

**(DEMB 11)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First and Second Years**

**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Role of Top Management.  
b) Vision.  
c) Internal Corporate Analysis.  
d) Types of Mergers.  
e) Diversification.  
f) Operating Analysis.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Discuss role and functions of Board of Directors.
- Q3)** Explain how organisations respond to environmental uncertainty, complexity and dynamism.
- Q4)** Explain the method of constructing BCG matrix. What are its uses and limitations?
- Q5)** Explain the Shell's directional policy matrix. Is it different from GE business screen?
- Q6)** "Evaluation of strategy is a difficult exercise". Do you agree with this statement? Give reasons.

**Q7)** Why are Joint Ventures promoted? What are the problems associated with Joint Venture Projects?

**Section – C**

**(10)**

(Compulsory)

**Q8)** Case Study :

SR Limited (SR) is a producer of health foods. The company was set up in 2006 by Suman Raj who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banarjee always wanted to own and operate his own business. He welcomed the change to breakaway from what he termed a giant bureaucracy. In 2007, SR was earning a return on investment of 20 percent. The company sale in that year was Rs. 260 lakh. Mr. Banarjee felt that the firm was very successful but his objective was to increase sales and profits. In his own opinion as a marketer, this could be accomplished without continually adding new products.

The company produced several items like salt free nuts, roasted nuts, dehydrated fruits, and almond and cream biscuits. The other items like packed teas, coffee, vitamins and ice creams produced from other producers and used the SR brand on them. Mr. Banarjee has targeted on middle and upper middle class living in urban areas. Some of his competitors aimed upper middle and luxury class while some others oriented their marketing mix primarily on health conscious people.

SR distributed its products throughout the country using wholesalers. Four Regional managers of the company supervised these. 24 Area managers reported to these Regional managers. In 2009, some of the company operating personnel came up with a new cereal product they felt could be profitably sold by the firm. The product resembled corn flakes in structure, but had a nutty flavour. Further, it contained most of the vitamins recommended by the physicians plus folic acid, minerals, iron and calcium. The feedback upon testing was encouraging; Mr. Banarjee decided to introduce it to the mass consumer market. In his opinion, the major super market chain would be invited to carry this product. He branded the product as X.

Questions :

- a) What are the new product launching strategies available for X? Explain.
- b) Do you think Mr. Banarjee is following the right distribution strategy?
- c) Develop a marketing mix strategy for X.



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Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**INTERNATIONAL BUSINESS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

- Q1)** a) International Trade.  
b) Free Trade Vs. Protection.  
c) MNCs.  
d) Business Negotiations.  
e) LDC's.  
f) International Logistics.

**Section - B**

*(3 x 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.

## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

Mr. Pratap Mehta went to Saudi Arabia for the first time on a business visit in 1998. During his sojourn at Riyadh, he purchased a match box for one Riyal. He was surprised at the price of the match box as one Riyal is equal to Rs.10 (nearly) and the match box in India costs Re.0.50. The price of a match box in Riyadh was ringing in his mind that night. At one point of time he got a wonderful idea. The idea included :

- Preparing a feasibility report for establishing a match box factory in Saudi Arabia.
- Importing necessary machinery from India.
- Obtaining necessary permissions from the Government of Saudi Arabia.
- Selecting the market intermediaries in Saudi Arabia.
- Finally establishing the match box factory in Riyadh or Jeddah.

Mr. Pratap conducted a survey and concluded that the idea was commercially feasible and financially profitable. Immediately, he approached a consultant in Jeddah and finalized the deal for getting the necessary permissions from the Government of Saudi Arabia. The consultant arranged to get all the permissions. Mr. Pratap got all the permissions to establish the factory in Jeddah. Then he arranged to import the machinery and equipment from India. After importing the machinery and equipment, Mr. Mehta established the factory and started producing the match boxes on a commercial scale in January, 2000.

Mr. Mehta conducted another market survey, and fixed the price of each match box at Riyal 0.50 as the competitor's match boxes were price at Riyal 1.00 in order to hit all the competing firms and get as much market share as possible.

Mr. Mehta released the first batch of match boxes into the market in March 2000. The first batch of the match boxes were sold like hot cakes and Mr. Pratap was very much thrilled of the success of his project. He released the second batch of match boxes into the market. But, unfortunately, he could not sell even a single match box of the second batch. The same was the case of the subsequent batches. Ultimately, Mr. Pratap was forced to close the factory.

Questions :

- a) What were the reasons for the highly positive response for the first batch of products?
- b) What was the reason for very poor response for second batch of products?
- c) Why did Mr. Pratap Mehta fail in his project?

**(DEMB 13)**

Total No. of Questions : 8]

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**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First and Second Years**

**MANAGEMENT INFORMATION SYSTEMS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Information System.  
b) Real time System.  
c) DBMS  
d) Transmission.  
e) Rational Operations.  
f) Query Language.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Bring out the evolution of MIS and describe information resource assessment process.
- Q3)** Give an overview on the phases in the system analysis and design.
- Q4)** Explain in detail the trends in information technology.
- Q5)** What is RDBMS? Explain its application in the industry.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.
- Q7)** Explain about computer applications in steel industry.

## **Section – C**

(10)

(Compulsory)

**Q8)** Case Study :

ABC Company manufactures 10 cosmetic products through its 24 sales offices throughout India with an average of 5 sales representatives per office. Every week sales reports in each office are tabulated by a clerk to sales representative, product and customers. The reports are mailed to headquarters they are combined by clerks using calculating machines. The results are then typed and given to marketing research and to management. While top management is studying the reports, marketing research analyzes them and forecasts sales for the next six months. Unfortunately, by the time the management receives the reports, they are from three to six weeks old.

A new system has been devised in which daily sales by salesperson, product and customer are sent over a data communication line from each office to headquarters. A new computer is to be installed to compile and analyse the data and forecast sales. The computer will also handle payroll calculations and replace three clerks in payroll.

The detailed design has been approved by management. The company's system designer is now ready to detail plans for implementation. Nobody in the company has had any experience with computers or computer languages. About 2000 fee or floor space is available at present for the computer centre. The kind of data transmission equipment and computer has not yet been specified.

Provide the ABC Company with a thorough set of plans for implementing their new MIS.



**(DEMBB1)**

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**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**B- FINANCIAL MANAGEMENT**

**Security Analysis & Portfolio Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

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

**Section - B**

*(3 x 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 :

An investor has a choice of four stocks for investment. Their rates of return and probabilities are given below.

A		B		C		D	
r	p%	r	p%	r	p%	r	p%
-30	20	-20	15	-20	20	-10	10
0	40	0	35	10	40	0	25
30	30	20	45	40	30	10	40
70	10	40	5	80	10	20	25

- a) Are all stocks attractive investments? Give reasons.
- b) Of those that are attractive, how should the investor choose one to buy?

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**(DEMBB2)**

Total No. of Questions : 8]

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**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**B – FINANCIAL MANAGEMENT**

**Financial Markets & Derivatives**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

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

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** State the instruments of Capital Markets.
- Q3)** Bring out 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 :

The following information is available for the equity stock of ACC Limited.

$$S_0 = \text{Rs. } 100$$

$$r = 0.12$$

$$E = \text{Rs. } 110$$

$$\sigma = 0.40$$

Calculate the price of a 6 month call option as per the Black-Scholes model.

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**(DEMBB3)**

Total No. of Questions : 8]

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**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**B – FINANCIAL MANAGEMENT**

**International Financial Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Cash Flows.  
b) Foreign Exchange.  
c) Transaction Exposure.  
d) Receivables.  
e) Foreign Trade.  
f) BOP.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Explain International Economic issues and dimensions.  
**Q3)** Explain the procedure for determination of Exchange Rate.  
**Q4)** What are the techniques in International Cash Management?  
**Q5)** Explain the Forex regulation and its control.  
**Q6)** Describe the frame work of Balance of Payments.  
**Q7)** Explain the various techniques of International Investment.

## **Section – C**

**(10)**

(Compulsory)

**Q8)** Case Study :

Company A wishes to borrow 10 million at a fixed rate for 5 years and has been offered either 11% fixed or six month LIBRO + 1%. Company B wishes to borrow 10 million at a floating rate for 5 years and has been offered either 10% fixed or 6 months LIBOR + 0.5%.

Questions :

- a) How do they enter into a swap arrangement in which each benefit equally?
- b) What risks did this arrangement generate?

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**(DEMBB4)**

Total No. of Questions : 8]

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**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**B – FINANCIAL MANAGEMENT**

**Management of Financial Services**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

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

**Section - B**

*(3 x 15 = 45)*

**Answer any 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)** List out various financial services provided by banks.
- Q7)** How to manage risks in financial services? Explain briefly.

## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

The ABC Company has decided to acquire a new truck. One alternative is to lease the truck on a 4-years guideline. Contract for a lease payment of Rs.7,00,000 per year, with payments to be made at the beginning of each year. The lease would include maintenance. Alternatively, the company could purchase the truck outright for Rs. 28,00,000 financing the purchase by a bank loan for the net purchase price and amortizing the loan over a 4 year period at an interest rate of 10 per cent per year. Under the borrow-to-purchase arrangement ABC. Company would have to maintain the truck at a cost of Rs.70,000 per year, payable at year end. The truck has a residual value of Rs.7,00,000 which is the expected market value after 4 years, when ABC Company plans to replace the truck irrespective of whether it leases or buys. The tax rate is 40 per cent.

Questions :

- a) What is ABC's present value of cost leasing?
- b) What is ABC's present value of cost of owning? Should the truck be leased or purchased?; and
- c) The appropriate discount rate for use in the analysis is the firm's after-tax cost of debt. Why?



**(DEMBB5)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER - 2018**

**First & Second Years**

**B – FINANCIAL MANAGEMENT**

**Project Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

- Q1)** a) Project.  
b) Scheduling.  
c) Venture Capital.  
d) Working Capital.  
e) PERT.  
f) Project Costing.

**Section - B**

*(3 x 15 = 45)*

**Answer three questions**

- Q2)** Explain about the formulation of Project Reports.
- Q3)** State the advantages of network analysis in Project Management.
- Q4)** Give an overview of Project Management Information System.
- Q5)** How do you manage transition from Project to operations? Explain.
- Q6)** What are the financial aspects that are to be considered in Project Management?
- Q7)** Explain the control system in Project Management.

**Section – C**

**(10)**

(Compulsory)

**Q8)** Case Study :

A project schedule has the following characteristics :

Activity	Duration
1-2	2
1-4	2
1-7	1
2-3	4
3-6	1
4-5	5
4-8	8
5-6	4
6-9	3
7-8	5
8-9	5

Construct a network and find critical path, total duration of the project.

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