

**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4E H05/IB 05—GLOBAL HUMAN RESOURCE MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all the questions.

Each question carries 1 weightage.

1. Who is an expatriate manager ?
2. Define polycentric approach to GHRM.
3. What is collective bargaining ?
4. How will you manage cultural diversity in MNCs ?
5. What are the challenges of GHRM ?
6. What is International staffing ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Explain the effect of globalization on HRM.
8. Discuss the possible challenges faced by an Indian HR manager of a global firm.
9. What are the challenges in global human resource planning ?
10. What are the approaches to study the comparative employment policy ?
11. What is quality circle ? Discuss its structure.

Turn over

12. Discuss global training and development.
13. Discuss the sources and techniques of global recruitment by MNCs.
14. What would be the impact of technological advancement on GHRM ?

(6 × 3 = 18 weightage)

Part C

Answer any two questions.

Each question carries 6 weightage.

15. What are the factors that have contributed to the emergence of GHRM ?
16. Explain the modern techniques being used in performance appraisal in global organizations.
17. Discuss the impact of globalization on HRM.

(2 × 6 = 12 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4E H04—MANAGEMENT OF TRAINING AND DEVELOPMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define organizational climate.
2. What is apprenticeship training ?
3. Define competency model.
4. What is synergogy ?
5. How can you define the term 'management development' ?
6. What is transactional analysis ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Discuss the essential qualities that training managers need to possess.
8. Explain the merits and demerits of cross cultural training.
9. What are various principles of learning ?
10. What are the objectives of training ?
11. What is the role of knowledge management in training ?
12. Explain the audio-visuals aids for training.
13. Explain why executive development programs are essential in an organization.
14. Discuss briefly the Kolb's experiential learning style theory.

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. What are training aids ? How can you justify the need for training aids ?
16. What is training effectiveness ? What are the criteria for evaluating training effectiveness ?
17. Differentiate between virtuous learning and vicarious learning. Discuss the role of a trainer in each of these situations.

(2 × 6 = 12 weightage)

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**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4E F05/IB 05—FOREX MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all the questions.
Each question carries 1 weightage.*

1. Define options.
2. What are special drawing rights ?
3. What is F.O.B ?
4. What is Purchasing Power Parity (PPP).
5. What do you understand by spot rates and forward rates ?
6. What is meant by currency futures ?

(6 × 1 = 6 weightage)

Part B

*Answer any six questions.
Each question carries 3 weightage.*

7. Bring out the merits and demerits of floating rates in comparison to those of fixed exchange rates.
8. What is a Futures Contract ? Illustrate with the help of an example how futures may be good hedging technique.
9. If you are Indian resident wishing to travel abroad on pleasure trip, whom will you approach for your foreign exchange requirements ?
10. Differentiate between nominal exchange rate and real exchange rate.

Turn over

11. Discuss the role of Export Credit and Guarantee Corporation (ECGC) of India in promoting exports from India specifying some schemes to achieve the objective.
12. Distinguish between Currency Swaps and Interest Rate Swaps.
13. What are the different stages of clearance of export cargo ? Discuss the procedures and documentation involved.
14. What is the importance of Foreign Exchange for a country ?

(6 × 3 = 18 weightage)

Part C

Answer any two questions.

Each question carries 6 weightage.

15. Describe the objectives, Organisation and functions of International Bank for Reconstruction and development.
16. What are Foreign Exchange Markets ? What are their functions ? How are these functions performed ? Also explain the role of major participants.
17. A letter of credit reconciles the conflicting interests of buyer and seller in an export contract. Explain the mechanism of letter of credit.

(2 × 6 = 12 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4E F04—INDIAN FINANCIAL SYSTEM

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all the questions.

Each question carries 1 weightage.

1. Write a short note on ADRs and GDRs.
2. What do you mean by merchant banking ?
3. What is marine insurance ?
4. What is private placement ?
5. What do you mean by factoring ?
6. What do you mean by depository ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. What do you mean by depository participant ? Describe their role in the depository system and discuss the benefits of transacting through the depository system over the traditional system.
8. What do you understand by the term 'Financial Markets' ? Discuss the functions of financial markets.
9. Distinguish between operating lease and financing lease.
10. Discuss the role of credit rating agencies in India.

Turn over

11. What do you mean by money market ? Explain various instruments in the money market.
12. Analyse the nature, characteristics and functions of Discount and Finance House of India (DFHI).
13. Describe the facilities offered to credit and debit card holders.
14. Discuss the objectives, scope and functions of SEBI.

(6 × 3 = 18 weightage)

Part C

Answer any two questions.

Each question carries 6 weightage.

15. Critically analyse the present position of the financial service sector in India and state the challenges it has to face in the years to come.
16. “Reserve Bank of India acts as a promoter of the financial system”. Discuss.
17. “Insurance is a process in which uncertainties are made certain.” Discuss the statement and explain the importance and principles of insurance.

(2 × 6 = 12 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY)
EXAMINATION, JUNE 2020**

(CUCSS)

M.B.A.

BUS 4E M06—RETAIL MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all questions.
Each question carries 1 weightage.*

1. What is efficient consumer response ?
2. What are convenience stores ?
3. What do you mean by reverse logistics ?
4. What is wheel of retailing ?
5. What is store image ?
6. What do you mean by the term category killer ?

(6 × 1 = 6 weightage)

Part B

*Answer any six questions.
Each question carries 3 weightage.*

7. State any four measures to be adopted for maintaining morale of the retail sales force.
8. Explain retail inventory management.
9. What are the factors influencing choice of retail locations ?
10. Elucidate the need for retail management information system.
11. Distinguish between organised and unorganised retail formats.
12. Why retailers prefer private labels ? Explain.
13. What are the responsibilities of store manager ?
14. What are the different elements of retail image ?

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. Discuss the different types of retailing with suitable examples.
16. Describe how a retailer selects proper merchandise sources.
17. Discuss the socio economic and technological influences on retail management.

(2 × 6 = 12 weightage)

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**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4C 25/BUS 4C 28—INDIAN ETHOS AND BUSINESS ETHICS

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all the questions.
Each question carries 1 weightage.*

1. Define Culture.
2. What is work ethic ?
3. What is the doctrine of Satya ?
4. Who is a stakeholder ?
5. What do you mean by spiritual value ?
6. What do you mean by ethical audit ?

(6 × 1 = 6 weightage)

Part B

*Answer any six questions.
Each question carries 3 weightage.*

7. What are the features of Indian ethos ?
8. What is the importance of business ethics ?
9. Explain the importance of cultural values in modern management.
10. What is the concept of trusteeship and what is its importance in management ?
11. Explain the relevance of value based management.
12. Explain the features of ancient Indian educational system.
13. Define whistle blowing. Explain the positive and negative aspects of whistle blowing.
14. Define values. Explain the difference between values and ethics.

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. What is Gandhian approach in management ? Explain and relate it with modern business.
16. What is social contract ? Why has it become prominent in CSR ?
17. What are the reasons for stress ? Discuss the factors responsible for stress.

(2 × 6 = 12 weightage)

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**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4C 24—INTERNATIONAL BUSINESS

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all questions.**Each question carries 1 weightage.*

1. What is global business ?
2. Define culture.
3. What is global business control system ?
4. Define Value chain.
5. Define virtual organisation structure.
6. Define investment.

(6 × 1 = 6 weightage)

Part B*Answer any six questions.**Each question carries 3 weightage.*

7. Discuss cost benefit analysis.
8. Explain International production strategy.
9. Write a short note natural environment.
10. Explain global expansion plan.
11. Briefly Elucidate Centralized organisational structure.
12. What is a strategic partnership ? Explain.
13. Exporting is easy and best method of entry to international business. Discuss.
14. Discuss the risk associated with international business.

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. Explain the reasons for internationalization of business.
16. Discuss the Organizational structure of international business.
17. Explain the international Business Environment in detail.

(2 × 6 = 12 weightage)

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**FOURTH SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 4C 23/BUS 4C 26—NEW ENTERPRISE MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all the questions.

Each question carries 1 weightage.

1. What do you mean by household industries ?
2. What is market demand analysis ?
3. What are the objectives of DICs ?
4. What do you mean by tax holiday ?
5. What is patent ?
6. What do you mean by start-up village ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Distinguish between entrepreneur and intrapreneur.
8. Discuss various entrepreneurship development programmes implemented in India.
9. Briefly explain the role of NSIC.
10. Discuss the role of technology in entrepreneurship development.
11. Bring out the qualities of an entrepreneur.
12. What are the different financial institutions which provide financial assistance to small enterprises ?

Turn over

13. Discuss the problems of SSIs and give your suggestions to resolve these problems.
14. To facilitate small scale sector government has stipulated that investors bringing FDI in single brand retailing should source 30% of their products from small scale sector. Discuss the advantages and disadvantages of this measure for Small and Medium Enterprises (SMES).

(6 × 3 = 18 weightage)

Part C

Answer any two questions.

Each question carries 6 weightage.

15. Discuss the procedures involved in the launching of new enterprise.
16. Discuss the role of entrepreneurship in the economic development.
17. What are the policies implemented by the Government of India and Government of Kerala for the promotion of small enterprises.

(2 × 6 = 12 weightage)

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

(CUCSS)

M.B.A.

MBA HRM 5—MANAGEMENT OF TRAINING AND DEVELOPMENT

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all questions.**Each question carries 1 weightage.*

1. What are the objectives of training ?
2. Distinguish between teaching and learning.
3. Define Blooms Taxonomy.
4. Why does the organization conduct training need analysis ?
5. What are the objectives of TQM training ?
6. How team building support organizational development ?

(6 × 1 = 6 weightage)

Part B*Answer any six questions.**Each question carries 3 weightage.*

7. Explain training process in detail.
8. What are the competencies required for a good trainer ?
9. Briefly explain VAK Model of learning.
10. Explain the principles of social learning theory.
11. Distinguish between macro and micro training need identification.
12. Briefly explain the factors affecting training design.
13. Explain the importance of training evaluation.
14. What are the advantages of succession planning ?

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. "Systematic analysis of training need analysis is a pre-requisite to designing and conducting a training programme". Discuss.
16. A leading retail chain in India, recently invested 10 Lakh Rupees to train sales staff to improve customer relationship. The skill emphasized in the program includes how to greet customers, determine their needs, and demonstrate product convenience. The company wanted to know whether the program is effective. In this context what outcome should it collect ? What type of evaluation design should it use ?
17. Describe learning theories. Explain how would you apply knowledge of learning theories to foster effective learning in trainees ?

(2 × 6 = 12 weightage)

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

(CUCSS)

M.B.A.

MBA FN 6—FINANCIAL SERVICES

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all questions.
Each question carries 1 weightage.*

1. Define Financial Services.
2. What do you mean by gilt edged securities ?
3. What is an operating lease ?
4. Comment on margin trading.
5. Write a note on IPO grading.
6. Distinguish between Lessor and Lessee.

(6 × 1 = 6 weightage)

Part B

*Answer any six questions.
Each question carries 3 weightage.*

7. Explain the procedures involved in issuing a credit card.
8. How does credit rating help the investor to choose an instrument ?
9. What are the factors that influence the selection of a mutual fund ?
10. Explain the procedures to claim a life insurance policy.
11. Explain the different types of treasury bills.
12. Discuss the types of investors in the primary market.
13. What are the risk containment measures undertaken by SEBI ?
14. How does the WTO affect the financial sector ?

(6 × 3 = 18 weightage)

Turn over

Part C

*Answer any two questions.
Each question carries 6 weightage.*

15. Jose Company Ltd. requires a computer priced at Rs. 2 lakh. The company adopts written down value method of depreciation for the computer at the rate of 15 per cent. The company's effective income tax rate is 40 per cent. The company applies a discounting rate of 14 per cent. It has an option either to purchase it with loan or lease the computer. The interest rate charged by the bank is 18 per cent. The loan is payable in equal year end installments in five years. The lease rental is 30 per cent of the computer value per annum payable at the year end. Which mode of financing is suitable for Jose Company Ltd ?
16. Explain the code of conduct to be followed by the credit rating agencies.
17. Discuss the role of financial services in the economic development of India.

(2 × 6 = 12 weightage)

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

(CUCSS)

MBA MAR 9—RETAIL MANAGEMENT

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all questions.**Each question carries 1 weightage.*

1. What is hypermarket ?
2. Write a note on e-retailing.
3. What is scrambled merchandising ?
4. Write a note on SKU.
5. What is FDI in retailing ?
6. What is ambience in retailing ?

(6 × 1 = 6 weightage)

Part B*Answer any six questions.**Each question carries 3 weightage.*

7. Write a note on ethical issues in retailing.
8. How consumerism influences retail decisions ?
9. Explain any *two* theories in retailing.
10. Write a note on internet retailing for organized retail.
11. What are the pricing methods in retailing ?
12. Write a note on visual merchandising.

Turn over

13. Write a note on inventory management in retailing.
14. Briefly explain the retail control mechanisms.

(6 × 3 = 18 weightage)

Part C

*Answer any two questions.
Each question carries 6 weightage.*

15. "Online retailing will replace store based retailing"- Comment.
16. Prepare a marketing mix for a retail outlet near your location with justifications.
17. Prepare a retail promotion mix for a branded retail in India.

(2 × 6 = 12 weightage)

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FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

(CUCSS)

M.B.A.

MBA MAR 8—SERVICE MARKETING

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all questions.**Each question carries 1 weightage.*

1. What is product service continuum ?
2. What is service encounter ?
3. What is service quality ?
4. What is service vision ?
5. Write a note on service scope.
6. What is service delivery ?

(6 × 1 = 6 weightage)

Part B*Answer any six questions.**Each question carries 3 weightage.*

7. Write a note on the characteristics of services.
8. Write a note on the classification of services.
9. What is service support ? Explain.
10. Write a note on consumer behaviour issues in services.
11. Write a note on quality models of service management ?
12. Discuss the importance of customer delight in services.
13. Write a note on customer's role in service delivery.
14. Briefly explain the marketing legal services.

(6 × 3 = 18 weightage)

Part C*Answer any two questions.**Each question carries 6 weightage.*

15. Describe the origin and growth of service marketing.
16. Why services fail ? Explain.
17. Explain the marketing of tourism services in the Indian context.

(2 × 6 = 12 weightage)

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

(CUCSS)

M.B.A.

MBA 4.2—STRATEGIC MANAGEMENT

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

I. Answer *all* questions. Each question carries 1 weightage :

- 1 What do you mean by tactical planning ?
- 2 Distinguish between mission and vision.
- 3 Define the term "Merger" with a suitable example.
- 4 List out the characteristics of cost focus strategy.
- 5 Briefly explain any *two* financial strategies.
- 6 Define contingency planning.

(6 × 1 = 6 weightage)

II. Answer any *six* questions. Each question carries 3 weightage :

- 7 Explain the importance of environmental appraisal in strategic formulation.
- 8 Briefly explain the steps for SWOT analysis.
- 9 Explain any *three* functional level strategies with suitable examples.
- 10 Distinguish between horizontal and vertical integration.
- 11 Briefly explain the significance of BCG matrix.
- 12 Discuss the importance of strategic controls.
- 13 Explain the role of organizational structure in strategy.
- 14 Write a short note on preventive controls.

(6 × 3 = 18 weightage)

Turn over

III. Answer any *two* questions. Each question carries 6 weightage :

- 15 "Implementing strategy in corporate world is always challenging than strategic formulation". Discuss.
- 16 You are working in a reputed insurance company operating in USA as senior manager, corporate strategy. By seeing the growing opportunities in Indian market, the company is planning to enter Indian market during mid of 2016. In this scenario you are directed to conduct an environmental scanning for formulating appropriate strategy to enter Indian market. How will you proceed ?
- 17 What are the important growth strategies adopted by Indian companies ? Explain with suitable examples.

(2 × 6 = 12 weightage)

CHMK LIBRARY UNIVERSITY OF CALICUT

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, APRIL 2018

M.B.A.

M.B.A. 4.1—COST AND QUALITY MANAGEMENT

(2010 Admissions)

Time : Three Hours

Maximum : 36 Weightage

*Answer all parts.***Part A***Answer all questions.**Each question carries 1 weightage.*

1. What do you mean by const drivers?
2. What is break-even analysis?
3. What is material mix variance?
4. What is flexible budget?
5. What is six sigma?
6. What is ISO 14000?

(6 × 1 = 6 weightage)

Part B*Answer any six questions.**Each question carries 3 weightage.*

7. What are the advantages of Job Costing?
8. Distinguish between controllable cost and uncontrollable cost.
9. Explain the concept of transfer pricing.
10. What are the variables in production capacity decisions?
11. Differentiate between absorption costing and marginal costing.
12. Elaborate acceptance sampling and its relevance.
13. What are the various applications of control charts?
14. Explain PDCA cycle.

(6 × 3 = 18 weightage)

Part C*Answer any two questions.**Each question carries 6 weightage.*

15. Define Marginal Costing. What are the major applications of marginal costing?
16. Explain the relevance of SQC in modern organizations.
17. Elaborate the process of strategic quality planning.

(2 × 6 = 12 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S4 29—ADVANCED FINANCIAL MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following questions by selecting the most appropriate answer from the options given.
Each question carries 1 weightage.*

1. The type of financing in which the purchaser approaches the shareholders directly instead of the management to acquire interest in acquired firm is known as :
 - (a) Preference share financing.
 - (b) Tender offer.
 - (c) Deferred payment plan.
 - (d) Ordinary share financing.
2. _____ is a measure of change in option price with respect to change in the price of underlying asset.
 - (a) Strike price.
 - (b) Stock price.
 - (c) Delta of the option.
 - (d) Volatility of the option.
3. _____ is the difference between ask price and bid price.
 - (a) Spread.
 - (b) Spot rate.
 - (c) Cross rate.
 - (d) Premium rate.
4. Which method is an appropriate measure in project selection (when they are divisible) under capital rationing.
 - (a) Equivalent annual npv.
 - (b) IRR.
 - (c) ARR.
 - (d) Present value index.
5. A borrower can raise ECB's up to a maximum of _____ dollars under the automatic route.
 - (a) 40.
 - (b) 45.
 - (c) 50.
 - (d) 60.

Turn over

6. Product of number of equity shares bought and price of each share divided by the number of shares bought.
- (a) weighted average price.
 - (b) Volume weighted average market price.
 - (c) Volume weighted average price.
 - (d) Average price.
7. An Indian software company having a subsidiary in the U S borrows at 4 percent in the U S .If the U S dollars is expected to appreciate by 2 percent, what is the effective rate of interest for the Indian software company ?
- (a) 6.
 - (b) 6.8.
 - (c) 5.8.
 - (d) 5.2.
8. The incremental after tax cash outflow resulting in subsequent outflows associated with a proposed capital expenditure
- (a) Conventional cash flow.
 - (b) Relevant cash flow.
 - (c) Non conventional cash flow.
 - (d) Incremental cash flow.
9. If the call option is out of money, its intrinsic value is :
- (a) Positive.
 - (b) Zero.
 - (c) Negative.
 - (d) Remains unchanged.
10. Rate of exchange of two currencies on the basis of exchange quotes of other pairs of currencies
- (a) Ask rate.
 - (b) Bid rate.
 - (c) Cross rate.
 - (d) Spot rate.

(10 × 1 = 10 weightage)

Part B

Answer any four questions.

Each question carries 2 weightage.

- 11. What are option contracts ?
- 12. Explain Triffin dilemma or paradox ?
- 13. Distinguish between friendly takeover and hostile takeover ?

14. Explain briefly various discounted cash flow techniques ?
15. Describe various techniques used by multinational companies to hedge foreign exchange risk ?

(4 × 2 = 8 weightage)

Part C

*Answer any **three** questions.
Each question carries 4 weightage.*

16. Elaborate Black Scholes option pricing model ?
17. Describe the tax concessions available to amalgamated company ?
18. Explain different exchange rate regime or system under IMF ?
19. Discuss the role and responsibility of senior financial executive ?

(3 × 4 = 12 weightage)

Part D

Case Study (compulsory question)

20. An investor has purchased a 4 month call option on the equity share of Birla company for Rs. 5. It has a present market price per share of Rs. 112, exercise price of Rs. 120. At the end of 4 months, the investor expects the price of share to be in the following range of Rs. 90 to Rs. 170 with varying probabilities :

Expected price	100	110	125	150	170
Probability	0.10	0.25	0.30	0.25	0.10

From the above you are required to answer the following

- (a) What is the expected value of share price 4-months hence ? What is the value of call option at its expiration if the expected value of share price prevails at the end of 4 months ?
- (b) Determine the expected value of option price at maturity, assuming that the call option is held to this time. Why does it differ from the option value determined in part (a) ?
- (c) What is the theoretical value of the option, at the beginning of 4 months period ? Give comments on the market value of the call option in relation to its theoretical value.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S4 28—ADVANCED PERFORMANCE MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following questions by selecting the most appropriate answer from the options given.
Each question carries 1 weightage.*

1. KPI means :
 - (a) Knowledge Per Institution.
 - (b) Key Performance Indicator.
 - (c) Key Point Indicator.
 - (d) Key Person Identification.
2. Which of the following is *not* a Non-monetary reward ?
 - (a) Appreciation letter.
 - (b) Job security.
 - (c) Overtime allowances.
 - (d) Conducive working environment.
3. The seven strategies in performance management does not include :
 - (a) Competency based.
 - (b) Team based.
 - (c) Organisation based.
 - (d) Leadership based competency.
4. Collapsing or merging number of job grades in to smaller number is termed as:
 - (a) Compensation.
 - (b) Broadbanding.
 - (c) Job Rotation.
 - (d) Improshare.
5. Which of the following promotes continuous and incremental improvements in processes ?
 - (a) JIT.
 - (b) KAIZEN.
 - (c) Six Sigma.
 - (d) Quality Circles.

Turn over

6. Which theory of motivation argues that the excessive application of extrinsic rewards decreases the intrinsic motivation levels ?
- (a) Maslow's Theory.
 - (b) Mc Gregor's Theory.
 - (c) Mc Clelland's Achievement Theory.
 - (d) Cognitive Evaluation Theory.
7. Balance sheet is a form of :
- (a) Dynamic financial report.
 - (b) Static financial report.
 - (c) Activity report.
 - (d) None of the above.
8. Debt-Equity ratio is a sub-part of :
- (a) Short-term solvency ratio.
 - (b) Long-term solvency ratio.
 - (c) Debtors turnover ratio.
 - (d) None of the above.
9. A budgeting process which demands each manager to justify his entire budget in detail from beginning is :
- (a) Functional budget.
 - (b) Master budget.
 - (c) Zero base budgeting.
 - (d) None of the above.
10. Performance appraisal aims at :
- (a) Goals of the employees.
 - (b) Goals of the organisation.
 - (c) Both (a) and (b).
 - (d) Neither (a) or (b).

(10 × 1 = 10 weightage)

Part B

Answer any four questions.

Each question carries 2 weightage.

11. Explain the impact of external factors on strategy.
12. Explain the sources of management information.
13. Explain the non-financial performance indicators for a firm.
14. How do you predict the corporate failures ?
15. What do you mean by Lean accounting ?

(4 × 2 = 8 weightage)

Part C

*Answer any three questions.
Each question carries 4 weightage.*

16. Explain the effect of information technology in strategic management accounting.
17. Explain various performance management information systems.
18. Explain the concept of Balanced Score card.
19. Brief the performance issues in complex business structures.

(3 × 4 = 12 weightage)

Part D**Case Study (Compulsory)**

20. Global Soft Solutions Ltd. is a conglomerate of six business units. Top management of these units has taken a decision to merge all business units and give a new image and identity to the company. Accordingly, merger has taken place. The company is in the business of software development and has a global presence. It is profit making and poised for phenomenal growth. Employees are white collared; highly qualified and average age is 30 years. The Human Resource Department is given the responsibility to revise and position a new performance management system across all the units, as there is a variation in the performance management practices among these units. A preliminary study revealed that performance management practices are fragmented and piecemeal in majority of the units. There are no linkages among various human resource practices like reward structure, career planning, teamwork, competence development initiatives, etc. The first responsibility of Human Resource Manager is to prepare and submit a plan for developing a tailor-made performance management system in-house for approval of Board of Directors.

Question : Position yourself in the shoes of the Human Resource Manager. Based on above details, prepare a blueprint for developing performance management system for the approval of the board. What are factors do you consider for that ?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S4 27—ADVANCED AUDIT AND ASSURANCE

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer the following questions by selecting the most appropriate one from the options given.

Each question carries 1 weightage.

1. Compliance with the Standard of Auditing is the responsibility of :
 - (A) Management.
 - (B) Those charged with governance.
 - (C) Auditor.
 - (D) Audit committee.
2. With respect to financial statement fraud, which one of the following statements is not correct ?
 - (A) Enquiries of management are more useful for detecting management fraud than employee fraud.
 - (B) The auditor must consider the risk of material fraud at both the financial statement level and the assertion level.
 - (C) Excessive pressure on management to meet expectations of third parties creates incentives for management fraud.
 - (D) The auditor needs to consider the likelihood of collusion in determining the appropriate level to report suspicions of fraud.
3. Which one of the following does not necessarily constitute fraud ?
 - (A) Alteration of accounting records from which the financial statements are prepared.
 - (B) Overriding internal controls to record transactions outside the usual course of an entity's business.
 - (C) Intentional omission from the financial statements of transactions or other significant information.
 - (D) Intentional misapplication of accounting principles relating to amounts, classification, manner of presentation or disclosure.

Turn over

4. Which of the following is not a body for Disciplinary procedure of Code of Ethics ?
- (A) Director Discipline. (B) Appellate Authority.
(C) Quality Review Board. (D) Board of Discipline.
5. Money laundering consists of _____.
- (A) Placement. (B) Layering.
(C) Integration. (D) All the above.
6. Which of the following statements is not true ?
- (A) Management fraud is more difficult to detect than employee fraud.
(B) Internal control system reduces the possibility of occurrence of employee fraud and management fraud.
(C) The auditor's responsibility for detection and prevention of errors and frauds is similar.
(D) All statements are correct.
7. Which among the following is not a function of the auditor ?
- (A) Checking errors and frauds.
(B) Correcting errors and frauds.
(C) Preparation of final accounts.
(D) Vouching with original documents.
8. Which of the following is not internal audit evidence ?
- (A) Bank Reconciliation Statement. (B) Bank Statement.
(C) Copy of Sales Invoice. (D) Voucher.
9. A forensic audit can be conducted in order to prosecute a party for :
- (A) Tax. (B) Fraud.
(C) Auditing. (D) Both (A) and (C).
10. What is not a basic element of auditor's report ?
- (A) Title. (B) Signature of the auditor.
(C) Other information. (D) Introductory paragraph.

(10 × 1 = 10 weightage)

Part B

*Answer any four of the following.
Each question carries 2 weightage.*

11. What is Internal Audit ?
12. What is Money Laundering ?
13. What is meant by Audit Risk ?
14. What is Transnational Audit ?
15. What is the subject matter discussed in section 143 of the Indian Companies act of 2013 ?
(4 × 2 = 8 weightage)

Part C

*Answer any three of the following.
Each question carries 4 weightage.*

16. Explain TWO main types of Forensic Audit.
17. What are the various assertions an auditor is concerned with while obtaining audit evidence from substantive procedure ?
18. How would you vouch/verify 'Borrowings from Bank' ?
19. What is the importance of Audit Planning ?

(3 × 4 = 12 weightage)

Part D

Compulsory question
6 weightage.

20. The Chanakya Bank Ltd. was having 150 branches all over India by the year ending 31st March, 2019. Ten branches of the bank were already covered for concurrent audit and the Bank's Audit Committee decided to include the below mentioned branches for concurrent audit from the year 2019-20.20 1. Banaras branch which deals in treasury functions like investments and inter bank borrowings but not in bill re-discounting. 2. Allahabad branch which started foreign exchange business from February 2019. 3. Rae Bareilly branch whose aggregate deposits were more than 35 % of the aggregate deposits of the bank. Sista and Chartered Accountants were appointed as the stock auditors by the Bank's audit committee for five branches for year 2019–2020.

Turn over

The Bank's management appointed and fixed the remuneration of Sista and Chartered Accountants as the statutory auditors also for the year 2019-2020, for the same five branches for which they were given the assignment of stock audit. At the Kanpur branch of the bank there were high value cash deposits in one of the current account from April 2019. Your firm has been appointed as the concurrent auditors for the Kanpur branch for the year 2019-20. The cash collected by the branch was remitted to currency chest on the very same day but, during the concurrent audit for the month of April 2019 itself the auditor noticed that the branch has not filed the requests sent via e-mail to currency chest for the cash remittance. Whether the Bank's Management is authorized to appoint and fix the remuneration of statutory auditors without consulting the Audit Committee of the Board of Directors or members in Annual General Meeting ?

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**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S4 26—GOVERNANCE, RISKS AND ETHICS

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following questions by selecting the most appropriate answer from the options given.
Each question carries 1 weightage.*

1. Which of the following is incorrect related to Sarbanes Oxley Act :
 - a) The CEO and CFO must give up previous bonuses in the past 12 months if the accounts are subsequently found to need re-stating.
 - b) The Act provides some protection for whistleblowers.
 - c) There are no restrictions on the type of non-audit work that can be performed for a company by its firm of external auditors.
 - d) Financial statements that are to be certified both by the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO).
2. Compulsory audit partner rotation was recommended by which of the following committees :
 - a) Naresh Chandra Committee.
 - b) Kumar Mangalam Birla Committee.
 - c) Naryana Murthy Committee.
 - d) J. J. Irani Committee.
3. Which of the following is a non-mandatory requirement in terms of Clause 49 ?
 - a) Whistle blower policy.
 - b) Disclosure of related party transaction.
 - c) Constitution of Audit Committee.
 - d) Laying down of code of conduct for directors and senior members.

Turn over

4. As per Clause 41 of the Listing Agreement notice of Board Meeting should be given to the Stock Exchange :
- No notice is required to be given.
 - At least 7 days in advance.
 - At least 14 days in advance.
 - At least 2 days in advance.
5. The third dimension of the triple bottom-line in addition to people and profit is :
- Social.
 - Economic.
 - Planet.
 - Moral.
6. The goal of corporate governance and business ethics education is to :
- Teach students their professional accountability and to uphold their personal integrity to society.
 - Change the way in which ethics is taught to students.
 - Create more ethics standards by which corporate professionals must operate.
 - Increase the workload for accounting students.
7. Under the _____, both internal and external corporate governance mechanisms are intended to induce managerial actions that maximize profit and shareholder value.
- Shareholder theory.
 - Agency theory.
 - Stakeholder theory.
 - Corporate governance theory.
8. Which of the following assumption about moral behavior is reasonably justified ?
- Most people will behave morally if the socialization process has successfully inculcated the right values.
 - Some people will behave more morally than others even if they have been under the same socialization process.
 - Social situations provide the best stimulus to moral action or inaction ; i.e social pressure determines moral action/inaction.
 - Socialization has no role in developing moral values.
- 1 and 4.
 - 1, 2 and 3.
 - 1, 2, 3 and 4.
 - 2 and 3.

9. Which of the following is a mandatory committee under Clause 49 of the Listing Agreement ?
- Shareholders Grievance Committee.
 - Risk Management Committee.
 - Remuneration Committee.
 - Nomination Committee.
10. In terms of Clause 41 of the Listing Agreement, the announcement of the unaudited financial results should be made to stock exchanges within _____ of the conclusion of the Board Meeting.
- 48 hours.
 - 72 hours.
 - Within a week.
 - 24 Hours.

(10 × 1 = 10 weightage)

Part B

Answer any four of the following questions.

Each question carries 2 weightage.

- Briefly discuss the contributions of John Stuart Mill
- Describe, The Principal -Agent relationship in Fiduciary duty.
- Examine the role of the Board of Directors in internal control.
- Explain the Laski's theory of rights.
- Define the concept of whistle blowing.

(4 × 2 = 8 weightage)

Part C

Answer any three of the following questions.

Each question carries 4 weightage.

- Lawrence Kohlberg's Moral Cognitive theory.
- What are the main challenges for good Governance in public sector organizations ?
- What are the main requirements of the Sarbanes-Oxley Act ?
- Write a brief note on the matters that shall be mandatorily reviewed by the audit committee.

(3 × 4 = 12 weightage)

Turn over

Part D

20. Case study (compulsory) :

Coal mines in China have become virtual death traps for the workers, as mine owners allegedly pay scant attention to workplace safety. According to analysts, the disaster at a coal mine owned by Rui Zhiyuan Company in 2007 was an example of what was wrong with the Chinese coal mines. Earlier in March 2007 explosions had occurred at Yujialing Coal Mine killing 26 workers and Pudeng Coal Mine where 28 mine workers had died in May 2007. It raised some serious ethical issues and led critics to insist that Chinese coal mine owners were putting profits ahead of the safety of its employees.

Required :

- a) Do you think the company running the coal mines is putting profits before the safety of its employees? According to you what concrete steps should be taken by company/companies to address this issue?
- b) What should be the role of the government with reference to the above incidents?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S4 25—CORPORATE REPORTING

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following questions.
Each question carries 1 weightage.*

1. The objectives of financial reporting for business enterprises are based on :
 - A) Generally Accepted Accounting Principles.
 - B) Reporting on management's stewardship.
 - C) The need for conservation.
 - D) The needs of the users of the information.
2. What is the underlying concept that supports the immediate recognition of a contingent loss ?
 - A) Substance over form.
 - B) Consistency.
 - C) Matching.
 - D) Conservatism.
3. In analysing a company's Financial statements, which financial statement would a potential investor primarily use to assess the company's liquidity and financial flexibility ?
 - A) Balance Sheet.
 - B) Income Statement.
 - C) Statement of Retained earnings.
 - D) Statement of Cashflows.
4. How should current tax be measured ?
 - A) The total liability, including deferred tax.
 - B) The amount expected to be paid to (or recovered from) the tax authorities.
 - C) The amount calculated on profit at current tax rates.
 - D) The amount calculated on profit at future tax rates.
5. An enterprise must disclose all of the following information about each reportable segment if the amounts are used by the chief operating decision maker, except :
 - A) Depreciation expense.
 - B) Allocated expenses.
 - C) Interest expense.
 - D) Income-tax expense.

Turn over

6. Which of the following items is always treated as a long-term employee benefit ?
- A) Employee wages and salaries.
 - B) A bonus payable wholly before 12 months after the end of the period in which the related employee services are performed.
 - C) A bonus which is not payable wholly before 12 months after the end of the period in which the related employee services are performed.
 - D) A company car provided for an employee's use.
7. When a parent company acquires a subsidiary, the amount paid for goodwill is equal to the amount paid by the parent company for its shares in the subsidiary company, less :
- A) The nominal value of those shares.
 - B) The market value of those shares.
 - C) The nominal value of those shares plus the parent's stake in the subsidiary's reserves.
 - D) The market value of those shares plus the parent's stake in the subsidiary's reserves.
8. Which of the following is not a component of a complete set of financial statements ?
- A) A set of notes.
 - B) A statement of changes in equity.
 - C) A statement of cash flows.
 - D) A management commentary.
9. Which of the following would generally not be classified as a current asset ?
- A) An asset intended for consumption within the entity's normal operating cycle.
 - B) An asset held for the purpose of being traded.
 - C) An asset held for long-term use within the entity.
 - D) A cash equivalent.
10. The main financial performance statement is :
- A) The statement of financial position.
 - B) The statement of changes in equity.
 - C) The statement of cash flows.
 - D) The statement of profit or loss and other comprehensive income.

(10 × 1 = 10 weightage)

Part B

*Answer any four questions.
Each question carries 2 weightage.*

11. Explain briefly the concept of share-based payment.
12. How is a segment identified for the purpose of segment reporting ?
13. Evaluate the proposed changes in reporting financial performance.
14. Explain Environmental accounting.
15. Critically evaluate accounting principles and practices followed in corporate reporting.

(4 × 2 = 8 weightage)

Part C

*Answer any three questions.
Each question carries 4 weightage.*

16. On 1 January 2019, a parent acquires an 80% interest in a subsidiary for Rs. 16,00,000, when the identifiable net assets of the subsidiary are Rs. 15,00,000. The subsidiary is a cash-generating unit. At 31 December 2019, the recoverable amount of the subsidiary is Rs. 1,00,000. The carrying amount of the subsidiary's identifiable assets is Rs. 13,50,000. Calculate the impairment loss at 31st December 2019.
17. ABC company gives warranties at the time of sale to purchasers of its products. Under the terms of the warranty the manufacturer undertakes to make good, by repair or replacement, manufacturing defects that become apparent within a period of three years from the year end. Should a provision be recognised ?
18. Vijay Co. has 50,00,000 ordinary shares of Rs. 10 each in issue, and also had in issue in 2019 :
 - (a) Rs. 10,00,000 of 14% convertible debentures, convertible in three years' time at the rate of 2 shares per Rs. 10 of debenture.
 - (b) Rs. 20,00,000 of 10% convertible debentures, convertible in one year's time at the rate of 3 shares per Rs. 5 of debenture.

The total earnings in 2019 were Rs 1,750,000. The rate of income tax is 35%.

Required : Calculate the EPS and diluted EPS.

19. In 2018 Vinayak Co. had taxable profits of Rs. 1,20,000. In the previous year (2017) income tax on 2017 profits had been estimated as Rs. 30,000. The tax rate is 33%.

Required :

Calculate tax payable and the charge for 2018 if the tax due on 2017 profits was subsequently agreed with the tax authorities as :

- (a) Rs. 35,000
- (b) Rs. 25,000

Any under- or over-payments are not settled until the following year's tax payment is due.

(3 × 4 = 12 weightage)

Turn over

Part D**Compulsory Question.***It carries 6 weightage.*

20. The following is the Balance Sheet of Omkar Ltd. as at 31st March, 2019 :

Balance Sheet as on 31-3-2019

Liabilities	Rs.	Assets	Rs.
4,000 5% Cumulative Preference shares of Rs. 100 each	4,00,000	Goodwill	1,30,000
8,000 Equity shares of Rs. 100 each	8,00,000	Land and Building	4,00,000
6% Mortgage Debentures	2,00,000	Plant and Machinery	6,00,000
Bank overdraft	1,00,000	Patents	80,000
Sundry Creditors	2,00,000	Stock	1,00,000
		Debtors	80,000
		Profit & Loss A/c	2,00,000
		Preliminary expenses	1,00,000
		Cash	10,000
	17,00,000		17,00,000

The company got the following scheme of capital reduction approved by the court :

- 1) The preference shares to be reduced to Rs. 60 per share fully paid up and equity shares Rs. 40 per share fully paid up.
- 2) The debenture holders took over the stock and book debts in full satisfaction of the due to them.
- 3) The Land & Building to be increased by 25%.
- 4) The Plant and Machinery to be depreciated by 30%.
- 5) The expenses of reconstruction amounted to Rs. 10,000.
- 6) Write off all intangible and fictitious assets and losses.

Required :

Prepare the revised Balance Sheet immediately after the scheme has been put into effect and show any workings required to arrive at the solution.

(1 × 6 = 6 we

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION JULY 2021**

M.B.A. (Health Care Management)

BUSHCM29—ENTREPRENEURSHIP AND CONSULTANCY IN HEALTHCARE

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer all questions.
Each question carries 1 weightage.*

1. What is lateral thinking ?
2. Write short notes on client relationship.
3. How do you do proposal to client ?
4. What do you mean by economic forecasting ?
5. List out limitations of Entrepreneurship in healthcare.
6. What is Diagnosis ?

(6 × 1 = 6 weightage)

Part B

*Answer any four of the following.
Each question carries 3 weightage.*

7. Explain various principles of medical ethics.
8. Who are those consulting industry with specific reference to hospitals ?
9. Discuss the consulting process in health care.
10. What are the short term sources of finance ?
11. Write short notes on orienting new employees in hospital.
12. Explain normal group technique.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss various strategies for healthcare enterprises to approach finance management.
 14. What is Joint venture ? Give some examples of Joint venture done between Indian and Foreign countries in healthcare enterprises.
 15. Explain the steps involved in planning for new healthcare enterprises.
 16. Explain the importance of professionalism and ethics in consulting consultant.
 17. Discuss the method of formulating a new and revised policy in healthcare.
- (3 × 4 = 12 weightage)

Part D (Compulsory)

18. Explain corporate image. What are the various dimensions of corporate image incorporating survey method in healthcare enterprises ?
- (1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUSHCM 28—RISK AND DISASTER MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What are the causes of hospital fires ?
2. Define strategic security system.
3. What is biomedical waste management ?
4. What do you mean by Dietary services ?
5. What is laser imaging ?
6. Define access control concepts.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following.

Each question carries 3 weightage.

7. Explain the roles of hospital infection control committee.
8. List out the procedures to be fulfilled for obtaining clearance for hospital.
9. What are the techniques to control of visitors in hospital ?
10. What is the harness communication zone in hospital building ?
11. Explain the role of linen and laundry manager in hospital.
12. Discuss the training needs assessment for hospital staff for risk management.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.
Each question carries 4 weightage.*

13. Explain the functions of hospital security departments.
14. Discuss the pre-requisite and steps to conduct medical audit.
15. Explain the concept of zoning in operation theatre.
16. How cost reduction measures help to hospital?
17. What are the techniques of management that are application in hospital situation?

(3 × 4 = 12 weightage)

Part D (Compulsory)

18. As the medical superintendent of the hospital :
 - a) How will you manage to control and prevent the hospital acquired infection ?
 - b) Design a Role and responsibility of disaster administration.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUSHCM 27—HOSPITAL RECORDS MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is medical records ?
2. What is inpatient ?
3. What is clinical records ?
4. What is EMMR ?
5. What is retrieval of records ?
6. What is the format of medical records ?

(6 × 1 = 6 weightage)

Part B

Answer any four of the following.

Each question carries 3 weightage.

7. Explain the significance and history of medical records.
8. What is the role of medical records ?
9. What are the basic medical forms ?
10. What are the policies of medical records department ?
11. How do you control the movement of medical records ?
12. What are qualitative analysis of medical records ?

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss the legal aspects of medical records.
14. Discuss the importance of computerization of medical records.
15. What are the advantages of active and inactive medical records ?
16. Discuss the methodology of conducting Medical Audit.
17. Explain the outpatient and inpatient services of medical records department.
(3 × 4 = 12 weightage)

Part D (Compulsory)

18. Explain the flow of data, from patient admitted with covid 19 positive, to return of medical record to file in 100 bed government covid care hospital with the help of a flow diagram.
(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUSHCM26—BIO-MEDICAL AND INNOVATION IN HEALTHCARE INDUSTRY

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is an ICU ?
2. Name biomedical equipments in hospitals.
3. Define HIS.
4. What is telemedicine ?
5. List the brand names of suppliers of HIS systems.
6. What is the use of X-ray ?

(6 × 1 = 6 weightage)

Part B

Answer any four of the following.

Each question carries 3 weightage

7. What are the application and usage of telemedicine ?
8. What are the technical principles of CT ?
9. What are the features of ICUs ?
10. Explain the features of accounting and financial systems.
11. What are the bio medical equipments used in the radiology department ?
12. Discuss the functions of cardiology equipments.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss the features of HIS systems.
 14. Compare and contrast few bio medical equipments used in the hospitals.
 15. Discuss the medical insurance coverage given to patients.
 16. Discuss the clinical and non clinical documentation using innovative technology.
 17. Discuss the sources of clinical and biomedical information on equipments
- (3 × 4 = 12 weightage)

Part D (Compulsory)

18. Request For Proposals (RFP) are invited by the reputed private hospital to set up 200 bed covid 19 care centre with multispeciality centre to treat related diseases of heart and lungs . The management has decided to do the feasibility study and buying of bio medical equipments costing around 50 lakhs. Imagine you are vendor who is specialized in setting up hospital and bio medical equipment prepare a report and explain the procedure to go ahead with a setting up bio medical equipments for the hospitals.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 25—SERVICE QUALITY MANAGEMENT IN HEALTHCARE

Time : Three Hours

Maximum : 36 Weightage

Section A

*Answer all questions given below.
Each question carries 1 weightage.*

1. Define service quality .
2. What is service encounters in health care ?
3. What do you mean service failure in health care ?
4. What is service vision ?
5. What is health care branding ?
6. Define customer satisfaction.

(6 × 1 = 6 weightage)

Section B

*Answer any four questions given below.
Each question carries 3 weightage.*

7. What are the classifications of services ?
8. What is service marketing mix ?
9. What is service blue printing ?
10. What is integrated marketing of services ?
11. What are the features of good packing ?
12. Write a note on service quality in Hospital Services.

(4 × 3 = 12 weightage)

Turn over

Section C

Answer any **three** questions given below.

Each question carries 4 weightage.

13. Explain the nature and characteristics of health care services.
14. Write a note on failure and recovery of health care.
15. Explain the deployment of health care service function.
16. Discuss the role of employees in service delivery in health care services
17. Discuss the importance and contribution of various services for the development of Indian economy.

(3 × 4 = 12 weightage)

Section D (Compulsory Question)

18. Allen Coaching centre, India has attracted so many Pre-university students across India with air-conditioned classrooms, smart boards, excellent faculty, test series and picnic after the exams. Even the centre was easily landmarked in city centre. The classes were conducted on-time and to make session interesting there will be some interactive sessions with excellent speakers. The students were quite comfortable with shelling out huge amount of money for the tutorials even though many of them did not pay to college fees.

In this particular case from Bangalore centre, for accounting paper, Prof. Ramesh was very famous for a technical paper. Many students joined Allen Coaching centre because of his expertise. Unfortunately, as he was completing the last few modules he met with an accident and was hospitalized. He completed the syllabus by sending lecture notes online but being a slightly difficult subject the students did not understand much, as it wasn't much effective classroom interactive session. On the day of the examination the students found that more than half the questions were from the last modules which it was an online lecture. Students couldn't do well in the examination and demanded for a refund from the Allen Coaching centre by protesting in front of centre.

- a) Explain the failure of service. What is the importance of people in service delivery ?
- b) How will the brand name of Allen Coaching centre be affected by this incident, in reference with the other centre presence in all over India ?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4ET 07—HOTEL OPERATIONS MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Write short notes on all the questions.

Each question carries 1 weightage.

1. C-Form.
2. Yield management.
3. Duties of a waiter.
4. Laying of table.
5. Group check out.
6. Any *three* public sector hotels.

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Explain the sources and modes of reservation.
8. Explain the registration of guests at the reception.
9. Discuss the duties and responsibilities of house keeping department.
10. Write a note on waiting at a table by a waiter in restaurant.
11. Explain the importance of lobby errand card.
12. Write a note on time share establishments.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.
Each question carries 4 weightage.*

13. Discuss the various types of room rate as applicable and forecasting room reservation.
14. Explain the inter departmental co-ordination of rooms division.
15. Compare and contrast English, French and Russian service.
16. Explain the relevance of Food courts in major hotels with examples.
17. Discuss the emergence of leading Indian chain of hotels and their future.

(3 × 4 = 12 weightage)

Part D

Compulsory question.

18. Explain the arrival and departure formalities for :
 - (a) International group bookings.
 - (b) Corporate group bookings within India.
 - (c) Family bookings.

(6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4E T06—FRONT OFFICE AND HOUSEKEEPING MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

*Write short notes on **all** the questions.*

Each question carries 1 weightage.

1. Job specification for front office staff.
2. Types of rates.
3. HRS.
4. Booking diary.
5. Alternate lodging.
6. Uniformed service.

(6 × 1 = 6 weightage)

Part B

*Answer any **four** questions.*

Each question carries 3 weightage.

7. Trace the basic layout of front office in a hotel
8. Explain the job description of front office staff in hotels.
9. Discuss the various tariff plans that are in operation.
10. Write a note on the role played by trip advisor in rating hotels.
11. Explain franchise arrangements in Indian hotels.
12. Write a note on Duty rota and work schedules in front office.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss the comparative layout of front office between no frills and full service hotels.
14. Explain the various equipments in use in the front office.
15. Discuss the management of individual and group bookings by front office.
16. Explain the role played by Indian chain of hotels.
17. Discuss the role of front office in ensuring seamless entry for guests.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. Explain the present status and challenges in the management of organisational structure of the following hotels :
 - (a) Small hotels in Towns.
 - (b) 5 star hotels chains in India.
 - (c) Eco tourism resorts.

(6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4E T05—TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

*Write short notes on **all** the questions.*

Each question carries 1 weightage.

1. Explain travel intermediaries.
2. Who are aggregators ?
3. What is IATA ?
4. What are the sources of earning for travel agents ?
5. Describe GITS.
6. Explain Customs procedures.

(6 × 1 = 6 weightage)

Part B

*Answer any **four** questions.*

Each question carries 3 weightage.

7. Write a note on Evolution of Travel agency business in India.
8. Explain Linkages of Tour operation Business with principal suppliers.
9. What are types of Agencies ?
10. What are the documents involved in process of payment ?
11. What are the requirements of Inbound Tourist ?
12. Explain the benefits of Travel Insurance.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss the impact of push and pull factors in travel agency business.
14. What are the concessions applicable to Tour operators in India ?
15. Bring out the differences between Inbound Tour operator and Outbound Tour Operator.
16. How does a Tour Operator label the Price of the Package Tour ?
17. What is VISA - Types and procedures ?

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. Explain the various considerations to be kept in mind while designing an online tour booking website.

(6 marks)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4E S05—BUSINESS PROCESS RE-ENGINEERING

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What do you mean by management process ?
2. Briefly explain the relevance of TQM.
3. What are the challenges of BPR ?
4. List out the benefits of competitive benchmarking.
5. What do you mean by process mapping ?
6. What is the significance of Pareto analysis ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Write a short note on process visioning and benchmarking.
8. Discuss the role of IT in business process re-engineering.
9. Explain the BPR implementation model with suitable diagram.
10. What are the different tools used in benchmarking ? Explain.
11. Discuss on various barriers in business process re-engineering.
12. What are the strategies adopted by the firms to overcome resistance to change ? Explain.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** of the following questions.
Each question carries 4 weightage.*

13. Discuss the relevance of BPR in today's Indian business organization.
14. What is the role of quality function deployment (QFD) in business process re-engineering? Explain.
15. Discuss the relationship between ERP and BPR.
16. What procedures should be followed for ensuring availability of resources during process implementation? Explain.
17. Explain the role of change management team in BPR.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. *Case :*

In its early years, IBM Credit's operation was positively obsolete. When an IBM field salesperson called in with a request for financing, he or she reached one of 14 people sitting around a conference room table in old Greenwich, Connecticut. The person taking the call logged the request for a deal on a piece of paper. That was step one. In step two, someone carted that piece of paper upstairs to the credit department, where a specialist entered the information into a computer system, and checked the potential borrower's creditworthiness. The specialist wrote the results of the credit check on the piece of paper and dispatched it to the next link in the chain, which was the business practices department. The business practices department, involved in step three, was in charge of modifying the standard loan covenant in response to customer request. Business practices had its own computer system. When done, a person in that department would attach the special terms to the request form. Next, the request went to a pricer, in step four, who keyed the data into a personal computer spreadsheet to determine the appropriate interest rate to charge the customer. The pricer wrote the rate on a piece of paper, which, with the other papers, was delivered to a clerical group, in step five. There, an administrator turned all this information into a quote letter that could be delivered to the field sales representative by Federal Express.

The entire process consumed six days on average, although it sometimes took as long as two weeks. From the sales reps' point of view, this turnaround was too long, since it gave the customer 6 days to find another source of financing, to be seduced by another computer vendor, or simply to call the whole deal off. So the rep would repeatedly call to ask, "Where is my deal, and when are you going to get it out?" Naturally, no one had a clue, since the request was lost somewhere in the chain. In their efforts to improve this process, IBM Credit tried several fixes. They decided, for instance, to install a control desk, so they could answer the rep's questions about the status of the deal. That is, instead of each department forwarding the credit request to the next step in the chain, it would return it to the control desk where the calls were originally taken. There, an administrator logged the completion of each step before sending the paper out again. This fix did indeed solve one problem: The control desk knew the location of each request in the labyrinth and could give the rep the information he or she wanted. Unfortunately, this information was purchased at the cost of adding more time to the turnaround.

Eventually, two senior managers at IBM Credit had a brainstorm. They took a financing request and walked it themselves through all 5 steps, asking personnel in each office to put aside whatever they were doing and to process this request as they normally would, only without the delay of having it sit in a pile on someone's desk. They learned from their experiments that performing the actual work took in total only ninety minutes-one and one half hours. The remainder-now more than seven days on the average-was consumed by handing the form off from one department to the next. Management had begun to look at the heart of the issue, which was the overall credit issuance process. Indeed, if by the wave of some magic wand, the companies were able to double the personal productivity of each individual in the organization, total turnaround time would have been reduced by only forty-five minutes. The problem did not lie in the tasks and the people performing them, but in the structure of the process itself. In other words, it was the process that had to change, not the individual steps. In the end, IBM Credit replaced its specialists-the credit checkers, pricers, and so on-with generalists. Now, instead of sending an application from office to office, one person called a deal structurer processes the entire application from beginning to end: no handoffs. How could one generalist replace four specialists? The old process design was, in fact, founded on a deeply held (but deeply hidden) assumption: that every bid request was unique and difficult

Turn over

to process, thereby requiring the intervention of four highly trained specialists. In fact, this assumption was false; most requests were simple and straightforward. The old process had been overdesigned to handle the most difficult applications that management could imagine. When IBM Credit's senior managers closely examined the work the specialists did, they found that most of it was little more than clerical: finding a credit rating in a database, plugging numbers into a standard model, and pulling boilerplate clauses from a file. These tasks fall well within the capability of a single individual when he or she is supported by an easy-to-use computer system that provides access to all the data and tools the specialists would use. IBM Credit also developed a new, sophisticated computer system to support the deal structures.

In most situations, the system provides the deal structurer with the guidance needed to proceed. In really tough situations, he or she can get help from a small pool of real specialists-experts in credit checking, pricing, and so forth. Even here, handoffs have disappeared because the deal structurer and the specialists he or she calls in work together as a team. The performance improvement achieved by the redesign is extraordinary. IBM Credit slashed its seven-day turnaround to four hours. It did so without an increase in head count-in fact, it has achieved a small head-count reduction. At the same time, the number of deals that it handles has increased a hundredfold. Not 100 percent, but one hundred times. What IBM Credit accomplished, a 90 percent reduction in cycle time and a hundredfold improvement in productivity, easily meets our definition of re-engineering. The company achieved a dramatic performance breakthrough by making a radical change to the process as a whole.

Questions :

- (a) What are the various service operation issues in IBM Credit ? Discuss the initiatives of management to streamline service operation.
- (b) Discuss the advantages of BRP implementation in IBM Credit.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4E S04—ENTERPRISE RESOURCE PLANNING

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is Business Intelligence ?
2. Explain Customer Relationship Management.
3. What are the common subsystems of a Finance module of an ERP system.
4. What is data migration process in ERP ?
5. Explain the steps in ERP maintenance.
6. Describe the process of change management in IT organization.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. Explain the evolution of ERP from historical perspective.
8. Define the role of consultant in ERP process mapping.
9. Elaborate the process of measuring ERP implementation success.
10. What are the advantages and disadvantages of ERP adoption.
11. Explain the process of modular ERP implementation.
12. Describe the process of data analytics and its importance.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** of the following questions.

Each question carries 4 weightage.

13. Explain the different phases in the ERP implementation life cycle.
14. How do you foresee the growth of ERP Products in Mobile (Smart Phone) platforms ?
15. Is it possible to integrate a CRM with ERP system ? Discuss the architecture behind it.
16. Explain the core functions of the sales and distribution module of ERP system. Elaborate the support sub-systems.
17. Explain the Enterprise Application Integration.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. M/s Ganga Textiles Limited manufactures Men's clothing. They have supply line across the country and are venturing into global markets. The organization is seventy years old and is run in traditional old fashion methodology. Over the period of time company has understood the need for modernizing manufacturing processes and other business processes. You are invited to demonstrate how implementation of your ERP package will improve the business performance. What will be your major focus areas and what matrices and performance measure you will use ?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EH 05—MANAGEMENT OF TRAINING AND DEVELOPMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. How is training different from education ?
2. What is Andragogy ?
3. What do you mean by Person Analysis ?
4. What are Training Aids ?
5. What do you mean by Management of Change ?
6. What are the elements of Productivity ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Describe the competencies of Training Professionals.
8. Elaborate on Training as a system.
9. Explain the Adult Learning Theory.
10. "Training and development is the heart of any business that cannot be outsourced". Justify this statement.
11. Discuss the strategies for Attitudinal training.
12. Describe the significance of Training Evaluation.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss, how to create an effective Training Environment.
14. Explain the VAK Model.
15. Describe the nine events of Instruction.
16. Elaborate on the techniques of Needs Assessment.
17. Discuss the various methods of Management Development.

(3 × 4 = 12 weightage)

Part D

Compulsory question.

18. Case :

Frontage Innovations Ltd is a consulting company based out of Bangalore. The company is headed by Mr. Anirudh Pillai, who has completed his Master's Degree in Communication Management from a prestigious University in Spain. He is a very dynamic professional and is famous for his creative ideas. He runs the firm in a very flexible and in a non-traditional manner. Everyone enjoys working at Frontage. As part of the company's usual Research and Development activities, it was decided to induct the Management trainees by dividing them into two groups- A and B. During the induction of Group A trainees, the work was explained and they were put straight on to the job. The trainees were made to go through stressful situations and were asked to compete fiercely with each other on their role. Meanwhile, the trainees of Group B were inducted with lots of games and were never told about their roles. They were only asked to co-operate with the other trainees. At the end of the first year, Anirudh analysed the performance report of both the groups of trainees.

Questions :

1. Which group would have performed better ? Justify your answer.
2. Do you think this kind of experimenting in a real-world situation is suitable for organizations ?
3. In your personal view, which group you would like to join ? Outline the reasons for joining that group.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4E H04/IB 04—GLOBAL HUMAN RESOURCE MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What are the cultural approaches in business standard ?
2. Mention any five types of global business.
3. What is 360 degree feed back ?
4. What are the sources of motivation in HR Practice ?
5. What do you mean by labour relations ?
6. Explain the term business ethics.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. What are the impacts of globalisation in HR practice ?
8. Describe the pole adaptation of Harvard Model.
9. Briefly describe the factors considered for global recruitment.
10. What may be the possible impact of managerial transfer ?
11. Explain the impact of differences in global labour market.
12. Describe the eastern management thoughts in the Indian Context.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** of the following questions.

Each question carries 4 weightage.

13. Describe the salient features of Marxist and convergence theory.
14. Explain the impact of inter-country differences in HRM.
15. Describe the significant international staff policies and practices for staffing.
16. Analyse how labour relations is strengthened through labour legislation.
17. Explain the challenges in following the ethical standards in International Business.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. Miss. Sadhana Verma is a very ambitious young woman. After graduating from IIM - B, she has joined one of the best consultancy firm in the world. From her childhood, Ms. Indra Nooyi and Ms. Kiran Mazumdar Shaw were two women who inspired her the most. She wanted to climb the corporate ladders as quickly as possible. She was very enthusiastic about her role as a consultant in the organization. But during some meetings she realised that her views and opinions are rarely noticed, where as some of her male colleagues views got mileage even when there were no novelties in it. Initially she felt it was her perception. But soon she realised that there existed a glass ceiling in the organization. Even world's most renowned organization has a glass ceiling. She was shocked. She decided to understand things better. She started reading UN reports and understood that for every one dollar a male makes a woman makes only 77 cents. This statistics was staggering. Slowly, she realised that there exist a gender wage gap of even 50 per cent in many countries. In 100 countries women are not allowed to certain jobs and 59 countries don have sexual harassment laws at the workplace. She decided to quit her job. She is planning to start an NGO to fight the glass ceiling in the corporate world.

- a) Why do you think gender wage gap still exists in most of the countries ?
- b) Do you think fighting from inside is a better idea for Sadhana than waging her war from outside the company ? Justify.
- c) Elaborate some of the best practices to eliminate gender discrimination at the work place.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EF 07/IB 07—FINANCIAL DERIVATIVES

Time : Three Hours

Maximum : 36 Weightage

Section A

*Answer **all** the questions.*

Each question carries 1 weightage.

1. What are derivatives ?
2. What do you mean by Forward Contracts ?
3. What do you mean by Intrinsic value ?
4. What is volatility ?
5. Distinguish between call option and put option.
6. What is an interest rate swap ?

(6 × 1 = 6 weightage)

Section B

*Answer any **four** questions.*

Each question carries 3 weightage.

7. Explain the difference between hedging, speculation and arbitrage.
8. Define Derivatives. Explain different types of financial derivatives.
9. Explain the difference between regular credit default swaps and binary credit default swaps.
10. "Option contracts are relatively more safe derivatives instruments". Explain.
11. What do you mean by put-call parity ? Explain with suitable examples.
12. Explain Black-Scholes model.

(4 × 3 = 12 weightage)

Turn over

Section C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Discuss the various functions and advantages of derivatives markets.
14. Explain the various types of derivatives. Differentiate between cash and futures market.
15. What are currency swaps ? Explain the different types of Currency swaps and structure.
16. Distinguish between spread, straddle and strangle option strategies with examples.
17. What is hedging ? Explain various types of hedging strategies using derivatives.

(3 × 4 = 12 weightage)

Section D

*Answer the following **compulsory question** which carries 6 weightage.*

18. Assume that the spot price of a particular stock is Rs. 180 and the risk-free interest rate is 15 %. If a 90 day call option with a strike price of Rs. 175 on this stock is trading at Rs. 15, what will be the price of a put option of the same maturity ?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EF 06/IB 06—RISK MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Section A

Answer all the questions.

Each question carries 1 weightage.

1. Explain Stock Index Futures.
2. Explain FAS-133.
3. What is Country risk and Political risk ?
4. Describe Risk Financing.
5. Explain VAR model.
6. What is covered call strategy ?

(6 × 1 = 6 weightage)

Section B

Answer any four questions.

Each question carries 3 weightage.

7. Explain Hedging risk through forward contracts.
8. Elaborate various types of Risks.
9. Narrate models of Credit risk evaluation.
10. What are the steps in measuring corporate risk.
11. Explain the methods to manage Interest Rate Risk.
12. Naked Call writing is a high risk option strategy. Justify the statement.

(4 × 3 = 12 weightage)

Turn over

Section C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Explain the evolution of global derivative market.
14. Cognitive technologies augment human decision making to mitigate risk. Elaborate.
15. Write a detailed note on Risk evaluation and Management for a Private Bank.
16. What are the ways and means of identifying and managing cash flow exposures ?
17. Explain the Black Scholes model.

(3 × 4 = 12 weightage)

Section D

*Answer the following **Compulsory** question which carries 6 weightage.*

18. Critically evaluate the Global financial crisis 2008 from a risk management perspective. Do you think global economy has designed successful strategies to prevent future financial turmoil ?

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EF 05/IB 05—FOREX MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Section A

Answer all the questions.

Each question carries 1 weightage.

1. List out the schemes of ECGC.
2. What is Balance of Payment ?
3. What is meant by forward rate ?
4. What is Letter of Credit ?
5. What do you mean by Forfeiting ?
6. What are Swaps ?

(6 × 1 = 6 weightage)

Section B

Answer any four questions.

Each question carries 3 weightage.

7. Differentiate between a Spot Market and Forward Market.
8. Briefly explain the factors influencing exchange rates.
9. Explain the various types of Incoterms.
10. Explain the functions of IMF.
11. How did the Bretton Woods agreement provide a stable monetary environment ?
12. Explain the various risk covering documents related to international trade.

(4 × 3 = 12 weightage)

Turn over

Section C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Is floating rate system more inflationary than fixed rate system ? Explain.
14. Who are the participants in foreign exchange market ? What are the functions of foreign exchange market ?
15. State the various documents essential for Export Trade and briefly explain the purpose of each document.
16. Explain the various export finance schemes provided by various agencies for exporters.
17. The US dollar is selling in India at ₹ 55.50. If the interest rate for a 6 months borrowing in India is 10 % per annum and the corresponding rate in USA is 4%.
 - i) Do you expect that US dollar will be at a premium or at discount in the Indian Forex Market ?
 - ii) What will be the expected 6-months forward rate for US dollar in India ?

(3 × 4 = 12 weightage)

Section D

*Answer the following **compulsory** question which carries 6 weightage.*

18. Examine the influence of monetary and fiscal policy on exchange rate with special reference to Foreign Exchange Market in India.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BU4EF04—INDIAN FINANCIAL SYSTEM

Time : Three Hours

Maximum : 36 Weightage

Section A

Answer all the questions.

Each question carries 1 weightage.

1. What do you mean by Money Market ?
2. What is ADR ?
3. What is depository service ?
4. What is under writing ?
5. What is marine insurance ?
6. What is stock dividend ?

(6 × 1 = 6 weightage)

Section B

Answer any four questions.

Each question carries 3 weightage.

7. Explain the importance of Stock broking.
8. Explain the SEBI regulations on merchant banks.
9. What is the importance of Tax Planning Services ?
10. What are the advantages of Credit Rating ?
11. Explain the importance of Financial Intermediaries.
12. Explain the role of insurance as a financial service.

(4 × 3 = 12 weightage)

Turn over

Section C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. What are the different Capital Market instruments ?
14. Explain the role of financial services in economic development.
15. Discuss the importance of Depository Services.
16. What are the different types of insurance ?
17. Explain the importance of Card business.

(3 × 4 = 12 weightage)

Section D

Answer the following compulsory question which carries 6 weightage.

18. Illustrate Indian Financial System and explain various components of Indian Financial System.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EM 07—SERVICES MARKETING

Time : Three Hours

Maximum : 36 Weightage

Part A

Write short notes on all the questions.

Each question carries 1 weightage.

1. Explain inseparability in services.
2. What is service recovery ?
3. Explain the concept of lean servicescapes.
4. What is supply management in services ?
5. What is marketing of health care services ?
6. What is house of quality ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Elaborate on the factors stimulating the transformation of service industry ?
8. Explain the concept of trinity of services.
9. Discuss various quality issues in service management.
10. Explain the relevance of CRM in services.
11. Describe demand management of services.
12. Explain marketing of various financial services.

(4 × 3 =12 weightage)

Turn over

Part C

Answer any three questions.

Each question carries 4 weightage.

13. "Service characteristics are unique compared to products". Elaborate on the statement.
14. Explain the elements of service experience.
15. Elaborate on the elements of service quality matrix.
16. Outline the roles of employees in service delivery.
17. Describe the challenges in marketing of educational services.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. *Case Analysis :*

Mr. Ajay has ordered a mobile phone for his wife Radha on a reputed online portal. The amount for the mobile was paid up front through his credit card. After a week the parcel was delivered. Mr. Ajay was shocked to see a washing soap bar instead of the mobile phone inside the parcel. He immediately called the customer care centre and informed the matter. The online portal has promised to resolve the issue.

- (a) Analyse the situation and elaborate how the service failure has happened. What should the online portal do for service recovery ?
- (b) What precautions should be taken by the online portal to avoid such unpleasant situations ?

(6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EM 06—RETAIL MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions

Each question carries 1 weightage.

1. Define hyper-markets.
2. What is the franchise retail business model ?
3. What is diagonal floor plan in a retail store ?
4. Explain the retail mix.
5. What is location quotient ?
6. Define the price discrimination in merchandising.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. What are the functions of retailing ?
8. Explain the different types of location sites.
9. What are the objectives of good floor design ?
10. Explain the retail information system.
11. Describe the retail promotion mix.
12. Explain the functions of retail strategy.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** of the following questions.

Each question carries 4 weightage.

13. Explain the evolution of retail industry in India.
14. Detail the retail site selection process.
15. Explain the different retail pricing strategies.
16. Retail buying decision process is a black box. Justify the statement.
17. Elaborate the steps involved in merchandise planning.

(3 × 4 = 12 weightage)

Part D

Compulsory Question.

18. Explain the post Covid - 19 challenges to Indian retail industry.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4EM 05—SALES MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What are the purposes of a Sales Organization ?
2. What do you mean by Salesforce Induction ?
3. What do you mean by Training Aids ?
4. What is Sales Quota ?
5. What is the relevance of a Sales Budget ?
6. What is Sales Control ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Differentiate selling from marketing.
8. Describe the scope of Sales Management.
9. Elaborate on how salespersons' screening is carried out in organizations.
10. Discuss the requirements of a good sales compensation plan.
11. Explain the contents of a Sales Budget.
12. Describe the benefits of a Sales Audit.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Explain the various types of Sales Training Methods.
14. Describe the Buying Formula Theory.
15. Elaborate on the procedures for setting sales quotas.
16. Discuss the process of Marketing Cost Analysis.
17. Explain the various types of Performance Evaluation methods for salesmen.

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

18. Case :

Clickton is one of the leading automobile manufacturers in India. The company has 10 manufacturing plants across the country and it has employed over 20000 workers across its various plants. As the company believes in a sales driven approach, the employees of every functional departments are given sales orientation training on a regular basis. For the sales and marketing department, the training is conducted for a month and for all the other departments, it is conducted for around 15 days every year. Moreover, the company has established three well-equipped training centres where in three star facilities for food and accommodation are also provided during the training period.

The training programme is considered as an opportunity to get together and enjoy by many employees from other functional departments. Besides, most of the senior managers of the sales and marketing division, who are at the helm of the training programme have a feeling that it is not useful to train the employees from other functional departments. They feel that the Company is wasting valuable resources especially in terms of time and money by doing so. In addition to this, there has been rising concerns that the training adds no value to the Company's activities. Taking all these factors into account, the top management is considering the revamping of the entire sales training programme.

Questions:

1. Do you think that the training expenses are justifiable as the company has a sales driven approach ?
2. Is there a need to train all the employees on the sales function ? Justify your answer.
3. Design a new system for training the employees at Clickton.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4C 24—MANAGEMENT CONTROL SYSTEM

Time : Three Hours

Maximum : 36 Weightage

Section A

*Answer all the questions.
Each question carries 1 weightage.*

1. What are Revenue Centres ?
2. What is TQM ?
3. What is meant by Material Requirement Planning ?
4. Explain Statistical Quality Control.
5. What are the limitations of variance analysis ?
6. What is feedback control ?

(6 × 1 = 6 weightage)

Section B

*Answer any four questions.
Each question carries 3 weightage.*

7. Explain the nature and importance of management control system.
8. What do you understand by inter-company transfers ? Explain.
9. What is Budgetary Control ? In what way is standard costing different from budgetary control?
10. What is Balanced Score Card ? Explain its objectives and advantages.
11. Explain similarities and differences between a Revenue Centers and an Expense Centers.
12. Explain Goal congruency.

(4 × 3 = 12 weightage)

Turn over

Section C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. Explain the concept of profit centres. What are the yardsticks available for measuring the performance of a profit centre ?
14. What do you understand by Performance Measurement ? Explain.
15. 'Management techniques such as Just In Time (JIT) and Benchmarking are in tune with the conceptual foundation of Management Control Systems'. Explain.
16. Describe Management Control System in Multinational Organisation.
17. Explain the various behavioural aspects that have to be taken into consideration while designing a management control system.

(3 × 4 = 12 weightage)

Section D

*Answer the following **compulsory** question which carries 6 weightage.*

18. Discuss in detail about Enterprise Resource Planning (ERP), highlighting clearly its features and benefits to a business enterprise. Explain the reasons for implementation of ERP by companies.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4C 23—INTERNATIONAL BUSINESS

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Distinguish between Poly -Centric and Geo Centric Approach.
2. What is TRIPS ?
3. Name the two prominent foreign institutional investors in India.
4. What is Balance of Payment ?
5. List down the advantages of stratagic alliance.
6. What is product based structure ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What are the barriers to international business ?
8. Present the theory of mercantalism.
9. How does IMF facilitate global trade ?
10. Present the value chain model.
11. Discuss the stratagic role of green filed investments.
12. What is human resource tracking ?

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any three questions.
Each question carries 4 weightage.*

13. What is the strategic importance of “Make in India “Initiative ?
14. Critically evaluate any two theories of international trade.
15. Discuss the role of WTO in global trade.
16. Why do mergers and acquisitions are on a rise ?
17. What is the relevance of disaster management in the perspective of international business ?

(3 × 4 = 12 weightage)

Part D (Compulsory Question)

Carries 6 weightage.

18. Devised to transform India into a global design and manufacturing hub, Make in India was a timely response to a critical situation. By 2013, the much-hyped emerging markets bubble had burst, and India’s growth rate had fallen to its lowest level in a decade. The promise of the BRICS Nations had faded, and India was tagged as one of the so-called ‘Fragile Five’. Global investors debated whether the world’s largest democracy was a risk or an opportunity. Make in India was launched by Prime Minister against the backdrop of this crisis and quickly became a rallying cry for India’s innumerable stakeholders and partners. Most importantly, it represents a complete change of the government’s mindset - a shift from issuing authority to business partner, in keeping with Prime Minister's tenet of ‘Minimum Government, Maximum Governance’.

The Department for Promotion of Industry and Internal Trade (DPIIT) worked with a group of highly specialised agencies to build brand new infrastructure, including a dedicated help desk and a mobile-first website that packed a wide array of information into a simple and sleek menu. Designed primarily for mobile screens, the site’s architecture ensured that exhaustive levels of detail are neatly tucked away so as not to overwhelm the user. 25 sector brochures were also developed - contents included key facts and figures, policies and initiatives and sector-specific contact details, all of which was made available in print and on the website.

The Make in India initiative has been built on layers of collaborative effort. DIPP initiated this process by inviting participation from Union Ministers, Secretaries to the Government of India,

state governments, industry leaders, and various knowledge partners. Next, a National Workshop on sector specific industries in December 2014 brought Secretaries to the Government of India and industry leaders together to debate and formulate an action plan for the next three years, aimed at raising the contribution of the manufacturing sector to 25% of the GDP by 2020. This plan was presented to the Prime Minister, Union Ministers, industry associations and industry leaders by the Secretaries to the Union Government and the Chief Secretary, Maharashtra on behalf of state governments.

In a short space of time, the obsolete and obstructive frameworks of the past have been dismantled and replaced with a transparent and user-friendly system. This is helping drive investment, fostering innovation, developing skills, protecting Intellectual Property (IP) and building best-in-class manufacturing infrastructure. The most striking indicator of progress is the unprecedented opening of key sectors - including railways, defence, insurance and medical devices - to substantially higher levels of Foreign Direct Investment.

The ministry has engaged with the World Bank group to identify areas of improvement in line with World Bank's 'doing business' methodology. Several workshops with Ministries and State governments have been conducted by the Department for Promotion of Industry & Internal Trade (DPIIT) and World Bank for Business Reforms Action Plan.

An Investor Facilitation Cell (IFC) dedicated for the Make in India campaign was formed in September 2014 with an objective to assist investors in seeking regulatory approvals, hand-holding services through the pre-investment phase, execution and after-care support.

The Indian embassies and consulates proactively disseminate information on the potential for investment in the identified sectors. DPIIT has set up a special management team to facilitate and fast track investment proposals from Japan. The team known as 'Japan Plus' was operationalized in October 2014. Similarly, 'Korea Plus', launched in June 2016, facilitates fast track investment proposals from South Korea and offers holistic support to Korean companies wishing to enter the Indian market.

- (a) Why India need to open up economy and invite FDI in almost all sectors ?
- (b) Critically evaluate the process design of Make in India.

(1 × 6 = 6 weightage)

**FOURTH SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

(CUCSS)

M.B.A.

BUS 4C 22—CORPORATE GOVERNANCE

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions

Each question carries 1 weightage.

1. What is moral turpitude ?
2. Enlist the duties of independent director.
3. Who is a dominant shareholder ?
4. What is CSR ?
5. Name any two reputed international non governmental organizations.
6. List down the characteristics of non profit corporate entity.

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What are the basic principles of corporate governance ?
8. Distinguish between Governance and Management.
9. What are the desirable attributes of a director ?
10. Brief the recommendations of Narayana Moorthy Committee.
11. How does whistle blowing facilitate good governance ?
12. What are the duties of company secretary ?

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any **three** questions.*

Each question carries 4 weightage.

13. What are the drivers of corporate governance ?
14. Discuss the role of audit committee.
15. Present the common wealth principles based model.
16. What are the institutional supports needed for good governance ?
17. "Financial frauds are on a rise in India". Justify with recent examples.

(3 × 4 = 12 weightage)

Part D

Compulsory question.

Carries 6 weightage.

18. There has been further corporate leadership news for India Inc, which may have greater long-term consequences. The Securities and Exchange Board of India (Sebi), on recommendations made by the Kotak Committee, had set a March 31, 2020, deadline for top corporations to separate the roles of chairman and managing director.

The goal was to professionalise governance of Indian corporations by mandating that the roles of board leadership and company leadership be divided, as is the pattern. However, compliance has lagged terribly, and top business lobbied against the move. Of India's top 500 companies, almost half of them have made no moves to split the roles. Facing such resistance, Sebi has blinked, and announced it will probably extend the deadline. Though Sebi made an assurance that the division of board and corporate leadership roles would be still happening, government edicts could delay it indefinitely.

Here is where the spirit of legal policies must come to play, instead of reinstating an erstwhile chairman. A common thread unites these two stories, and it is troubling for long-term corporate governance advancement in India. The term 'board chairman' is universal of the boardroom model worldwide.

But there is variation in practice. In most advanced economies, the board chair is a hands-off, independent position, occupied by someone who leads the board, assures its governance role, and serves as spokesman and intermediary for the rest of the directors in working with the chief executive. The rule 'nose in, fingers out' of company operations is considered crucial.

In younger, developing economies such as India — especially those with strong family business traditions — board chairmanship is a far different matter. Often the founder, promoter or a member of the founding family, this chair position is strongly involved in operations, strategy, the advancement (and ouster) of management, and looking out for family interests — even writing off wedding expenses as company expenses.

He (almost always a he) is lord of the castle, and no one is allowed to forget it. Given the strong, hands-on power of this role, it is no wonder that board chairmanship in India is so prized and hotly defended by the patriarchs. Founders and promoters will fight to the last to preserve their privileges.

Unfortunately, this all-powerful chairman role stifles the very elements needed for good corporate governance to advance in a modern economy. Minority shareholders are pushed to the margins. Independent judgment of what is good for the corporation and its stakeholders is neglected. Succession planning looks less like a business school model, and more like the Game of Thrones. And it is impossible to distinguish between what benefits the company, and what benefits the chairman/promoter.

- (a) What are the implications on SEBI directive to split the roles on Corporate Governance in India ?
- (b) Suggest some other measures to strengthen CG practices.

(6 weightage)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4E H05—MANAGEMENT OF TRAINING AND DEVELOPMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. According to you what is the need of training ?
2. What did you understood by management development ?
3. What is vestibule training ?
4. Differentiate between training and education.
5. What do you mean by job evaluation ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following questions.**Each question carries 5 marks.*

6. What is reinforcement ? Explain its factors.
7. What are the significance of training for TQM ?
8. Explain various qualities of a good trainer.
9. Write a brief note on VAK model.
10. Discuss various assumptions of Adult learning theory.
11. Explain various benefits of training.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7.5 marks.

12. What may be future of training and development ? Discuss.
13. Elaborate training design process in detail.
14. Elaborate various methods and techniques of management development.

(2 × 7½ = 15 marks)

Part D

(Compulsory-Case Study)

Mr Maruti after obtaining his B.Sc. degree did a few odd jobs for two years and then completed his MBA degree from S.K. University in 2004. He went to Bangalore and began his career in computer industry as a software professional for a salary of Rs. 12,000 per month. Then he did his post-graduate diploma in Computer Applications for one year and progressed to Systems Analyst and then Senior Manager of the electronic data processing department of a company. After four years, MR. Maruti did his MCA degree from Bangalore University and became the Vice-President of Satyam Computers. At the age of 36, his 12 years climb up the executive ladder culminated in his being selected as CEO of the Rs. 2000 crore company where he was responsible for making strategic decisions. His annual salary grew up to Rs. 1 Crore.

Mr. Maruti could get so far so fast due to software industry boom, successful at whatever he undertook and his continues upgradation of his skills and educational qualifications. He was a major force in developing software where he worked. His reputation for being highly organized is well-known in the industry. He regularly handles telephone calls, e-mails and reads a number of corporates up-dates and reports. Colleague's openly discuss about his ability to identify problems in a project and after solid solutions.

Mr. Maruti proudly admits that his professor at S.K.University helped him a lot in the form of counseling and mentoring, which magnified his brightness and competency.

Answer the following Questions :

1. How did Mr. Maruti's continuous development of his human resources aid his progress up the senior executive ladder ?
2. Discuss the importance of skills upgradations and role of training in career development.

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 3E F 07/IB 07—FINANCIAL DERIVATIVES

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer all questions given below.**Each question carries 2 marks.*

1. What do you mean by marking to market ?
2. Define and illustrate American option.
3. What is bid-ask spread ?
4. What is Hedging ?
5. What are Interest rate swaps ?

(5 × 2 = 10 marks)

Section B*Answer any four questions given below.**Each question carries 5 marks.*

6. Differentiate between forward and future contracts.
7. The settlement price of Sensex futures contract on a particular day was Rs. 5,600. Initial margin is set as Rs. 10,000, while maintenance margin is fixed at Rs. 8,000. Multiple of each contract is 50. The settlement prices on the next 5 days are as follows :

Day	1	2	3	4	5
Settlement price (Rs.)	5,700	5,500	5,650	5,750	5,700

Calculate mark to market cash flow and daily closing balance in the accounts of an Investor holding long position at Rs. 5,600. Also compute net profits (loss) on contract.

Turn over

8. Differentiate between systematic risk and unsystematic risk. Do you agree that hedging with stock index futures controls both these types of risk ?
9. The spot price of coconut oil is Rs. 7,500 per quintal. The storage cost of coconut oil on an average is Rs. 75 per quintal for six months, payable at the end of storage period. The risk free rate of return is 8% per annum compounded continuously. Compute the price of six months future contract on coconut oil. The size of future contract is one quintal. If the six months future contract is traded at Rs. 7,950, what arbitrage opportunities are available and how can one design arbitrage?
10. Explain the following hedging strategies :
- Short stock long call.
 - Long stock short call.
11. From the following data, determine for each option, the intrinsic value and the time value. Also state whether each of these is in the money, out of the money or at the money.

Sl.No.	Option	Stock price	Exercise price	Option price
1	Put	36	32	5.30
2	Call	48	50	4.10
3	Call	107.50	105	8.40
4	Put	41	45	9.70

(4 × 5 = 20 marks)

Section C

Answer any two questions given below.

Each question carries 7½ marks.

12. Using the Black-Scholes Formula find the value of a call option and put option given :

Stock price	=	Rs. 100
Exercise price	=	Rs. 95
Interest rate	=	0.10
Time to expiration	=	3 months
Standard Deviation	=	0.5

13. What are SWAPs ? Explain the valuation of credit default swap ?

14. Consider a position consisting of Rs. 1 Lakh investment in asset A and a Rs. 1 Lakh investment in asset B. Assume that the daily volatilities of both assets are 1 % and the co-efficient of correlation between their returns is 0.3. What is the 5 day 99 % VaR for the portfolio ?

(2 × 7½ = 15 marks)

Section D

Compulsory question carrying 15 marks.

15. The current stock price of Reliance is Rs. 340. A call option is available with a strike price of Rs. 370. The continuously compounded interest rate is 12 % p.a. and the time to expiration is 3 months. There is a chance of the stock price moving up by 15 % or going down by 10 %. Using the single period Binomial Model you are required to :

- I. Determine the value of call option.
- II. Determine the Hedge ratio and how to interpret the ratio for arbitrage operations.
- III. If the call option is now available for Rs. 9 how would you make an arbitrage profit ?

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4E F05/IB 05—FOREX MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all the questions.**Each question carries 2 marks.*

1. What is foreign exchange market ?
2. Write a short note on incoterms
3. Describe exchange rate mechanism.
4. Enumerate the important purpose of the world bank.
5. What do you mean by consignment ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following.**Each question carries 5 marks.*

6. Distinguish between the spot market and the forward market.
7. What are the differences between revocable and irrevocable letter of credit ?
8. What are special drawing rights ? Why were they created ?
9. Elaborate the statutory documents required for any export or import.
10. Who are the market participants in the foreign exchange market ?
11. Elucidate the Bretton woods system of foreign trade.

(4×5 = 20 marks)

Turn over

Part C

Answer any two of the following.

Each question carries 7.5 marks.

12. What do you mean by options ? How would you use options for foreign exchange risk management.
13. Explain the methods of international trade settlement.
14. What role does the international monetary fund play in determining the value of exchange rate ?

(2 × 7.5 = 15 marks)

Part D (Compulsory)

15. A futures contract is available on a company that pays an annual dividend of Rs. 5 and whose stock is currently priced at Rs. 200. Each futures contract calls for delivery of 1,000 shares of stock in one year, daily marking to market, an initial margin of 10 % and a maintenance margin of 5%. The corporate treasury bill rate is 8 %.
 - (a) Given the above information, what should the price of one futures contract be ?
 - (b) As a result of the company stock price decrease, will an investor that has a long position in one futures contract of this company realizes a gain or loss ? What will be the amount of this gain or loss ?

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4E M07—SERVICES MARKETING

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is service marketing trinity ?
2. Define servicescape.
3. What is physical evidence in services ?
4. What are the challenges faced by service industry ?
5. What are the components of internal marketing of services ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following questions.**Each question carries 5 marks.*

6. Explain the significance of integrated marketing of services.
7. Explain the various roles of customers in service performance with suitable examples.
8. Write a brief note on marketing of tourism services.
9. What are service quality dimensions ? Explain.
10. Discuss various service recovery strategies in detail.
11. What are the types of service encounters ? Explain.

(4 × 5 = 20 marks)

Turn over

Part C

*Answer any two questions.
Each question carries 7.5 marks.*

12. What is service blue print ? Discuss its advantages.
13. Write a short note on optimal versus maximal use of capacity.
14. Elaborate various strategies for managing demand to match capacity.

(2 × 7½ = 15 marks)

Part D

(Compulsory-Case Study)

15. SSD INFOTECH During the boom times, many firms providing computer education to students used to survive and thrive in the Indian market. But the boom did not last forever and the bust that followed took its toll on the educational IT services sector. Aptech sold off its business to SSI and many other firms exited the business. SSD InfoTech also found its business squeezed and had to think of new segments. The company refocused attention on the corporate segment which also requires computer training for its employees. Over a period, the business that came from the corporate sector swelled from 20% of its total to 65% of the total. At the same time, its affiliate channels through whom a lot of its consumer(student) business was done came down from 200 to 125 in number, signaling a decline in that segment.

In bad times, it makes sense to have a re-look at the segmentation and the overall marketing strategy. This may involve re-positioning yourself at times, in line with the requirements of the new segments being targeted. Also it could involve changes in 7Ps of marketing.

Questions :

- (a) What changes should SSD InfoTech make in its positioning and its 7Ps to successfully serve the corporate market ?
- (b) Why do you think that services' marketing needs the expanded marketing mix ?

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4C 24—MANAGEMENT CONTROL SYSTEM

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all the questions.**Each question carries 2 marks.*

1. What are the objectives of transfer pricing ?
2. What is budgetary control ?
3. Why is performance measurement required in management control system ?
4. What are the characteristics of a service organization ?
5. Write the meaning of Just in time approach.

(5 × 2 = 10 marks)

Part B*Answer any four of the following.**Each question carries 5 marks.*

6. What do you mean by Reporting ? How is it useful as a control system.
7. Explain in detail the tools in management control systems (mcs).
8. Briefly describe the special characteristics of non profit organizations.
9. Describe and illustrate significance of human behavior patterns in management control.
10. Explain the steps in management control process.
11. Explain the advantages and disadvantages of flexible budget.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two of the following.

Each question carries 7.5 marks.

12. What are the behavioral considerations in management control system.
13. Explain how budgeting is useful as a tool for control?
14. "Balance score card is a strategic tool for measuring and evaluating the performance of an organization." Justify this statement.

(2 × 7.5 = 15 marks)

Part D (Compulsory)

15. The Profit and Loss A/c. of XYZ Ltd., for the year ended 31st March 2012 was as follows :

Dr. Profit and Loss a/c. for the year ended 31st March 2012 Cr.

<i>Particulars</i>	<i>Amount (Rs.)</i>		<i>Amount (Rs.)</i>
To Materials	4,80,000	By Sales	9,60,000
To Wages	3,60,000	By Work-in progress :	
To Direct Expenses	2,40,000	Material	30,000
To Gross Profit	1,20,000	Wages	18,000
		Direct Expenses	12,000
		By Closing stock	1,80,000
Total	12,00,000	Total	12,00,000
To Administration Expenses	60,000	By Gross Profit	1,20,000
To Net Profit	66,000	By Dividend received	6,000
Total	1,26,000	Total	1,26,000

As per the cost records, the direct expenses have been estimated at a cost of Rs. 30 per kg. and administration expenses at Rs. 15 per kg. During the year production was 6,000 kgs. and sales were Rs. 9,60,000. Prepare a statement of costing Profit and Loss A/c.

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4C 23—INTERNATIONAL BUSINESS

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is International Business ?
2. State the salient feature of Regiocentric Orientation.
3. What do you understand from Anti dumping ?
4. What is IMF ?
5. What is green field investment ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following questions.**Each question carries 5 marks.*

6. Explain the different types of Cross cultural Training.
7. Explain the International Product life cycle.
8. Briefly describe the Trade Barriers.
9. Give a brief account on WTO.
10. Explain the Components of Culture.
11. Explain the factors restricting internationalization of Business.

(4 × 5 = 20 marks)

Turn over

Part C

*Answer any two questions.
Each question carries 7.5 marks.*

12. Discuss the main elements of foreign environment affecting marketing activities of a firm in a foreign country.
13. Explain in detail, the different types of Organizational Structure.
14. Explain the Various Approaches in International Business.

(2 × 7½ = 15 marks)

Part D

(Compulsory-Case Study)

15. Three factors intensify the environmental problems associated with rapid industrial development. First, as emission from existing activities increases activities increases, they pass the point at which they can readily assimilated by the environment. Second, as industrial towns expand, more people are exposed to pollution. Third, within industry the structure shift away from the activities data moderately polluting such as textiles, wood products and food processing, and toward others with much greater potential for causing environmental harm, such as metals, chemicals and paper.

The derelict or highly polluted industrial area and rivers to be found in all high income countries represent both a warning and a challenge for developing world. The challenge is to avoid passing through the “dark satan in mills” phase of industrial growth. The policy response will need to address the rather different pollution problems posed by large plants and mines and large number of small industries. A few industries dominated by large plants are responsible for a significant share of industrial pollution. In addition to energy supply, these include ferrous and non ferrous metallurgy, industrial chemicals, paper and pulp cement and mining. Unchecked the pollutants discharged by these industries damage the health of local people, reduce output from local agricultures and industry and damage infrastructure and building. Small and medium scale industries, which provide much employment and productivity growth in developing countries, cause many of the kinds of pollution as larger enterprise and are especially important source of organic wastes in water effluents and inadequately handled hazardous waste.

Questions :

- a) As a public servant, what is the measure that you would take to recommend to overcome the Problem ?
- b) Some of the large plants dominates the small in contributing hazardous pollution, what policy measure do you make to these industries ?

(1 × 15 = 15 marks)

FOURTH SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 4C 22—CORPORATE GOVERNANCE

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. Mention any *four* objectives of Corporate Governance.
2. What are the major objectives of corporate governance rating system ?
3. Explain the concept of corporate code of conduct.
4. Define Whistle Blowing.
5. Why ethics does matters in business ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following questions.**Each question carries 5 marks.*

6. What are the key principles of Corporate Governance ? Explain.
7. Explain the need of CSR for organizations ?
8. What are the managerial obligations of Corporate Governance ?
9. Describe the elements of OECD principles.
10. What are the non-mandatory recommendations of Birla committee ?
11. Discuss historical perspectives of Corporate Governance.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7.5 marks.

12. What is Corporate Governance Rating System ? State various benefits of CGRS to organizations.
13. Narrate the provisions of New Indian companies act 2013 relating to corporate governance.
14. Discuss Cadbury committee recommendations on corporate governance in detail.

(2 × 7.5 = 15 marks)

Part D (Compulsory)

Case Study.

A few years ago the US department of defense charged that national semi-conductor has sold the department computer parts without testing them properly and then had falsified its records in order to hide the fraud. The computer parts were installed in chips, planes, weapons and nuclear bombs around the world and so, could no longer be tracked down. An official of the department of defense was quoted as saying that if a component was defective and malfunctioned, we're talking about lives. You could have a missile that would end up in Cleveland instead of the intended target. Although national semi-conductor was indicated and find for the crime as a corporation, no individuals within the company were ever charged with any crimes in the case. The department of defense objected that since 'a corporation acts only through its employees and officers', the employees and managers who make up the company and who participated in the crime should have been hold responsible for it. National sent conductor's chairman felt differently "we totally disagree with the defense department proposal who have repeatedly stated that we accept responsibility as a company (only) and we steadfastly continue to stand by that statement". According to the chairman the corporation and not its members was responsible for these criminal acts.

Questions :

- (a) Who is right in this dispute, explain your answer ?
- (b) What are the practical consequences of accepting the position of the department of defense ? In light of these practical consequences which position do you think the society should adopt.

(1 × 15 = 15 marks)