

**(DEMB 11)**

EXECUTIVE M.B.A. (2 Year) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Business policy
- (b) Strategy
- (c) Diversification
- (d) Display Matrices
- (e) Operating Analysis
- (f) Financial Analysis.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the concept of corporate strategy? Explain the corporate Policy and planning in India.
3. Discuss the Role and skills of Corporate Management.
4. Differentiate between the Portfolio analysis and Display Matrices.
5. State the strategic alternatives in the organizational development and change.
6. Explain the process of turnaround management.
7. How does the Financial and operational analysis impact on the organization?

SECTION C — (10 marks)

Compulsory.

8. Case study:

Bajaj auto is India's biggest scooter and motor cycle manufacturer. Yet it faces intense completion form some of the world's leading scooter and motor cycle manufactures.

In 1998, Bajaj Auto India's biggest scooter and motorcycle manufacturer was struggling to shake off a strong challenge from Honda, Suzuki and Piaggio in its home market. The family-owned company, which lacks the technological resources of its competitors, had to compensate by watching its expenses. Its aim to remain the lowest cost producer in the world.

Bajaj tries to control costs and improve productivity at its plants near pune, in West India, the incremental savings were meager. This is because most of the costs are incurred before the components enter Bajaj's factory gates. In house cost make up only about 10 to 12% of the sale price. Advertising and distribution cost account for a further 3 to 4%, By contrast, about 65% of the sales price comes from costs outside Bajaj's direct control. This can rise to 75% for new models. Bajaj has recently realized that further big cost savings are more likely to come from its suppliers than from the manufacturing process.

#### Questions

- (a) What are the main problems facing Bajaj Auto? To what extent are they related to operations issues?
  - (b) What lessons can companies draw from the experience of Bajaj on the application of the strategic issues?
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**(DEMB 12)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) International Business
- (b) Multinational Corporate Culture
- (c) International Logistics
- (d) Regional Trade Blocks
- (e) Exports
- (f) International Production.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Role and Process of International Business.
3. Briefly Explain the Appropriate structure of strategic management considerations.
4. Give brief note on control system in Multinational companies.
5. Describe the International Business in LDCs.
6. Explain the regional trade blocks in multilateral agreements.
7. How do you assess the Measurement and Evaluation of Performance in MNC'S?

SECTION C (10 Marks)

Compulsory

8. Case Study:

The case deals with the restructuring initiatives Dabur took in the early 2000s. In order to cater to a wider audience, Dabur decided to reposition itself as an FMCG company with a herbal plank, moving away from its earlier image of an Ayurvedic medicine manufacturer. In order to convey a new vibrancy, the company has adopted new product offerings and new packaging. Dabur's promotional campaigns includes leading Bollywood actors and sportstars. Dabur moved away from an umbrella branding strategy and went in for individual branding. It pruned products which were not aligned with its brand architecture. It also took concerted steps towards geographical expansion to international markets, and within India,

focused on regions like southern India, which it had earlier neglected. The company's revenues in 2004-05 reveal that the changes undertaken by the company' have started showing results.

#### Questions

- (a) Analyze the reasons that impelled Dabur to refine its Ayurvedic image to that of a herbal FMCG company?
  - (b) What were the action plans Dabur undertook as part of its restructuring? How did they help close the chinks in its marketing armor?
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(DEMB 13)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

MANAGEMENT OF INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Decision Making
- (b) Design Consideration
- (c) Data communication
- (d) Design consideration
- (e) Caribbean community
- (f) Computerization at IFFCO

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Conceptual foundations of Information Technology.
3. Discuss the Designing the line and Distributed environment.
4. State the Trends in Information Technology.
5. Discuss the DBMS implementation in future trends.
6. Explain the aspects of Information Technology and policy making in Caribbean community.
7. How do computerization at IFFCO?

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

In 2000, PC Quest, a leading IT magazine, chose Fabmart for its Editors' Choice Award as the 'best-focused e-commerce shop', on the basis of a survey of 66 e-commerce sites. In the same year, the readers of Chip magazine chose Fabmart as the 'Most popular online shopping site. Fabmart was one of the first online stores in India. Launched as a music store, it gradually expanded to include a wide range of products. It

gained a reputation for the huge number of brands it showcased and for its unique promotional campaigns. When it began in 1999, Fabmart tried to do everything right to develop its online shopping site. "It chose the right categories, set up a foolproof fulfilment mechanism and kept its costs down," said V. Ravi, Executive Director, India Research.

All its initiatives paid off, with Febmart's customer database increasing to 1,60,000 shoppers worldwide by early 2002. By early 2003, Fabmart widened its field of operations, concentrating on three main areas. Its first area of focus was electronic retailing; the site had a variety of stores in different categories. Secondly, it focused on web services by offering corporate services like payment gateways and web-based Business Process Outsourcing (BPO) solutions. Thirdly, it concentrated on its physical chain of grocery supermarkets in Bangalore and planned to expand it to different cities with a mixture of physical retailing formats.

Fabmart's e-tailing model had its share of bottlenecks too. It took a long time to download items from the site. The entire process of making an order seemed cumbersome and complicated. There were also complaints that the site did not contain some famous books and CDs. Occasionally customers complained that goods were not delivered on time and that there was no feedback on the status of the order made. Nevertheless, Fabmart put up a tough fight to its competitors like indiatimes.com, sifymall.com and rediff.com. It strove hard to remain loyal to its customers and emerged as a strong and credible brand.

- (a) Discuss the e-tailing strategy adopted by Fabmart and discuss the primary reasons for its success.
  - (b) How did you justify this case?
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(DEMBB 1)

EXECUTIVE M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

B-Financial Management

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Speculation
- (b) About Buy back shares
- (c) Technical Analysis
- (d) Portfolio
- (e) Equity Mutual funds
- (f) ROI.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss in detail objectives, types and importance of Investment in India in the era of Globalization.
3. Explain the role of SEBI in regulating secondary and primary market.
4. Discuss in detail procedure and factor affecting technical and fundamental analysis in India.
5. Explain Capital Asset Pricing Model with suitable examples.
6. Discuss about Sharpe and Taylor's model for portfolio evaluation.
7. What do you mean by Portfolio management? Discuss in detail portfolio evaluation and Revision Techniques.

SECTION C — (10 marks)

(Compulsory)

8. The following is the scenario of return from two channels of investment.

| Scenario | Probability of occurrence of return | X    | Y    |
|----------|-------------------------------------|------|------|
| 1        | 0.3                                 | 0.10 | 0.08 |
| 2        | 0.4                                 | 0.16 | 0.15 |
| 3        | 0.3                                 | 0.12 | 0.20 |

Find out:

- (a) Expected return on each investment.
  - (b) Variance and standard deviation of X and Y.
  - (c) Co-variance and correlation coefficient between X and Y.
  - (d) The expected return, variance and standard deviation of the portfolio. If you create a total portfolio of 60% and 40% for Y.
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(DEMBB 2)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

B-Financial Management

FINANCIAL MARKETS AND DERIVATIVES

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Certificate of Deposits
- (b) SEBI
- (c) Primary Market
- (d) Hedging
- (e) Futures
- (f) Indigenous Bankers

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the money market instruments in India.
3. Discuss the structure of capital market in India.
4. Describe the role of SEBI in regulating primary and secondary market.
5. Explain the Futures and Forward Contracts. Discuss the differences between them.
6. Discuss briefly about Options and its prices.
7. Explain the interest Rate Derivative Securities in Derivative market.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Consider the following data.

Stock price = Rs 100.

Months to expiration 6 months.

Risk — free rate of interest = 10% pa.

Standard deviation of stock = 50%.

Exercise Price = Rs 65.

Option type = European Call.

Calculate the value of call option as per block schools model?

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(DEMBB 3)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

B-Financial Management

INTERNATIONAL FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Forex
- (b) IMF
- (c) Hedging
- (d) Cash Management
- (e) Balance of Payments
- (f) Cost of Financing

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Evaluate the cross boarder investment decisions. Discuss the factors affecting international financial instruments.
3. Explain the factors to be considered while taking Cash Management Decisions in across the countries?
4. Define balance of payments (BOP) and explain the recent trends in BOP?
5. What is foreign exchange market? Explain its role and structure?
6. Discuss the International investment strategies for controlling and regulating the currency.

7. How are inflation rates and foreign exchange rates related? Illustrate with an example.

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

The Argentine peso was fixed through a currency board at Ps 1.00/\$. In January, 2002 the Argentine peso was floated. As of January 29, 2003, it had depreciated to Ps 3.20/\$. During the one year period Argentina's inflation was 20% on annualized basis. Inflation in the United States was 2.2% annualized.

- (a) What should have been the exchange rate in January 2003 in the PPP held?
- (b) By what percentage was the Argentine Peso undervalued on an annualized basis?
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(DEMBB 4)

EXECUTIVE MBA (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

B-FINANCIAL MANAGEMENT

MANAGEMENT OF FINANCIAL SERVICES

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) What do you mean by Financial Inclusion?
- (b) Define the term 'Lease'.
- (c) What are the tax implications of Hire Purchase?
- (d) Distinguish between factoring and forfeiting.
- (e) Is Credit rating mandatory?
- (f) Define the term stock broker and sub-broker.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the structure of Indian Financial System with the help of a suitable diagram.
3. Discuss the SEBI guidelines relating to brokerage business in India.
4. What do you mean by Mutual funds? Explain the different types of Mutual fund schemes.
5. What is Merchant banking? Explain various functions of merchant bankers.
6. Discuss in detail the types of leasing and financial evaluation of leasing.
7. Explain the mechanism of factoring with the help of a diagram. Discuss different types of Factoring.

SECTION C – (10 marks)

(Compulsory)

8. Case Study:

In August of 2014, Mark Gentry, the Chief Operating Officer of Gifford Pinchot State University (GPSU) Foundation\*\*, called Robert Farrington, a Managing Director at Commonfund. The GPSU student government had just presented the Foundation with a resolution urging them to divest of all fossil fuel companies from their portfolio. The Foundation's investment committee had formed a subcommittee to consider what to do, but Gentry admitted that there was very little consensus among the new group about how to respond.

This was not the first time Farrington had received such a call. Commonfund managed the assets of 1,300 nonprofit institutions. He estimated about 40% of Commonfund's university clients were either actively engaged in discussions about their exposure to carbon in their portfolio or had just framed a policy concerning carbon investing. Commonfund had been helping their clients think through these new investment considerations and evaluate potential methods to reflect such considerations within their portfolios.

As a target the divestment movement, the GPSU Foundation faced a set of dilemmas. The basic question was how should they frame their investment policies regarding carbon and There were many possibilities – they could focus their investments directly on removing potential carbon emissions from the atmosphere, or they could use their investment policy to try to change public attitudes concerning carbon and climate change, or they could frame their policy around stranded asset risk, or they could simply make a moral judgment irrespective of utilitarian ends. Each objective would mean a different set of investment choices. Then they faced the issue of implementing any new policy, should they change their portfolios or engage companies in their role as shareholders? And hovering in the background was the key question of how any change to their investment strategy would jibe with their fiduciary responsibility to donors?

Commonfund faced a different set of considerations as they helped their clients develop a response to campus pressure to divest carbon assets from their portfolios. As they considered potential investments with an eye toward reducing exposure to carbon, Could they find consensus among their university clients as to specific objectives regarding reduction in carbon risk to build a commingled portfolio? Or would it make more sense to have a different program that would allow for more individualized responses?

Questions: Discuss the above questions which are in case study.

- (a). What should be the objective of such a policy?
  - (b). What would be the most meaningful measure of carbon intensity? When it came to public investments, would screening, weighting or forms of impact investing be the best method to construct a portfolio?
  - (c). How should they treat alternative asset classes? Could they find a sufficient pool of managers that fit their usual criteria and who were interested in managing carbon free or carbon light funds?
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(DEMBB 5)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

Financial Management

PROJECT MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Project Management
- (b) Project report
- (c) Project costing
- (d) Net work analysis
- (e) Project organization
- (f) Financial Analysis

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the Overview of Market and Demand Analysis in Project Management.
3. Discuss the Formulation of Detailed Project reports.
4. Explain the concept Network analysis in Project Planning and scheduling.
5. Examine the Implementation and control in Project Management.
6. Explain the project completion and Evaluation.
7. How the Managing Transition from project to operations?

SECTION C

(Compulsory)

(10 marks)

8. Case Study :

- (a) What is resource leveling in relation to PERT/CPM?
- (b) List of activities for erecting a canteen in the factory is given below with other relevant details. Job A must precede all others while job E must follow all others. Apart from this jobs can run concurrently also:

| Code | Job description                   | Normal             |             | Crash              |             |
|------|-----------------------------------|--------------------|-------------|--------------------|-------------|
|      |                                   | Duration<br>(Days) | Cost<br>Rs. | Duration<br>(Days) | Cost<br>Rs. |
| A    | Lay foundation and<br>build walls | 5                  | 3000        | 4                  | 4000        |
| B    | Tile flooring                     | 6                  | 1200        | 2                  | 2000        |
| C    | Install Electricity               | 4                  | 1000        | 3                  | 1800        |
| D    | Install Plumping                  | 5                  | 1200        | 3                  | 200         |
| E    | Connect service to<br>finish      | 3                  | 1600        | 3                  | 1600        |

- (i) Draw the network and identify critical path.
- (ii) Crash the network fully to find out minimum duration.
- (iii) If indirect costs are Rs.300/- day determine the time-cost trade off for the project.

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