

(DEMB11)

EXECUTIVE M.B.A. DEGREE EXAMINATION,
DECEMBER 2019.

FIRST AND SECOND YEAR

Second year

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions
 - (a) Strategy
 - (b) Corporate policy
 - (c) Swot analysis
 - (d) Portfolio analysis
 - (e) Strategic choice
 - (f) Turn around Management

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following

2. What is a corporate strategy? Explain its significance.
3. Discuss the functions of Board of Directors.
4. Explain the steps in competitive analysis.
5. Examine steps in Mergers and Acquisitions.
6. Outline the steps involved in strategy evaluation.
7. What is diversification? Write the advantages and disadvantages of diversification.

SECTION B — (10 marks)

8. Case Study (Separate Sheet enclosed)

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1,600 lakh tonnes in the same time? Should Lloyds follow the market leader or adopt its own unique approach to its business strategy? It is in the context of such questions that Lloyds' attention came to rest on the manufacturing process.

Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take up customized orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller size lot, say 100 tonnes and deliver quickly. For instance, a 1,000-tonnes small order of specialised product custommade to buyer(s) specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question: Comment on the nature of the business strategy of Lloyds. What are the conditions in which such a strategy would succeed? Could fail?

(DEMB 12)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) F.D.I.
- (b) MNC
- (c) Role of International Business
- (d) Corporate culture
- (e) LDCs
- (f) Multilateral agreements.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the factors influencing International Business.
3. Explain the role of Technology in International Business.
4. Write the structure of strategic management of an MNC.
5. What is performance? How do you evaluate performance of an MNC? Explain.
6. Discuss the significance of negotiations in International Business.
7. Explain the role of IMF in International business.

SECTION C — (10 marks)

8. Case study :

Lately many companies have planned for significant investment in organised retailing in India. Several factors have prompted their decisions in this regard.

Customer income is rising. People have developed a taste for better quality products even though they may have to pay more. The aspiration levels have increased. The government has also liberalised its economic policies in this regard and permitted even cent percent foreign direct investment in some sectors of retailing.

- (a) Identify changes in business environment under different heads — economic, social, technological, political and legal that have facilitated the companies' decisions to plan significant investments in organised retailing.
 - (b) What has been the impact of these changes with regard to globalisation and privatisation?
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(DEMB 13)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

MANAGEMENT INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the questions.

1. (a) Importance of MIS.
- (b) System design
- (c) Computer Networks
- (d) Software
- (e) DBMS
- (f) Query Language

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Write and discuss the conceptual frame work of MIS.
3. What is Information Resource Management? Explain.
4. Discuss the steps in system development life cycle.
5. Write the future trends of DBMS.
6. Explain the concept of data communication.
7. What is system analysis? Explain.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case study

In a manufacturing company of 2000 employees a new systems group of our professionals started work on a complete marketing, forecasting, production and personnel MIS. They worked closely with the managers for nearly a year on the design of the MIS. The change over to the new computerized system was carried out over a two week period so that workers could be shifted to their new jobs and trained for the new operations. With in a month confusion was rampant. Sales orders were misplaced, production was Jammed up, and the personnel update file was a mixture of obsolete and new update cards. Both the systems designers and managers felt that the MIS design was an efficient one, well within the capabilities of the employees to implement.

- (a) Define the problem and its cause as you see it.
 - (b) Suggest several alternative solutions.
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(DEMBB1)

Executive M.B.A. DEGREE EXAMINATION, DECEMBER 2019.

Second Year

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any **THREE** questions

1. (a) Security Market Line
- (b) Weak form of Efficient market hypothesis
- (c) Assumptions of CAPM
- (d) Open ended mutual fund
- (e) Objectives of investment
- (f) Yield to Maturity

SECTION B — (3 × 15 = 45 marks)

Answer any **THREE** questions

2. Define Investment. Explain the process of investment undertaken by the Investor.
3. What is unsystematic risk? Explain the different types of unsystematic risk.
4. What are price charts? Describe the different types of price charts used by technical analysts.
5. Explain the process of portfolio revision.
6. What are the limitations of Markowitz Model?
7. Explain different models of Evaluation of performance of portfolio.

SECTION C — (10 marks)

8. Case Study:

Mr.X has been owning units from three different mutual funds namely R, S and T. The following particulars are available to him. He wants to dispose any one of the mutual fund for his personal expenditure. Which fund should be dispose?

Funds	Excess Average Return	Beta
R	7.7	1.02
S	11.3	0.99
T	11.6	1.07
Market	7.8	1.00

(DEMBB 2)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

FINANCIAL MARKETS AND DERIVATIVES

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** questions.

1. (a) Money market.
- (b) Forward contract.
- (c) Options
- (d) Currency swaps.
- (e) Hedging.
- (f) Speculation.

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** questions.

2. Explain the role and operations of stock exchanges in India.
3. Explain treasury bills market in the Indian context.
4. Explain forward contracts and other derivative security presently traded in India.
5. Explain options market. What are the properties of the stock option prices?
6. Discuss the economic functions served by derivatives.
7. Explain what a swap rate is? Explain different types of swaps with examples.

SECTION C — (10 marks)

Compulsory.

8. Option an ABC 500
 Stock price = Rs. 120
 Call exercise price =Rs. 100
 Exercise date = 6 months
 Estimated standard deviation = 30%
 Current market price = Rs. 28
 Risk free return = 8% p.a.
 Calculate call option price of the stock as per Black-Scholes model.

(DEMBB3)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

B–Financial Management

INTERNATIONAL FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** of the following

1. (a) IFC
- (b) Gold Standard
- (c) Transaction exposure
- (d) Objectives of international cash management
- (e) Euro currency
- (f) ADR

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following

2. What do you mean by balance of payment? Explain the reasons for disequilibrium in balance of payment.
3. What is Bretton woods system? Explain the reasons for its collapse.
4. What is translation exposure? Explain methods of translation?
5. Explain various methods of financing foreign trade.
6. Explain about international inventory management.
7. Explain the determination of exchange rate in spot market.

SECTION C — (10 marks)**(Compulsory)**

8. An Indian exporting firm, Rohit and Bros, would like to cover itself against a likely depreciation of pound sterling. The following data is given:

Receivables of Rohit and Bros: £500,000.

Spot rate: Rs. 56.00/£

Payment due: 3 months.

3-months interest rate: India: 12% per annum

UK: 5% per annum

What should the exporter do?

(DEMBB 4)

EXECUTIVE (2 Years) M.B.A. DEGREE EXAMINATION, DECEMBER 2019.

Second Year

MANAGEMENT OF FINANCIAL SERVICES

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Types of markets
- (b) Nature of financial services
- (c) Mutual funds
- (d) Project financing
- (e) Leasing vs Hire purchase
- (f) Venture Capital

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the term 'Capital Market'. Who are the various participants in capital market?
3. Define stock exchange and explain the functions of stock exchange.
4. Discuss the various services provided by a merchant banker in your view.
5. What is housing finance? Describe the role of National Housing Bank in housing finance.
6. What is factoring? What are the advantages and disadvantages of it?
7. Explain the management of risk in financial service.

SECTION C – (10 marks)

(Compulsory)

8. Case study.

P.Ltd is planning to take up a project. Two alternative projects A and B are available. The details of which are given below:

Particulars	Project A	Project B
	Rs	Rs
Investment Outlay	40000	60000
Estimated life	4 years	5 years
Estimated annual cash flow before tax:		
years 1	18000	24000
2	16000	24000
3	16000	20000
4	14000	18000
5	–	16000

The corporate tax rate is 50 percent. Calculate the average rate of return and advice the management as to which project should be selected of the minimum required rate of return is 12 percent.

(DEMBB5)

Executive M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

PROJECT MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** of the following

1. (a) Technical Analysis
- (b) Project Report
- (c) Scheduling
- (d) What is a network?
- (e) Evaluating of project
- (f) Project Review

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following

2. Write the scope and significance of project management?
3. Discuss the procedure of feasibility study.
4. How do you Estimate project cost? What elements should be considered in estimating project cost? Explain.
5. Write the significance of project management information system.
6. Explain various financial aspects in implementing a project.
7. Write the advantages and disadvantages of integrated project management control system.

SECTION C — (1 × 10 = 10 marks)

Compulsory

8. 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.

(DEMBB5)