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IV Semester M.B.A. Degree Examination, October 2020
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 4.2.1 : Investment Analysis and Management

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. Define risk. Distinguish between unsystematic and systematic risk.

2. Explain the process of investment undertaken by the investor.

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3. What is factor model ?

4. A stock costing Rs. 50, pays no dividend. The possible prices of the stock at the end of year and their probabilities are given below :

End of year price	Probability
60	0.1
65	0.2
70	0.4
75	0.2
80	0.1

a) Find out the expected return.

b) Find out the standard deviation of the returns.

5. Stocks A, B and C display the following parameters :

	A	B	C
Expected return	15	20	25
Expected variance	9	16	4

If an investor has to choose two securities from this, which should he select ?

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6. The XY company stock's return depends heavily on the market return, the beta being 1.4, the risk free rate of return is 8 per cent and the market return is 15 per cent.
   a) Determine the expected return for XY stock.
   b) What happens to expected return, if the market return increases to 20 per cent ?
   c) What happens to the return if beta falls to .90 while the other inputs remain the same ?

7. Sun Rise company manages two mutual funds. The funds are index fund and equity fund. The data below provide the key statistical information

Particulars	Return per cent	Risk	Beta	r
Equity Fund	19	18	1.49	.83
Index Fund	13	16	1.08	.68
Market	14	10	1.0	1.00
R_f	5			

   a) According to Jensen method which fund performs well ?
   b) In your opinion, which fund has more systematic risk ?

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Arul got the following information regarding his favourite stocks. He wants to invest in all the four stocks equally :

Stock	α	β	σ^2_{ei}
1	1.27	1.50	50
2	1.02	1.05	40
3	2.48	1.37	20
4	0.47	0.86	35

The market variance is 25. The market's expected return is 20 per cent :
   a) What would be Arul's portfolio return and risk ?
   b) Can you advise him regarding the amount to be allocated on each security so as to enhance his earnings ?

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9. The one period rates of return on stock B and the market portfolio for a 20 year period are given below :

Period	Return on stock B %	Return on market portfolio (%)	Period	Return on stock B (%)	Return on market portfolio (%)
1	15	9	11	– 2	12
2	16	12	12	12	14
3	10	6	13	15	– 6
4	– 15	4	14	12	2
5	– 5	16	15	10	8
6	14	11	16	9	7
7	10	10	17	12	9
8	15	12	18	9	10
9	12	9	19	22	37
10	– 4	8	20	13	10

What is the beta for stock B ?

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10. Explain the Markowitz Portfolio theory with assumptions, propositions and limitations.

11. What is technical analysis ? How does RSI and ROC indicate the momentum of price change.

SECTION – C

Compulsory.

This question carries 15 marks. **(1×15=15)**

12. You have recently graduated as a major in finance and have been hired as a financial planner by Radiant Securities, a financial services company. Your boss has assigned you 1 the task of investing Rs. 1,000,000 for a client who has a 1-year investment horizon. You have been asked to consider only the following investment alternatives : T-bills, stock A, stock B, stock C and market

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index. The economics cell of Radiant Securities has developed the probability distribution for the state of the economy and the equity researchers of Radiant Securities have estimated the rates of return under each state of the economy. You have gathered following information from them :

State of the Economy	Probability	T-Bills	Stock A	Stock B	Stock C	Market Portfolio
Recession	0.2	6.0%	(15.0%)	30.0%	(5.0%)	(10.0%)
Normal	0.5	6.0	20.0	5.0	15.0	16.0
Boom	0.3	6.0	40.0	(15.0)	25.0	30.0

Your client is a very curious investor who has heard a lot relating portfolio theory asset pricing theory. He requests you to answer the following questions :

a) What is the expected return and the standard deviation of return for stock A, B, C the market portfolio ?

b) What is the covariance between the returns on A and B ? Returns on A and C.

c) What is the coefficient of correlation between the returns on A and B ? Returns on A and C.

d) What is the expected return and standard deviation on a portfolio in which stocks A and B are equally weighted ?

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS Scheme) (2014-15 and Onwards)
MANAGEMENT
Paper – 4.2.2/4.6.2 : International Financial Management

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions : **(5×5=25)**

1. Explain Purchasing Power Parity Theory and International Fisher Effect.

2. Explain the different types of accounts maintained under Balance of Payments with its components.

3. Explain evolution of International Monetary System.

4. a) An importer has purchased from Brazil goods worth Brazilian Real 20,000. There is no quote available for INR vs BRL. The quote available are :

   USD = Rs. 72.78/98

   USD = BRL 5.05/30

   What is the value of this transaction in Rupee terms ?

   b) Distinguish between American and European quotation.

5. Company 'A' wishes to borrow 10 million at a fixed rate for 5 years and has been offered 11% fixed or 6-month LIBOR + 1%. Company B wishes to borrow 10 million at a floating rate for 5 years and has been offered 10% fixed or 6-month LIBOR + 0.5 %. How do they enter into a Swap agreement in which each benefit equally ? What risk did this arrangement generate ?

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6. D company is Canadian affiliate of US manufacturing company, its balance sheet in thousands of Canadian dollar for 01/01/2019 is shown below :

Liabilities	CAN$ Rs.	Assets	CAN$ Rs.
Current Liabilities	60,000	Cash	1,00,000
Long term Debt	1,60,000	Account Receivables	2,20,000
Capital Stock (Net Worth)	6,20,000	Inventory	3,20,000
		Net Plant and Machinery	2,00,000
Total	**8,40,000**	**Total**	**8,40,000**

The expected rate as on 01/01/2019 was CAN$ 1.6/$

a) Determine D's accounting exposure on 01/01/2020 using current rate method.

b) Calculate D's contribution to its parents accounting loss if the expected rate on 31/12/2019 was CAN$ 1.8/$. Assume all account to remain as they were in beginning of the year.

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7. a) The dollar is currently trading at Rs. 70. If Rupee depreciate by 10%, what will be the spot rate ? If dollar appreciates by 10%, what will be the spot rate ?

b) The exchange rate for Mexican Peso was 0.1086 in February 2019, and 0.0913 in January 2020, against dollar. Which currency has depreciated and by how much ?

SECTION – B

Answer **any three** of the following questions : **(10×3=30)**

8. Explain the importance of and motives for using International Credit and Financial Markets.

9. What is Foreign Exchange Risk ? Explain the internal techniques for mitigating Transaction Risk.

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10. A foreign exchange trader quotes for Belgium Franc spot, 1-month, 3-month and 6-month forward rate to US based treasurer $ 0.02478/80, 4/6, 9/8, 14/11
   a) Calculate the outright quote for 1, 3, 6 month forward.
   b) If treasurer wished to buy Belgium Franc 3-months forward, how much would you pay in Dollars ?
   c) If you wanted to purchase USD 1-month forward, how much would you have to pay in Belgium Franc ?
   d) Assuming Belgium Franc was bought what is the premium or discount in the 1, 3, 6 month forward rate in annual percentage ?
   e) What do the above quotations imply in respect of term structure of interest in USA and Belgium ?

11. Currency exchange rates and interest rates are as follows :

   Current Singapore dollar spot rate US$ 0.55/S$

   1-year Singapore dollar forward rate US$ 0.56/S$

   1-year Singapore dollar interest rate 4.5%

   1-year US interest rate 6.5%

   In what direction will Covered Interest Arbitrage (CIA) force the quoted rates to change ? Compute the profit based on $ 1 million initial position.

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SECTION – C

Compulsory question : **(15×1=15)**

1. GSR Ltd., has bought Swiss auto parts two months ago. GSR Ltd., will need SFr 1,00,000 in 180 days. GSR Ltd., wants to hedge its currency risk. It considers using :
   a) a forward hedge
   b) a money market hedge
   c) an option hedge
   d) no hedge

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Its analysis develop the following information, which can be used to assess the alternative solutions :

a) Spot rate SFr as of today 0.68$/SFr

b) 180 day forward rate of SFr as of today 0.70$/SFr

c) Interest rate are as follows :

Deposit rates : 9% in Switzerland and 13% in the US

Borrowing rates : 10% in Switzerland and 14% in the US

d) A call option on SFr that expires in 180 days has an exercise price of 0.70$/SFr and a premium of $0.02.

e) A put option on SFr that expires in 180 days has an exercise price of 0.71$/SFr and a premium of $0.03.

f) GSR Ltd., uses the following distribution of exchange rates, in 180 days, to evaluate the hedging techniques :

S1+180	0.67	0.70	0.75
Probability	0.30	0.50	0.20

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS Scheme)
(2014 – 15 and Onwards)
MANAGEMENT
Paper – 4.3.2 : International Marketing Strategy

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks. **(5×5=25)**

1. 'Operating in international markets is much more complex than marketing domestically'. Critically evaluate the statement.
2. Explain the concept of EPRG model in the evolution of global marketing with the help of suitable examples.
3. Discuss the factors affecting the selection of entry mode into international market.
4. What is product standardization ? Outline the benefits of standardized products in international markets.
5. Illustrate and explain various stages of product life cycle in International markets with suitable examples.
6. Write short notes on :
   a) Dumping
   b) Piggy backing
7. Highlight the features of emerging markets.

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks. **(3×10=30)**

8. Briefly explain the theory of Absolute cost advantage and factor endowment theory.
9. 'Selection of a market entry mode is the key decision companies have to take while expanding into overseas markets. Explain how risk and control are affected by different entry modes.

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10. Explain the impact of cultural and political environment on international business with suitable real time examples.

11. Documentation is a crucial activity of an export transaction. Critically examine the statement and discuss the consequence of incomplete documentation.

SECTION – C

Compulsory case study. **(1×15=15)**

12. Albert discount known as Aldi is a discount store started as a small grocery shop in Germany. Aldi has many outlets across the world. The Aldi entered UK in 1990 when the customers there were not used to discounts stores. They have targetted the lower segment of market. They operated on the principles of standardization, simplicity and continuous improvements.

    They continued with their model providing high quality exclusive products at the lowest possible prices. They maintained a limited range of products. They stocked basic products the consumers would need on trial basis. It took years to finalize the products.

    Aldi set up their stores at the edge of the town with good visibility. The store was connected with good public transportation and adequate parking space. The store measured 1000 sq. feet with layout that facilitate quick and convenient shopping experience. All products had three bar codes at three places for faster billing. Based on the case study, answer the questions.

    a) What was the unique selling proposition of Aldi when it entered U.K. ?

    b) Aldi a leading furniture manufacturer, is planning to enter the Indian Market. Prepare a marketing strategy for the brand.

    c) Suppose you are the marketing head of Aldi, which country would you choose to enter, how and why ?

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS Scheme) (2014-15 and Onwards)
MANAGEMENT
Paper – 4.4.2 : International Human Resource Management

Time : 3 Hours　　　　Max. Marks : 70

***Instruction** : Answer **all** Sections.*

SECTION – A

Answer **any five** questions. **Each** question carries **five** marks : **(5×5=25)**

1. Define IHRM. Mention international HRM objectives.

2. Elaborate the models of IHRM.

3. What are computerised information systems ? Explain its importance.

4. List differences between PCN's and TCN's.

5. Write short notes on :
   - Knowledge transfer
   - Cross culture training
   - Diversity.

6. Explain challenges in International Performance Management.

7. Explain the cultural variables and its categories of cross-culture variables.

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SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks : **(10×3=30)**

8. What is International HRM ? Differentiate between domestic and International HRM.

9. Who is an Expatriate ? Explain the factors in expatriate selection.

10. What is repatriation ? Discuss repatriation process.

11. What is TQHRM ? Differentiate between traditional HRM and total quality HRM.

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SECTION – C
Case Study

12. **Compulsory.** **(15×1=15)**

A family-owned carbon steel company from Germany has extended its business to Hong Kong. The owners bought a small traditional Chinese firm and decided to copy the successful structure they had developed at home. This structure was headed by three general managers who equally shared the responsibilities for the business activities of the firm. The consequences were as follows :

1) Now the Chinese employees were assigned tasks by people they have never seen before and whom they did not understand. Many misunderstandings occurred, some were quite costly.
2) The employees back in Europe were only concerned with whether the assigned tasks were completed and did not consider any other obligations to the Chinese employees, such as taking care of the relationships with the Chinese government, banks, etc.
3) Eventually, the local employees became frustrated and were ready to leave the company. The result was that the management model was changed again and a single managing director of the subsidiary was accountable for all business activities in Hong Kong.

Discussion Questions :

1) What is the crucial issue in this case ?
2) Identify and explain the cultural dimensions in the above case.

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS Scheme)
(2014 – 15 & Onwards)
Management
Paper – 4.2.3 : RISK MANAGEMENT AND DERIVATIVES

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** questions from the following, **each** question carries **5** marks. **(5×5=25)**

1. Calculate the total premium required to buy put options contracts for hedging a portfolio valued at Rs. 20, 28, 720 and having a beta value of 0.92, using the following data :
   Exercise price = 1,240
   Price of an option = Rs. 48.40
   Lot size = 100
   Put delta = – 0.428
2. Share of Z Ltd. is currently quoted in the market at Rs. 40. A 6 months futures contract on 100 shares of Z Ltd. can be bought. The risk free rate of interest is 12% compounded continuously. The company is certain to pay a dividend of Rs. 2.50 per share 3 month from now. Determine the value of a 6 months futures contract if one contract involves 100 shares (table value of $e^{-0.03} = 0.97045$ and $e^{0.06} = 1.06184$).
3. Explain the hedging strategies using call and put options.
4. What are Derivatives ? Differentiate between forward contracts and futures contract with examples.
5. A business organisation is exposed to various types of risks. Elaborate.
6. Vijay is bearish about the index. Spot NIFTY stands At 12,500. He decides to buy two three month NIFTY put option contract (each contract has a market lot of 75) with a strike price of 12,750 at a premium of Rs. 400. Three months later the index closes at 12,250. Compute his payoff on the position.
7. An investment project will cost Rs. 5,00,000 initially and it is expected to generate cash flows in years one through four of Rs. 2,50,000, Rs. 2,00,000, Rs. 1,50,000 and Rs. 1,00,000. What is the project's NPV if it is expected to generate certain cash flows ? Assume a 10% risk free rate. Is the project is acceptable if a 5% risk premium is added to the risk free rate ?

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SECTION – B

Answer **any three** questions from the following, **each** question carries **10** marks. **(3×10=30)**

8. An investor holds a long position in 300 shares of Hindustan Unilever Company. He bought these shares at Rs. 2,170 each. Fearing a fall in the market he bought a put option contract involving 300 shares with exercise price of Rs. 2,200 at a premium of Rs. 92.00 per share. Explain how this position will perform in different price scenarios on expiration.

9. The Delta Corporation is considering an investment in one of the two mutually exclusive proposals: Project A which involves an initial outlay of Rs. 1,70,000 and project B which has an outlay of Rs. 1,50,000. The Certainty – Equivalent approach is employed in evaluating risky investments. The current yield on treasury bills is 0.05 and the company uses this as the riskless rate. The expected values of net cash flows with their respective certainty – equivalents are :

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	Project A		Project B	
Year	**Cash flows (Rs. thousand)**	**Certainty-equivalent**	**Cash flows (Rs. thousand)**	**Certainty-equivalent**
1	90	0.8	90	0.9
2	100	0.7	90	0.8
3	110	0.5	100	0.6

I) Which project should be acceptable to the company ?

II) Which Project is riskier ? How do you know ?

III) If the company was to use the risk-adjusted discount rate method, which project would be analysed with higher rate ?

10. On January 1, 2020 an investor has a portfolio of 5 shares as given here :

Security	Price	No. of shares	Beta
A	59.50	5000	1.05
B	81.85	8000	0.35
C	101.10	10000	0.80
D	125.15	15000	0.85
E	140.50	1500	0.75

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The cost of capital to the investors is 12.5% per annum.

You are required to :

a) Calculate the beta of his portfolio.

b) Calculate the theoretical value of the NIFTY futures for February.

c) If its current value is 1005 and NIFTY futures have a minimum trade lot requirement of 200 units, obtain the number of contracts of NIFTY he needs to sell in order to get a full hedge until February for his portfolio. Assume that the futures are trading at their fair value.

d) Calculate the number of futures contracts the investor should trade if he desires to reduce the beta of his portfolio to 0.7.

11. Explain the various commodity exchanges in India. List out the major commodities traded in these exchanges.

SECTION – C

12. **Compulsory** case study : **15**

Suppose a firm has an investment proposal, requiring an outlay of Rs. 2,00,000 at present (t = 0). The investment proposal is expected to have 2 years of economic life with no salvage value. In year 1, there is a 0.3 probability (30 percent chance) that CFAT will be Rs. 80,000; a 0.4 probability (40 percent chance) that CFAT will be Rs. 1,10,000 and a 0.3 probability (30 percent chance) that CFAT will be Rs. 1,50,000. In year 2, the CFAT possibilities depend on CFAT that occurs in year 1. That is, the CFAT for the year 2 are conditional on CFAT for the year 1. Accordingly, the probabilities assigned with the CFAT of the year 2 are conditional probabilities. The estimated CFAT and their associated conditional probabilities are as follows :

If $CFAT_1$ = Rs. 80,000		If $CFAT_1$ = Rs. 1,10,000		If $CFAT_1$ = Rs. 1,50,000	
$CFAT_2$	Probability	$CFAT_2$	Probability	$CFAT_2$	Probability
Rs. 40,000	0.2	Rs. 1,30,000	0.3	Rs. 1,60,000	0.1
Rs. 1,00,000	0.6	Rs. 1,50,000	0.4	Rs. 2,00,000	0.6
Rs. 1,50,000	0.2	Rs. 1,60,000	0.3	Rs. 2,40,000	0.1

Determine the sensitivity of the project's NPV under each of the following conditions :

a) Decrease in selling price by 10%.

b) Increase in variable cost by 10%.

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 4.3.3 : Digital Marketing

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** questions from the following, **each** question carries **5** marks. **(5×5=25)**

1. Explain digital marketing on various social media platforms.
2. What are the various options available on mobile marketing and its relevant advantages ?
3. What is E-mail marketing ? Why it is important ?
4. Explain briefly the pillars of direct marketing.
5. What do you mean by payment gateways ? Explain its need and importance in online marketing.
6. Compare and contrast Google and Yahoo search methodology.
7. How do you build relationship with different stakeholders online ? Explain.

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SECTION – B

Answer **any three** questions from the following, **each** question carries **10** marks. **(3×10=30)**

8. What is ad words analytics ? Explain the search engine optimization process and methodology.
9. Describe the importance of online reputation management. Explain how to handle negative reviews and manage brand reputation.
10. What is audience segmentation ? Explain the competitor analysis online.
11. Explain fulfilment options and strategies in digital marketing.

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SECTION – C
(Compulsory)

12. Case study : **(1×15=15)**

Fabmall, a pure play e-tailor, is focussing on 'NRI gifting' as a major business opportunity. After having tied up with Indiaplaza.com, an e-commerce Website targeted at NRIs, Fabmall hopes to tap business from 20 million NRIs all over the world. The US alone has one million Indians living there. Every year, they are expected to gift products worth at least $ 100 each to their relatives in India, which translates into business worth $ 25 million. Fabmall has plans to become the largest India centre for e-commerce in the world. Its catalogue has the widest range of products, about 3.5 million at last count and growing very fast.

The value of goods transacted through e-commerce (B2C) in India today is expected to be more than Rs. 1,300 crore, though this is mainly driven by travel business i.e. air and rail tickets. Apparel is the fastest growing segment followed by books, electronics and gifts. Even high-value goods such as electronics and mobile phones are being bought online now. The industry is upbeat about e-tailing picking up in the country and the reason is that India has the fourth largest population of internet users. Fabmall is also considering providing services online, but it rules out providing matrimonial or recruitment services.

Questions :

1) As a marketing manager how would you help Fabmall become the largest India e-commerce centre in the world ?

2) Is it right on the part of Fabmall to rule out the option of providing matrimonial or recruitment services ? Defend your answer.

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IV Semester M.B.A. Degree Examination, October 2020
(CBCS Scheme) (2014-15 and Onwards)
MANAGEMENT
Paper – 4.4.3 – Talent and Knowledge Management

Time : 3 Hours | Max. Marks : 70

SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. **(5×5=25)**

1. Talent is an engine of new economy. Explain.
2. What are the elements of talent friendly organisation ?
3. What are the major challenges of talent management ?
4. Explain different types of evaluation.
5. Define knowledge economy.
6. What are the different types of knowledge ?
7. What are the possible challenges for implementation of knowledge in an organisation ?

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SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. **(10×3=30)**

8. What are the differences between talent and knowledge ? Explain with suitable example.
9. Is talent retention important for an organisation ? What can be the financial implication ?
10. Why is succession planning important for an organisation and what should be the quality for an upcoming manager in an organisation ?
11. What is talent management information system ? Explain using suitable example considering a manufacturing sector.

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SECTION – C

12. Case study **compulsory**. **(15×1=15)**

The specialist resourcing company.

Huntswood supplies its client, the financial services sector, with freelance contractors to handle a series of customer-focused services such as complaints handling.

HUNTSWOOD

"Vetting of such contractors is absolutely key because of the nature of our clients' business. So all of our contractors are known to us," says Sara Robinson, Huntswood's Chief of Staff.

"We've even seen contractors develop. We have one contractor with us today who started at 16 and is now, at 26, a manager."

It is not just Huntswood that gets to know the contractors.

"Some of the contractors have worked with a client for so long it becomes a risk if they move on" adds Robinson.

Succession planning for Huntswood is of necessity focused not just on its 226 employees but also its 4,000 contractors.

It works with its financial services clients often suggesting that it move the contractor on to its at risk register.

"We encourage the client to take on a full-time employer and the contractor to develop other skills".

Key advice : "HR 'did' succession planning to the business in the past – that is why it gets shelved. But now HR gets it started, helps train colleagues and then they take over.

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Questions :

1) What are the possible solutions you can give to the clients of this organization ?
2) What are the strategy the company can suggest to keep the good work going in same way even if contractors change ?
3) What are the solutions you can offer to your permanent clients ?

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