Hall Ticket No:	Course Code: 18MBAP509

(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

## INTERNATIONAL BUSINESS

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.No		Marks	CO	BL
Q.1(A)	Define International Business. Write about Porter's national competitive advantage.	10M	1	2
	OR			
Q.1(B)	Explain the role of Political, Social and Economic in country risk analysis.	10M	1	4
Q.2(A)	Explain different methods of payments in international trade.	10M	2	4
	OR			
Q.2(B)	Elaborate the role of IMF and WTO in International trade.	10M	2	5
Q.3(A)	Write the benefits and pitfalls in international strategic alliance.	10M	3	2
	OR			
Q.3(B)	Explain the International Trade Regulatory Framework.	10M	3	4
Q.4(A)	Illustrate the issues in International Human Resource Management and	10M	4	3
	Development.  OR			
Q.4(B)	Elaborate the reasons for the failure of expatriates in host country	10M	4	5
Q.5(A)	Explain the following.	10M	5	3
	a. Economic Processing Zones.			
	b. Special Economic Zones  OR			
O 5/R)	State some highlighting points in Indian Exports and Imports policy.	10M	5	3
Q.5(B)	State some inginighting points in maian exports and imports policy.			
Q.6	CASE STUDY	10M		6

Imagine that you have recently been hired as a human resources consultant by a Canadian multinational enterprise (MNE) called *Aero*. Aero designs, manufactures and sells commercial airplane engines and fuselages worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico. The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Aero has had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to centre around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico.

"We want our corporate culture to be the same everywhere," explains Aero's CEO, Ms. Mary Avery, to you over lunch. "We want everything we do in Canada to be the accepted, standard practice across all of our locations, but that just doesn't seem to be getting across to our employees in Mexico." Avery continues by telling you that all new employees are trained in Aero's corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers' abilities to learn Aero's culture and that, as a result, productivity at the plant has been negatively impacted.

You investigate the issue by speaking with managers and employees at the new subsidiary in Mexico. The managers complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning Aero's culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like "good Canadian employees".

#### Questions

- 1. What is the definition of culture? How is it typically measured in the cont international human resource management?
- 2. In your opinion, with its expansion into Mexico, at which stage of internationalization is Aero? Do you think Aero's management is taking a standardized or a more localized approach to their human resources mar Why do you think this?

Hall Ticket No:					Course Code: 18MBAP513

(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021 ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

		Marks	СО	BL
Q.1(A)	Evaluate the role of social and cultural factors effecting entrepreneurship in India.	10M	1	5
	OR			
Q.1(B)	Assess the various Problems faced by the Women Entrepreneurs in today's Business Scenario.	10M	1	5
Q.2(A)	Discuss the Small Industries Development Bank of India (SIDBI) in support of entrepreneurs?	10M	2	6
	OR			
Q.2(B)	Discuss the contributions made by IDBI in providing project financing.	10M	2	6
Q.3(A)	Examine the features and qualities to be considered while preparing the project feasibility report?	10M	3	4
	OR			
Q.3(B)	Discuss the role of District Industrial Centre (DIC) and Small Industries Services Institute (SISI) for Entrepreneurship Development?	10M	3	6
Q.4(A)	Venture Capital Funding and Angel Capitalist are the most popular types of finance for a project. Define and list out Advantages and Disadvantages for both.	10M	4	1
	OR			
Q.4(B)	List out various Types of Financing for a Project.	10M	4	1
Q.5(A)	Explain network analysis? How it is useful in project designing?	10M	5	5
	OR			
Q.5(B)	Identify the importance of Project Auditing? List out the challenges in Project Implementation.	10M	5	3
Q.6	CASE STUDY	10M	2	1

Globalisation has enabled the entrepreneurs to take advantage of business opportunities all over the world. In the recent times business has started recognizing opportunities in environmentally oriented trends like go green. India is becoming a hub of eco-innovations and this has cut across all business. The present scenario is idea for types of entrepreneurs to step into green world and take advantage of untapped opportunities.

Eco-entrepreneurship has become apparently increasing that indeed contribute to the economic and social development. An

entrepreneur makes capital works for them through business where as the ecoprenerus use their business to create eco-friendly atmosphere. The transformation to ecoprenerus occurs when their courage and their determination to solve ecological problems increases and they attempt to do business in e-greenlining of earth, resorting degraded land, cleaning the air, building healthy and safe home, preserving the environment and cultural wonders. In the current era, consumers also prefer to buy products that are eco-friendly. The changing attitude of consumers in India toward environmentally comfortable products led extra opportunities to ecoprenerus.

#### Questions:

- 1 Analyze and explain opportunities to ecoprenerus.
- 2 Suggest the strategies to develop ecoprenerus.

Hall Ticket No:						Course Code: 18MBAP404
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(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021
FINANCIAL ENGINEERING

Time: 3Hrs	Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

		Marks	СО	BL
Q.1(A)	Discuss the significant role of financial engineering in corporate restructuring?	10M	1	3
	OR			
Q.1(B)	Distinguish between Financial Engineering and Financial Analysis	10M	1	4
Q.2(A)	Discuss various innovative financial products and its importance in financial engineering.	10M	2	3
	OR			
Q.2(B)	Explain the process of new financial product development with examples	10M	2	2
Q.3(A)	How the evolution of Asset Liability Management took place in Indian Banking System? Discuss the significance of the ALM system in Indian Banking industry.  OR	10M	3	3
Q.3(B)	What is Asset Liability Management? Discuss on various techniques used for Asset Liability Management	10M	3	2
Q.4(A)	What are the strategies influencing mergers and acquisitions? Elucidate categories and steps of mergers and acquisitions.	10M	4	1
	OR			
Q.4(B)	What is meant by Demerger? Explain various forms of demergers and the reasons for demergers.	10M	4	1
Q.5(A)	Discuss on recent developments towards Financial Globalization in view of new	10M	5	2
	markets and market linkages  OR		1983	
Q.5(B)				
MILE SERVICE S	Explain the significant role of futures and options in financial engineering.	10M	5	2
Q.6	CASE STUDY	10M	3	5

## **HOW BMW DEALT WITH EXCHANGE RATE RISK**

BMW Group, owner of the BMW, Mini and Rolls-Royce brands, has been based in Munich since its founding in 1916. But by 2011, only 17 per cent of the cars it sold were bought in Germany. In recent years, China has become BMW's fastest-growing market, accounting for 14 per cent of BMW's global sales volume in 2011. India, Russia and eastern Europe have also become key markets.

The challenge. Despite rising sales revenues, BMW was conscious that its profits were often severely eroded by changes in exchange rates. The company's own calculations in its annual reports suggest that the negative effect of exchange rates totalled €2.4bn between 2005 and 2009. BMW did not want to pass on its exchange rate costs to consumers through price increases. Its rival Porsche had done this at the end of the 1980s in the US and sales had plunged.

**The strategy.** BMW took a two-pronged approach to managing its foreign exchange exposure.

One strategy was to use a "natural hedge" – meaning it would develop ways to spend money in the same currency as where sales were taking place, meaning revenues would also be in the local currency. However, not all exposure could be offset in this way, so BMW decided it would also use formal financial hedges. To achieve this, BMW set up regional treasury centres in the US, the UK and Singapore.

How the strategy was implemented. The natural hedge strategy was implemented in two ways. The first involved establishing factories in the markets where it sold its products; the second involved making more purchases denominated in the currencies of its main markets. BMW now has production facilities for cars and components in 13 countries. In 2000, its overseas production volume accounted for 20 per cent of the total. By 2011, it had risen to 44 per cent.

In the 1990s, BMW had become one of the first premium carmakers from overseas to set up a plant in the US – in Spartanburg, South Carolina. In 2008, BMW announced it was investing \$750m to expand its Spartanburg plant. This would create 5,000 jobs in the US while cutting 8,100 jobs in Germany.

This also had the effect of shortening the supply chain between Germany and the US market. The company boosted its purchasing in US dollars generally, especially in the North American Free Trade Agreement region. Its office in Mexico City made \$615m of purchases of Mexican auto parts in 2009, expected to rise significantly in following years. A joint venture with Brilliance China Automotive was set up in Shenyang, China, where half the BMW cars for sale in the country are now manufactured. The carmaker also set up a local office to help its group purchasing department to select competitive suppliers in China. By the end of 2009, Rmb6bn worth of purchases were from local suppliers. Again, this had the effect of shortening supply chains and improving customer service.

At the end of 2010, BMW announced it would invest 1.8bn rupees in its production plant in Chennai, India, and increase production capacity in India from 6,000 to 10,000 units. It also announced plans to increase production in Kaliningrad, Russia. Meanwhile, the overseas regional treasury centres were instructed to review the exchange rate exposure in their regions on a weekly basis and report it to a group treasurer, part of the group finance operation, in Munich. The group treasurer team then consolidates risk figures globally and recommends actions to mitigate foreign exchange risk.

The lessons. By moving production to foreign markets the company not only reduces its foreign exchange exposure but also benefits from being close to its customers. In addition, sourcing parts overseas, and therefore closer to its foreign markets, also helps to diversify supply chain risks.

#### **Questions:**

- 1) What was the challenge before BMW.
- What strategies were used by BMW for overcoming the challenges

Hall Ticket No:						Course Code: 18MBAP418

(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

ADVERTISING AND SALES PROMOTION

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

	OR			
Q.5(A)	Examine the types of Sales Promotions and recommend which sales promotion method can boost up the sales for Four wheelers.	10M	5	L4
Q.4(B)	Explain role and importance of Advertising agencies	10M	4	L2
	OR			
Q.4(A)	Discuss the methods in measuring advertising effectiveness	10M	4	L3
Q.3(B)	Illustrate the essentials of a good advertising copy layout?	10M	3	L3
α.σ(, ι,	OR	10M	3	L4
Q.3(A)	Critically analyze the Challenges of media planning.		_	
Q.2(B)	OR  Elaborate the styles and Stages in advertising copy creation?	10M	2	3
~-(/·/	-	10M	2	4
Q.2(A)	List out the Elements in advertising.	1014		
Q.1(B)	OR  Discuss the Economic, Social and Ethical Aspects of Advertising.	10M	1	2
Q.1(A)	Compare the various functions of Advertising in detail?	10M	1	3
		Marks	СО	BL

Marketing and Distribution of Mushroom Rohith Joshi and Sumith Vihan are two enterprising youth. They have passed out from IIM, Bangalore. They thought instead of doing a job, they will launch fresh vegetables in Indian markets. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms. Mushrooms are known to be the best alternative food for vegetarians. For Rohith Joshi and Sumith Vihan fund raising was a serious handicap for mass production. However, the first trial batch of mushrooms that they produced was bought by Star Hotel in Bangalore. Further, the hotel placed orders for supply of 20 kgs every day. Now mushroom industry is run by small entrepreneurs, like Rohith Joshi and Sumith Vihan. Another big player M/s Ashtavinayak Mushrooms, equipped with cold storage

facility was more interested in the export market. Rohith Joshi and Sumith Vihan have set their sights high. They aim to sell mushrooms in a very big way all over India. Mushrooms have a great market potential and is a perishable food.

## **Questions:**

- 1. How will you advise Rohith Joshi and Sumith Vihan, as how to increase the consumer awareness about this new food?
- 2. Suggest different advertising programs suitable for this business.
- 3. Suggest the suitable distribution channel for mushrooms.

Hall Ticket No: Course Code: 18MBAP411

## MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

#### **TALENT MANAGEMENT**

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

		Marks	СО	BL
Q.1(A)	Summarize the role of HR in Talent Management.	10M	1	2
	OR			
Q.1(B)	Outline the importance of Integrated Talent Management.	10M	1	2
Q.2(A)	Discover the Key elements of Talent management culture.	10M	2	4
	OR			
Q.2(B)	Examine the Challenges of Indian Corporates / Industries in Talent Management.	10M	2	4
Q.3(A)	Discuss the essentials for Deploying and Developing Talent.	10M	3	6
	OR			
Q.3(B)	Formulate a competency model for Talent Multiplication.	10M	3	6
Q.4(A)	Construct the steps in determining the Turnover Rate.	10M	4	3
	OR			
Q.4(B)	Illustrate the idea behind Stay Interview & what are all the questions asked	10M	4	2
	in a Stay Interview.			
Q.5(A)	Discuss the Key performance Indicators (KPIs) in Talent Management.	10M	5	5
	OR			
Q.5(B)	Examine the new imperatives in Talent management and Return.	10M	5	4
Q.6	CASE STUDY	10M		

V2's UK HR team manage the implementation of the performance process into the business, ensuring that managers across the organisation are aware of their roles and responsibilities when it comes to managing the performance of their teams — and any actions they need to take to ensure performance is managed correctly.

In 2015, V2 were looking for a system that would allow individuals to own and manage their personal performance, letting them set their individual objectives and drive their own development. The incumbent system was very structured and allowed no flexibility, customization or corporate branding. In some cases, spreadsheets were used to hold much of their data. O2 needed a more technology-led approach to match their brand image.

#### Questions:

- a. Suggest a Cost effective solutions for V2's Performance and Talent Management System.
- b. Discuss the suitable method for implementation of Performance management System.
- c. What are the essential outcomes of your method?

Hall Ticket No: Course Code: 18MBAP40
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(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

STRATEGIC FINANCIAL MANAGEMENT

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

		Marks	СО	BL
Q.1(A)	What is Corporate Planning? Explain the Corporate Planning process in detail.	10M	1	3
	OR			
Q.1(B)	Define Strategic Planning. Discuss about various types of Financial Plans.	10M	1	2
Q.2(A)	What is Market Value Added? And explain its silent features.	10M	2	3
	OR			
Q.2(B)	Elaborate upon the concept of Market -to -Book Value (M/BV) method.	10M	2	4
Q.3(A)	Explain the Sensitivity Analysis. Also discuss the steps involved in	10M	3	3
	Sensitivity Analysis.			
	OR			
Q.3(B)	Discuss the process of Decision – Tree approach in detail.	10M	3	4
Q.4(A)	Define Merger. Explain the Procedure of Merger.	10M	4	2
	OR			
Q.4(B)	Explain in detail about the Plausible reasons for Mergers.	10M	4	3
Q.5(A)	Discuss in detail about Takeover regulations of SEBI.	10M	5	3
	OR			
Q.5(B)	What are the different types of Takeovers? Also discuss the Takeover	10M	5	3
	Procedure.			
Q.6	Case Study	10M	3	5

The financial manager of a Food processing company is considering the installation of a plant costing Rs.1 crore to increase its processing capacity. The expected values of the underlying variables are given in the following tables provides the project's after-tax cash flows over its expected life of 7 years. Calculate the Net Cash flows of the Project and advise the manager whether to go ahead with the investment decision or not using NPV or IRR.

1 2 3 4 5	Investment (Rs.'000) Sales Volume (units _000) Unit selling price (Rs.) Unit variable cost (Rs) Annual fixed costs (Rs.'000)	10,000 1,000 15 6.75 4,000
6	Depreciation (%) WDV	25%
7	Corporate tax rate (%)	35%
8	Discount rate (%)	12%

\*\*\*END\*\*\*

reflection.

		Course Code: 18MBAP414
Hall Ticket No:		

(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

# REWARD MANAGEMENT

	Max Marks: 60
Time: 3Hrs	the parties must be answered in one place only.
Attempt all the qu	estions. All parts of the question must be answered in one place only.  reither Part A or Part B only. Q.no 6 which is a case study is compulsory.

	Question	Marks	СО	BL
Q.No	Analyse the process of designing internally aligned pay structure based	10M	1	4
Q.1(A)	on the job evaluation method.  OR			
Q.1(B)	Distinguish the following four pay policies (i) internal alignment (ii) external competitiveness (iii) Employee contributions and (iv) management of the pay system.	10M	1	4
Q.2(A)	Appraise the compensation to following special groups (i) executives and (ii) Board of directors	10M	2	5
	OR	10M	2	4
Q.2(B)	Analyze the various employee benefits in India	-		DOM: NAME
Q.3(A)	Analyse the relevance of various types of shop floor incentive schemes in different situations.	10M	3	4
	OR			_
Q.3(B)	Determine the competency based pay structure through proper steps	10M	3	5
	Explain the structure and functions of Wage boards in India.	10M	4	2
Q.4(A)	OR			
Q.4(B)	Evaluate the global factors that influence compensation manager in determining international pay system.	10M	4	5
	Analyze the influence of six major factors in designing compensation to	10M	5	4
Q.5(A)	sales people.			
	OR			
Q.5(B)	Appraise the impact of alternative to balance sheet approach to expatriate pay system in motivating employees to move abroad.	o 10M	5	5
MARKAGE PARKET	Case Study	10M		
Q.6	Larry Ellison (Larry), CEO of the US based Oracle Corporation was ranked first in a Forbes survey of highest paid CEOs in 2001 with an annual compensation of \$706 million. He was followed by Michael Dell (Michael), Jozef Straus, Howard Solomon and Richard Fairbank as the to five "Best Paid CEOs" in 2001.			
	Larry's high compensation came as a surprise for several market			

Larry's high compensation came as a surprise for several market observers since it constituted almost 31.7% of Oracle's net income of \$2,224.1 million in the financial year 2001-02. Larry earned \$500 million more or almost 3.5 times the compensation of the second best paid CEO in the world, Michael.

Analysts felt that with the fall in Oracle's net income from \$2,561 million in 2000-01 to \$2224.1 million in 2001-02, the high compensation paid to Larry was not at all justified.

The high compensation to CEOs had been a debatable issue over the years among corporates as well as the investors all over the world. Market analysts and stakeholders had criticized companies for paying exorbitant compensations to CEOs and argued that this would widen the gap between the top level and other levels of management.

## Questions:

- a. Do you agree with the company paying high compensation to Larry, CEO of the company? Justify your answer with valid points.
- b. Analyze the reasons behind huge increase in compensation of CEOs of various business organizations in recent times?

Hall Ticket No:											Course Code: 18MBAP421
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(UGC-AUTONOMOUS)

MBA II Year II Semester (R18) Regular & Supplementary End Semester Examinations AUGUST 2021

### SERVICES MARKETING

Time: 3Hrs Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only. In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.No	Question	Marks	со	BL
Q.1(A)	What are the Characteristics of Services	10M	1	
Q.1(B)	OR Elucidate the importance of software Services in Indian economy	10M	1	
Q.2(A)	Explain Consumer Decision Making Process in Services	10M	2	
Q.2(B)	OR  How do you Segment, Target & Position services in tourism industry	10M	2	
Q.3(A)	Explain the Role of Customer & Value Creation	10M	3	
Q.3(B)	OR Explain Extended Services Marketing Mix of hotel industry	10M	3	
Q.4(A)	Explain in detail Service Quality Strategies to improve Service Quality	10M	4	
Q.4(B)	OR  Examine the concept of marketing research used to understand the customer expectation with regards to telecom sector	10M	4	
Q.5(A)	Using your knowledge what would be your strategies to develop AP tourism explain in detail  OR	10M	5	
Q.5(B)	How you would develop strategies for healthcare in India in lieu with present conditions	10M	5	
Q.6	CASE STUDY	10M		

Mercedes Benz seem to win every time with their social media campaigns. The one that stands out was back in 2013 when they created what still believe to be one of the best Instagram marketing campaigns to date. Mercedes wanted to reach out to the younger audience so they hired five top Instagram photographers to each take the wheel of a new Mercedes CLA. Whoever got the most likes got to keep the car – so they all really worked at it!

By the end of the campaign, Mercedes has received:

- 87,000,000 organic Instagram impressions
- 2,000,000 Instagram likes
- 150 new marketing assets (stunning photos)

What lessons can you learn from this? Could you put your followers up for a challenge and make it into a competition or campaign?

- 1. How can you influence the customer to try your product or service first over the competitors?
- 2. Think about your target audience. What is the price they would value?
- 3. Like Mercedes could you recruit influencers about your service or product?