance Regulatory and Development Authority Act, 1999.
- Q4)** Explain the provision of Insurance Act, 1938.
- Q5)** Describe the inherent and contractual duties of good faith.
- Q6)** Explain the remedy for unfair contract.
- Q7)** Describe the conditions necessary for right of contribution.
- Q8)** What are types of Insurance Interest? Explain the right of insured.
- Q9)** Explain Re-insurance. What are the general principle of re-insurance.
- Q10)** What is Re-insurance? Explain its advantages and disadvantages.

