

(DEMB11)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Corporate policy.
b) Shareholders.
c) Internal corporate analysis.
d) Display matrices.
e) Diversification.
f) Turn-around management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Discuss how shareholders and board of directors become strategists.
- Q3)** Discuss the role and skills of top management.
- Q4)** How do you assess competitive strength of an organization?
- Q5)** How do you evaluate the strategic alternatives using the BCG criteria?
- Q6)** What is a merger? Explain the circumstances under which the mergers are appropriate?
- Q7)** Discuss the process of strategic control in detail.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Southern, the managing director of a company manufacturing office machines, was for the last few months toying with the idea of embarking on the production of computers. One consideration that had deterred him from going ahead was that, given the present lack of interest for computers among business houses, there was no immediate prospect of sizable increase in the demand for the new product.

Another consideration was an enormous investment involved in the manufacture of computers. Not that the company lacked funds, but he feared that his idea might not attract many members of the board. He could also guess the reasons.

The company was doing extremely well, both sales-wise and profit-wise. The research department, on which the company spent a bare five per cent of its turnover, had been successfully designing new models of the existing line of products to serve consumer need and desires. Then, as some directors with socialistic leaning might say, in a country affected with massive unemployment, a company ought not to product computers that would render thousands of workers jobless.

Questions:

- a) As a director of the company, would you go along with Mr. Southern?
- b) Are the constraints visualized by Mr. Southern really formidable?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) International trade.
b) MNC
c) Logistics.
d) Trade barriers.
e) Letter of credit.
f) Custodian.

SECTION - B

Answer any three of the following questions.

(3 x 15 = 45)

- Q2)** Explain the various theories of international trade in brief.
Q3) How is strategic planning done in multinational companies? Explain.
Q4) Explain about multinational culture in corporations.
Q5) What are the negotiations in international business? Explain.
Q6) Explain the human resource management in MNC's.
Q7) Describe the role of international organizations.

SECTION - C

(Compulsory)

(10 Marks)

Q8) Case Study:

The Star Corporation is a Hong Kong manufacturing firm that the going to do business in mainland China. The company's contract with the Chinese government calls for it to supply technical know-how and machinery for producing consumer electronics. These products are not state of the art, but they

will be more than adequate for the needs of the Chinese consumers. Star has agreed to sell the Chinese its plant, which was being closed because it was no longer competitive.

The Chinese will pay to move all the machinery and equipment to their country and install it in a factory that is currently being modified for this purpose. The two will then become partners in the venture. Star will provide the management and technical expertise to run the plant, and the Chinese will provide the workers and will be responsible for paying for all the output. Star will receive an annual fee of \$3 million and 5 percent of all sales.

The Star management is very pleased with the arrangement although they are of Chinese descent, they have lived in Hong Kong all their lives and know relatively little about doing business either with or in China. To provide Star with the necessary information and assistance, a native of China, educated there but living in Hong Kong the past 5 years, was brought in. The individual told the company the following facts about China:

Chinese managers do not plan. They are usually told what to do and they do it. Planning is handled by others and simply passed on to them.

Chinese managers are not concerned with profit or loss. They simply do their jobs and let the government worry about whether the operation is making money. No rewards are given to workers who perform well; everyone is treated the same. If there is no work, the workers are still paid, although they may not be required to come to the factory.

There is a basic aversion to individual decision making; most decisions are collective efforts.

The current government of China would like its managers to learn how to run a profit oriented operation and eventually eliminate the need for foreign managerial assistance.

When outsiders tell Chinese how to do things, they have to be careful not to insult or offend the Chinese who are often sensitive about the way they are treated.

Questions:

- a) What selection criteria would you recommend to Star when deciding whom to send to China?
- b) What procedures should the company use in making the final selection? and
- c) What type of repatriation agreement would you recommend the firm use?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Information resource management.
b) Systems design.
c) Accounting software.
d) Expert systems.
e) Structured decisions.
f) File management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the pace of computerization in IFFCO.
- Q3)** Describe the organization of relational database management system.
- Q4)** What are the various considerations in the design of operating system?
- Q5)** What are the various functions of data communication software?
- Q6)** Describe H.A. Simons decision making process.
- Q7)** State the impact of nationalization on database storage and performance.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Sandal, shoe, and bootmaker Deckers Outdoor Corporation recently switched to an Internet networking technology called Virtual Private Networks to interconnect their global company.

Virtual Private Networks (VPNs) use the power of the Internet instead of using private telecommunications lines or other network links. A virtual private network is a secure and encrypted connection between two points across the Internet. It transfers information by encrypting and encapsulating telecommunications traffic into packets and sending the packets over the Internet. Most VPNs are built and run by Internet service providers. Companies that go with a VPN from an Internet service provider essentially outsource their networks to save money on having to acquire and manage their own wide area network equipment and bandwidth requirements.

Deckers is a \$100 million company whose 20-person office in Hoek Van Holland, the Netherlands, collaborates on product development with its staff in Goleta, California. The VPN cost roughly \$31,000 to implement and saves Deckers \$10,000 per month compared with leasing their previous high-speed network connections.

“We needed a network that would serve as the foundation for our international expansion,” says Steve Miley, MIS director at Deckers. “It will be critical... because our offices will use it to make sure projects are done on time”.

Employees at the two sites use the VPN to update the status of product development projects through Lotus Notes groupware databases. The VPN supports Notes’ ability to replicate databases of project information at each work site, which is crucial to groupware support of project team collaboration.

VPN performance “is slow but workable for interactive Notes database access”, Miley says. And as the quality of Internet service improves, VPN performance can only improve, he adds.

Security, a reported shortcoming of virtual private networks, is improved with NetFortress software from Fortress Technologies. It automatically changes encryption keys every 24 hours. “We feel very secure with their products on our network”, he says.

Offices for production management in Hong Kong, Mexico, and Macao will be added to the VPN this year, Miley says. Those sites currently use expensive international telephone calls to access servers in Goleta. Desktop videoconferencing over the VPN, to cut international travel costs, is also planned.

Deckers doesn’t mind being among the first to implement a virtual private network. “VPNs are here to stay”, Miley says. “And we’re on the leading edge, not the bleeding edge”.

Questions:

- d) What are the business benefits of Deckers' switch to a virtual private network?
- e) What can be done to overcome several limitations of virtual private networks?
- f) Does it make business sense for any company to use the internet as their private telecommunications network? Why or why not?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

B-FINANCIAL MANAGEMENT

Security Analysis & Portfolio Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Valuation of shares.
b) ROI.
c) Economic analysis.
d) Security market line.
e) Debt mutual fund.
f) Portfolio.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the nature and scope of investment decisions.
- Q3)** Describe the role of SEBI in regulating secondary market.
- Q4)** Explain in detail the efficient market hypothesis.
- Q5)** Explain markowitz model of efficient frontier.
- Q6)** Explain Sharpe and Traynor's model for portfolio evaluation.
- Q7)** How do you differentiate between technical and fundamental analysis? Explain.

SECTION - C

(Compulsory)

(10 Marks)

Q8) Case Study

What is the optimum portfolio in choosing among the following securities and assuming $R_f=5$ percent, and $\sigma_m^2=10$ percent?

Security	Expected Return	Beta	$\sigma_{e_i}^2$
A	15	1.0	30
B	12	1.5	20
C	11	2.0	40
D	8	0.8	10
E	9	1.0	20
F	14	1.5	10



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

B-FINANCIAL MANAGMENT

Financial Markets & Derivatives

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Call money market.
b) SEBI.
c) Primary market.
d) Hedging.
e) Options.
f) Money lenders.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Briefly explain the money market instruments in India.
Q3) Explain the structure of capital market in India.
Q4) Describe the role of SEBI in regulating primary market.
Q5) Differentiate between futures and forward contracts.
Q6) Explain the properties of stock option prices.
Q7) What are interest rate derivative securities? Explain.

SECTION - C
(Compulsory)

(10)

Q8) Case Study

Consider the following data:

Stock price = Rs. 50.

Months to expiration = 3 months.

Risk-free rate of Interest = 10% p.a.

Standard deviation of stock = 40%.

Exercise Price = Rs.55.

Option type = European Call.

Calculate the value of call option as per Black Scholes model.



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Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

B-FINANCIAL MANAGEMENT

International Financial Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Finance function.
b) Multi-national firm.
c) Exchange rate.
d) Foreign trade.
e) Cash management.
f) Forex risk.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain in detail about International economic issues and their dimensions.
Q3) Describe the frame work of balance of payments.
Q4) Explain the determination of exchange rate.
Q5) Describe about International receivables management.
Q6) Discuss about the Forex regulation and control.
Q7) How do you manage transaction exposures? Explain.

SECTION - C
(Compulsory)

(10 Marks)

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 upto 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 Indian subsidiary. The current exchange rate is Rs.45/US \$.



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Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

B-FINANCIAL MANAGEMENT

Management of Financial Services

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three of questions.

(3 x 5 = 15)

- Q1)** a) Broking
b) Mutual fund.
c) Hire purchase.
d) Credit rating.
e) Factoring.
f) Bill discounting.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the nature and scope of financial services.
- Q3)** What is a stock exchange? Explain the functions of stock exchanges.
- Q4)** Explain the role and functions of merchant banker.
- Q5)** Explain in detail about credit rating.
- Q6)** What is venture capital? Explain the advantages and disadvantages of venture capital.
- Q7)** What are the differences between leasing and hire purchase?

SECTION - C
(Compulsory)

(10 Marks)

Q8) Case Study

A firm wishes to let on lease a machine costing Rs.1 lakh financed 75% through debt and the balance through equity. Pre-tax explicit cost of debt is 18% and that of equity is 15% per annum.

The firm has an effective tax rate of 45% and can claim 25% on WDV method. The residual value of the machine is Rs.15,000 at the end of 5th year.

The lessor has to spend Rs.2000/- per year towards maintenance of machine and administration. The lessee agrees to pay annual year-end rent of Rs.35,000 for 5 years; security deposit of Rs.1000/- and on-time management fee of Rs.1000/- at the beginning of the lease. Is the above plan beneficial to the lessor?



(DEMBB5)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

**First and Second Years
B-FINANCIAL MANAGEMENT**

Project Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three of the following questions. (3 x 5 = 15)

- Q1)** a) Project manager.
b) Project organization.
c) Financial aspects.
d) Project reports.
e) Project review.
f) Project planning.

SECTION - B

Answer any three of the following questions. (3 x 15 = 45)

- Q2)** Explain in detail the need for technical analysis.
Q3) What are the various sources of project financing?
Q4) Explain the project management information system.
Q5) How do you manage transition from project planning to operations? Explain.
Q6) What are the various techniques in network analysis?
Q7) How do you formulate the detailed project report? Explain.

SECTION - C
(Compulsory)

(10)

Q8) Case Study

Project consisting of eight activities has the following characteristics:

Activity	Preceding Activity	Time estimates (in weeks)		
		Optimistic	Most likely	Pesimistic
A	None	2	4	12
B	None	10	12	26
C	A	8	9	10
D	A	10	15	20
E	A	7	7.5	11
F	B,C	9	9	9
G	D	3	3.5	7
H	E,F,G	5	5	5

- a) Draw the PERT network for the project.
- b) Determine the critical path.
- c) If a 30 week deadline is imposed, what is the probability that the project will be finished within the time limit? and
- d) If the project manager wants to be 99% sure that the project is completed on schedule data, how many weeks before that data should he start the project work? (area of normal curve between $Z=0$ and $Z=0.41$ is 0.1591 and the value of Z which covers 49% of area is 2.33).

