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IV Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT

4.1 : International Business Dynamics

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. What is negotiation ? Is it useful in business decisions ?
2. What is meant by international business ? How is it different from domestic business ?
3. Discuss some successful theories of International business.
4. How does the WTO facilitate international business ?
5. What are codes of conduct for MNC ?
6. Define Foreign Direct Investment (FDI).
7. Define Human Resource Management in the context of global business operations.

SECTION – B

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

8. What is conflict management ? Discuss the significance of conflict management in globalization.
9. Explain the activities and benefits of International markets.
10. What is technology transfer ? Why it is important in international business ?
11. Explain in detail the role of the World Bank, the WTO and all the international agencies in supporting international business.

SECTION – C

Compulsory Question.

(1×15=15)

12. Case Study.

Discuss about the present status and international business strategies of any one of the following :

- a) Apple
 - b) McDonald's
 - c) Financial Times.
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IV Semester M.B.A. Examination, November 2023
(CBCS)
MANAGEMENT

4.2.2 : FN – International Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. A foreign exchange trader gives the following quotes for the spot, 1 month, 3 months and 6 months' period in terms of \$ per Euro.

Spot rate	1 month	3 months	6 months
\$ 0.2479/81	4/5	8/7	14/10

Calculate the outright forwards rates for 1 month, 3 months and 6 months' period. Also calculate forward premium or discount for the above quotes.

2. Elucidate on Purchase Power Parity Theory along with an example.
3. Differentiate between International with Domestic financial management.
4. What do you think is Balance of Payments ? Explain its various components.
5. Assume the buying rate for DM spot in New York is \$0.40.
- a) What would you expect the price of USD to be in Germany ?
- b) If the \$ were quoted in Germany at DM 2.60, how is the market supposed to react ?
6. Explain the importance of FDI in international trade.
7. List and explain the various exchange rate regimes.

SECTION – B

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

8. The six-month interest rate for the Canadian dollar is 9% while the six-month interest rate for the USD is 6.75%. At the same time the Spot Canadian \$ quotation in New York is US\$ 0.9100 and the six-month forward rate is US\$ 0.9025. Given the above data, is there an arbitrage possibility ? Justify with calculations.

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9. X Ltd. a dealer based in Europe, is owned by an MNC of the US. Given below is X Ltd.'s Balance Sheet at the current exchange rate of \$1.5/Euro.

	Value in Euros	Value at \$1.50/Euro
Assets		
Cash and short term securities	50,000	75,000
Accounts receivable	30,000	45,000
Inventory	20,000	30,000
Plant and equipment	6,00,000	9,00,000
Total assets	7,00,000	10,50,000
Liabilities		
Accounts payable	1,50,000	2,25,000
Short term debt	60,000	90,000
Long term debt	4,10,000	6,15,000
Net worth	80,000	1,20,000
Total liabilities	7,00,000	10,50,000

For the Monetary/Non Monetary rate method and the Current rate method, calculate :

- The company's exposed assets, exposed liabilities and net exposed assets under each accounting translation method.
 - Suppose the Euro depreciates by 25%, identify the impact of 25% depreciation of the Euro on A Ltd's consolidated Balance Sheet under each accounting translation method.
10. What is a depository receipt ? Explain in detail about ADRs and GDRs.
11. Companies X and Y have been offered the following rates per annum on a Dollar 5 million 10 year investment.

	Fixed Rate	Floating Rate
Company X	8.0%	LIBOR
Company Y	8.8%	LIBOR

Company X requires fixed rate investment and Company Y requires floating rate investment. Design a swap that will net a bank acting as intermediary 0.2% per annum and will appear equally attractive to X and Y



SECTION – C

12. Case study (Compulsory)

(1×15=15)

Assume that Magna Vision Company expects to receive SGD 5,00,000 in one year. The existing spot rate of Singapore Dollar is 0.60. The one year forward rate of Singapore Dollar is 0.62. The company created a probability distribution for the future spot rate in one year as follows :

Future spot rate	Probability
0.61	20%
0.63	50%
0.67	30%

Assume that one year put options on Singapore dollars are available with an exercise of 0.63 and a premium of 0.4 per unit. One year call options are available with an exercise price of 0.60 and a premium of 0.3 per unit. Assume the following money market rates.

	US	Singapore
Deposit rate	8%	5%
Borrowing rate	9%	6%

Given this information, determine whether a forward hedge, money market hedge or a currency options hedge would be more appropriate. Then compare the most appropriate hedge to an unhedged strategy. Decide whether the company should hedge its receivable position ?



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(CBCS Scheme)
MANAGEMENT

4.2.3 : FN – Risk Management and Derivatives

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

1. Discuss the factors contribute for the growth of derivatives market in India.
2. From the following information prepare the margin account of trader who had taken a short position in 2 contracts, lot size = 50 and spot price per unit on day one is Rs. 500. Initial margin is 10% of the contract value and maintenance margin is 75%.

Day	1	2	3	4	5	6	7	8	9
Price	521	538	533	510	523	548	563	582	593

3. Mr. Pradeep decides to create a 'Butterfly spread' by using calls, with an exercise prices of Rs. 90, Rs. 100 and Rs. 110 with premiums of Rs. 18, Rs. 15 and Rs. 13. Find out how much profit/loss he makes in each of the following conditions.
 - i) On settlement day, the price of the underlying stock is Rs. 85/share
 - ii) On settlement day, the price of the underlying stock is Rs. 95/share
 - iii) On settlement day, the price of the underlying stock is Rs. 105/share
 - iv) On settlement day, the price of the underlying stock is Rs. 115/share.
4. Who are the different types of players in the derivatives market ? Explain their role.
5. The current price of a share is Rs. 50, and it is believed that at the end of one month the price will be either Rs. 55 or Rs. 45. What will a European call option with an exercise price of Rs. 53 on this share be valued at, if the risk-free rate of interest is 15% per annum ?

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- 6. State and explain in brief the various tools for measuring risk in the context of capital budgeting.
- 7. What is decision making under certainty ? What are the reasons for uncertainty of project cash flows ?

SECTION – B

Answer any three questions, each carries 10 marks.

(10×3=30)

8. A wheat contract is trading in the market for Rs. 1600 per quintal. A 6-month futures contract on this wheat is traded at Rs. 1675. The lot size of one contract is ten quintals. Amount of Rs. 25 must be paid for storage cost per quintal of wheat for 6 months at the end of contract duration. The continuously compounded risk-free rate is 8% p.a.

i) Is there any arbitrage opportunity here if so design an arbitrage to an investor ?

ii) How much profit can be made from this by investor ?

9. Explain the process of risk management.

10. An investor holds portfolio consisting of five securities shown below :

Sl. No.	Security	No. of Shares	Price per share	Beta
1	A	400	Rs. 120	0.7
2	B	200	Rs. 32	0.8
3	C	1000	Rs. 68	1.6
4	D	6000	Rs. 230	1.2
5	E	700	Rs. 500	1.2

Fearing a market crash, the investor is considering hedging his portfolio using December put option on S&P CNX Nifty available with exercise value 1532 and delta = - 0.432. Calculate the no. of put options investor must consider hedging his portfolio.

11. Explain the trading and settlement process related to commodity futures, considering any metal/agricultural product as underlying asset.

SECTION – C

Compulsory question :

(15×1=15)

Case Study

12. CS Corporation is considering the risk characteristics of certain project. The firm has identified that the following factors, with their respective expected values, have a bearing on the NPV of this project.

Initial investment	Rs. 30,00,000
Cost of capital	12%
Quantity manufactured and sold annually	1,40,000 units
Price per unit	Rs. 30
Variable cost per unit	Rs. 20
Fixed costs	Rs. 3,00,000
Depreciation	Rs. 2,00,000
Tax rate	40%
Life of the project	5 years
Net salvage value	Nil

Assume that the following underlying variables can take the values as shown below

Underlying variable	Pessimistic	Optimistic
Quantity manufactured and sold	80000	180000
Price per unit	Rs. 20	Rs. 50
Variable cost per unit	Rs .40	Rs. 15

Answer the following questions :

- a) Calculate the sensitivity of net present value to variations in (i) Quantity manufactured and sold, (ii) Price per unit, (iii) Variable cost per unit.
- b) Calculate the accounting break-even point and the financial break-even point.

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(CBCS Scheme)
MANAGEMENT

4.3.1 : MKT – Strategic Brand Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks.

(5×5=25)

1. Briefly explain the branding strategies.
2. Explain the life cycle of the product with suitable examples.
3. What is brand positioning ? Explain some of the factors to be considered while positioning.
4. Explain the importance of branding to customers and firms.
5. Write a note on the Kepferer Brand Identity Prizm Model.
6. What is internal branding ? Why is it important ?
7. Explain about Aaker Brand Equity Model.

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. Explain in detail the challenges and opportunities of branding.
9. How celebrity endorsement can be used to build a brand and create brand awareness ?
10. How does e-commerce enable the branding of products ?
11. How is brand valuation different from brand audit ? Explain its components and types.



SECTION – C

(15x1=15)

Compulsory question.

12. Case Study.

Uber's success story began with the realization that there was a market opportunity in the taxi industry. Travis Kalanick and Garrett Camp, both experienced entrepreneurs, saw the potential for a ride-hailing service that would allow users to hail a ride from their smartphone easily. They launched Uber in San Francisco in 2010, and the company quickly gained popularity among tech-savvy urbanites.

One of the key factors that set Uber apart from traditional taxi services was its innovative business model. Uber drivers were not employees but independent contractors, which allowed the company to avoid many of the costs associated with running a traditional taxi service. This, in turn, allowed Uber to offer lower prices than traditional taxi services and attract a larger customer base.

Another factor that contributed to Uber's success was its user-friendly app. The app made it easy for users to hail a ride, track the location of their driver, and pay for their ride, all from their smartphone. The app also allowed drivers to easily find and pick up passengers, making the process more efficient and convenient for everyone involved.

Perhaps the most significant factor contributing to Uber's rapid growth was its aggressive expansion strategy. The company quickly expanded to new cities and countries, often facing regulatory and legal challenges along the way. However, Uber's willingness to take risks and enter new markets allowed it to establish itself as the dominant player in the ride-hailing industry.

Uber's success can also be attributed to its marketing strategy, which played a significant role in creating brand awareness and driving user acquisition. One of Uber's most effective marketing tactics was its referral program, which rewarded users for referring their friends to the platform. By offering incentives such as free rides or Uber credits, Uber was able to leverage its existing user base to acquire new users at a low cost.



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MANAGEMENT**

4.3.2 : MKT – International Marketing Strategy

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Define “International Marketing”. Mention the objectives of “International Marketing”.
2. Explain the International Marketing research process.
3. Write a note on Trade Map.
4. Explain the stages of new product development in global market.
5. What do you mean by Dumping ? Explain the advantages and disadvantages of Dumping.
6. What are Regional Trade Blocks and explain its impact on international trade ?
7. Explain in detail about “International marketing environment”.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Explain the various challenges and opportunities in International Marketing.
9. Write about the different global market entry strategies.
10. Explain the different pricing strategies in international marketing.
11. Write a note on : CIS – CEFTA – NAFTA-ASEAN – BRICS.

P.T.O.

**Compulsory question.****12. Case Study :**

PepsiCo has a strong presence in various international markets, but it faces intense competition from local and global rivals in both developed and emerging economies. The company aims to strengthen its position in emerging markets while continuing to drive sales and maintain customer loyalty in established markets. To achieve this, PepsiCo needs to navigate diverse consumer preferences, cultural nuances and regulatory complexities, while addressing evolving consumer trends and sustainability concerns in the global food and beverage industry.

PepsiCo, the multinational food, snack and beverage corporation, is facing challenges in expanding its market share in emerging economies while maintaining its competitive edge in mature markets. The company needs to devise a comprehensive international marketing strategy that balances global brand consistency with localized product offerings and promotional initiatives to sustain growth and profitability in diverse international markets.

- 1) What are the key challenges PepsiCo faces in maintaining its market leadership and brand relevance in both developed and emerging markets, how can the company address these challenges through innovative marketing approaches ?
 - 2) How does PepsiCo's emphasis on sustainability and corporate social responsibility contribute to its international marketing strategy, and how can the company leverage these initiatives to enhance brand engagement and consumer loyalty globally ?
 - 3) What role does digital marketing play in PepsiCo's international marketing strategy, and how can the company leverage digital platforms to engage with consumers, drive product innovation and expand its customer base in diverse international markets ?
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(CBCS Scheme)
MANAGEMENT

4.3.3 : MKT – Digital Marketing

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all the Sections.

SECTION – A

Answer any five of the following, each question carries five marks : (5×5=25)

1. Explain the need and importance of online marketing research to a company.
2. Discuss the importance of Google AdWords within the digital marketing landscape.
3. Explain different E-business models with examples.
4. Define marketing pricing and delve into strategies for online pricing.
5. Explain the various media choices available within digital marketing.
6. Explore the importance of social media platforms for promoting products.
7. Discuss how social media marketing aligns with the needs of both B2C and B2B enterprises.

SECTION – B

Answer any three of the following, each question carries ten marks : (3×10=30)

8. Distinguish the contrasts between online and offline consumer buying behavior, supported by an illustrative comparison.
9. Elaborate on the role and benefits of social media in the context of digital marketing.
10. Summarize key ethical and security guidelines for employing social media in marketing initiatives.

P.T.O.

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11. Brief on the following :
- a) Social media marketing.
 - b) Viral campaigns.
 - c) Google AdWords.
 - d) Blogs, forums and communities.

SECTION – C

Case study (**Compulsory**) :

(1×15=15)

12. The American Egg Board (AEB) website focuses on helping grow the business of egg farmers throughout the United States by driving egg consumption through content centered around the benefits that eggs provide. When AEB noticed traffic to its website was steadily declining, the company decided to rebuild the website with an emphasis on search engine optimization (SEO). AEB hired rise interactive to spearhead its new SEO strategy, and rise developed a site-wide keyword strategy and website architecture for the new website that was designed to maximize its search engine ranking. As a result, the new AEB website saw an 87% increase in mobile traffic, a 22% increase in overall website traffic, and a 39% increase in recipe sharing.
- a) Why did the American Egg Board (AEB) decide to rebuild its website ?
 - b) Who did AEB hire to lead its new SEO strategy ?
 - c) What were the key results or improvements seen on the new AEB website after implementing the SEO strategy ?
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MANAGEMENT
4.4.1 : HR – Strategic HRM

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks.

(5×5=25)

1. Define Strategic Human Resource Management.
2. How can organizations link business strategy with HR strategy ?
3. What is HR systems ?
4. What is downsizing and restructuring ?
5. What is the strategic responses of an organization to the changing environment ?
6. Explain the barriers to strategic HR.
7. What is SHRM Investment ?

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. How can a company gain sustained competitive advantages through inimitable HR practices ?
9. Explain the various strategic management frameworks.
10. Explain domestic and international labor market.
11. Write about the Portfolio process and structure related strategic responses.

P.T.O.



SECTION – C

Compulsory question.**(15×1=15)****12. Case Study.**

Raghav is a new recruit from a reputed management institute, recruited as sales trainee in a sales office of a large computer hardware firm located in Chennai.

Mohan is the zone sales manager responsible for overseeing the work of sales officer, field executives and trainee salesman numbering over 50 of three areas namely Chennai, Bangalore and Trivandrum.

The sales growth of products in his area was highly satisfactory owing to the developmental initiatives taken by respective State Government in spreading computer education.

Mohan had collected several sales reports, catalogues and pamphlets detailing the types of office equipment sold by the company for Raghav's reference.

After a short chat with Raghav, Mohan assisted him to his assigned desk and provided him with the material collected. Thereafter Mohan excused himself and did not return. Meanwhile Raghav scanned through the material given to him till 5.00 pm. before leaving office.

Questions :

- i) What do you think about Mohan's training programme ?
 - ii) What type of sales training programme would you suggest ?
 - iii) What method of training would have been best under the circumstances ?
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MANAGEMENT

4.4.2 : HR – International HRM

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Identify the recruitment and selection issues in HRM.
2. Explain the repatriation process. How can the reverse culture shock be dealt effectively ?
3. Describe the issues in international compensation.
4. Differentiate between Domestic and International Human Resource Management.
5. Identify the international manager roles.
6. Explain the issues in women expatriation.
7. Describe the importance of Human Resource Planning in International Projects.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Discuss the criteria for measuring performance of international employees.
9. Discuss HRM policies and practices of any 2 countries.
10. Analyse the features and challenges of virtual organization.
11. Examine the scope of total quality in HRM. What are the barriers to total quality in HRM ?

P.T.O.



SECTION – C

Compulsory question :**(15×1=15)**

12. Case study.

Anna is the office manager for a Grocery Distribution warehouse in Ft. Myers, Fla. Anna's facility is part of a large Atlanta-based conglomerate that wholesales and distributes gourmet specialty food products throughout the southeastern United States. Anna's been at Grocery Distribution for four years, starting as an administrative assistant in the sales department. She was promoted to office manager 18 months ago and reports directly to the district manager, Justin. Anna likes her job. She enjoys her co-workers and hopes to make a long-term career at Grocery Distribution. As a single parent of two young daughters, she was delighted with the salary increase that came with her promotion. Justin is a new district manager for the Ft. Myers facility. He has made some changes in the structure of the organization, which, for the most part, have been well received by the staff.

Janet is the receptionist. She works at the front desk, greeting visitors, scheduling appointments and taking care of the mail. Anna is Janet's supervisor. Janet recently went through a difficult divorce, and now that she lives alone, Anna knows that Janet struggles to make ends meet on her receptionist's salary. Outside of work, Janet is active in community theatre. At Janet's most recent opening night, Anna and several other Grocery Distribution employees were in the front row of the theatre cheering on Janet's starring performance. Janet had some rough patches during the divorce, when she was understandably distracted, but overall, Anna is pleased with Janet's work. Janet has received positive performance appraisals.

Justin does not like Janet. He claims that she is careless and makes far too many mistakes, and with her casual attire, she doesn't "look good" at the front desk. "Besides," he says, "she's not really that interested in her job. That community theatre thing takes way too much of her time." When Janet asked to take the morning off the day after her opening night, Justin commented that now she's undependable and insisted that Anna talk to Janet about it, even though Janet seldom misses work and her absence that morning was easily covered by other staff.

Friday morning, Anna is called into Justin's office. It has been a busy week because Justin is getting ready to leave for a two-week vacation. Several projects must be completed or offloaded to other staff before he leaves. It was decided that Anna would take care of some of Justin's projects while he is gone, and she is confident things will go well in his absence.



While Anna is gathering up her papers at the end of the meeting, Justin says, "There's just one more thing, Anna. While I'm gone, I want you to document Janet's poor performance and write up an appraisal on her. Have the paperwork on my desk and ready for me to sign when I get back, and then you can terminate her. I want her out of here within the next 30 days."

Anna is stunned. She knows Justin dislikes Janet, but she is not sure how she can document Janet's "poor" performance because she believes Janet is a good employee. Any time she has talked to Janet about Justin's concerns, Janet has tried to improve. Janet knows Justin does not like her, and she has made it clear to Anna that if Justin has any problems with her work, she wants to know immediately so she can correct the problem. "I don't want to lose my job," she's told Anna.

Anna wonders what to do. Grocery Distribution has a published Code of Ethics, and there is an HR department at headquarters in Atlanta, but there is no HR representative at Anna's facility in Ft. Myers.

Questions :

- 1) Discuss the role of human resource in ensuring effective human resource management.
 - 2) What would you recommend to Anna ?
 - 3) What consequences may occur as the result of Anna actions ?
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IV Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT

4.4.3 : HR – Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Define Talent. Bring out the difference between Talent and Knowledge workers.
2. Discuss various Talent Management systems that are adopted in the organisation.
3. What are the various steps adopted in Talent Planning ? How do organisation manage talent shortage ?
4. How do you integrate compensation and talent management ? Discuss RIO- Return on investment parameters.
5. Discuss Knowledge Management framework and various challenges faced during talent management.
6. What are the recent trends in Talent Management adopted in the organisation ?
7. What are the various challenges faced during Talent Management ? How do organisation manage critical talent workers ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Discuss the modern practices adopted in talent retention and engagement. How do you bring high engagement among employees at workplace ?
9. What are the various matrix that you adopt in creating knowledge centric organisation ?
10. Organisations that provide career planning to talented employees are more likely to see a low level of voluntary turnover. Justify.
11. Analyse various Employers Attraction propositions for Talent Management.



SECTION – C

Compulsory question :

(15×1=15)

12. Case study.

APPLE Inc, as a businesses is increasingly concerned with employee retention, particularly when it comes to informed and competent staff. Engineers and other skilled and experienced personnel have been in high demand due to the new technology used in the industrial sector and APPLE wants to look at this as talent management issues. As a result, the relationship between talent management practises and employee retention in organisations, as well as the mediating role of employee engagement in that relationship is important. A poorly managed talent pool can be a significant issue for a business, as it can have a direct detrimental impact on the company's success. Otherwise, organisational challenges like as disengagement, high turnover, job insecurity, and low productivity would remain. Additionally, losing personnel could result in significant financial losses for the business. Low staff retention has a negative effect on an organisation's performance, resulting in a lack of competence and expertise, and thus a loss of profit. Talent management is crucial to ensure that the organisation succeeds as a result of its skilled personnel and that talent develops inside the organisation. Talent management practises (Managerial Support, Employee Career Development, Rewards and Compensation, and Performance Management), employee engagement, and retention are all factors which brings stability to an organisation. However, Talent Management always remains a challenge and organisation is concerned about this issue.

Questions :

- 1) What are the best practices that can be adopted by APPLE Inc. for Talent Management ? 5
 - 2) What is the best Rewards and Compensation system that the company can adopt for its Talent retention strategy ? 5
 - 3) Design a High Employee Engagement practices that APPLE Inc. should adopt. 5
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IV Semester M.B.A. Degree Examination, November 2023
(CBCS) (2014 – 15 and Onwards)

MANAGEMENT

4.5.1 : HCM – Basic Management Aspects of Health Care

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 the concept of healthcare quality management.
2. Explain the concept of work-life balance in the healthcare sector.
3. What are the challenges that healthcare organizations face when recruiting healthcare Professionals ?
4. Explain the significance of Service Quality in the Healthcare Sector.
5. Explain the concept of Cost-Plus Pricing in the context of Hospital Services.
6. Differentiate the concepts of ABC analysis and VED analysis.
7. Elaborate the Scope of Inventory Management in Health Care.

SECTION – B

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

8. What is Business Process Re-engineering (BPR) and how can it be applied to improve healthcare delivery processes ?
9. How can conflict resolution skills be developed and applied by healthcare professionals to manage disagreements and disputes effectively ?
10. What are the Key Performance Indicators (KPIs) that are relevant in the healthcare sector for measuring the performance of individuals and teams ?
11. Provide examples of successful public relations campaigns in the healthcare sector that improved public perception and engagement.

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SECTION – C

(1×15=15)

12. **Compulsory question.**

A tertiary care hospital, serving a large and diverse population, has been facing challenges related to healthcare service quality. While the hospital is well-regarded for its advanced medical facilities and specialized care, it has been experiencing declining patient satisfaction scores and increased complaints about service quality.

Questions :

- 1) How can the hospital management identify the root causes of declining patient satisfaction and what data or metrics should they consider in their analysis ?
 - 2) What strategies can the hospital implement to address the issues related to overall patient experience without compromising the quality of clinical care ?
-

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(CBCS) (2014 – 15 and Onwards)
MANAGEMENT

4.5.3 : HCM – Management of Hospital Services

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Elaborate the scope of healthcare system in India.
2. What are the key phases involved in planning and establishing a hospital ?
3. What are the primary functions of an Outpatient Department (OPD) ?
4. What roles and responsibilities do nurses play in the healthcare system ?
5. What are the best practices for pharmacy management ?
6. What is Bio Medical Waste Management (BMWM) ? Explain.
7. What are challenges healthcare organizations face when adopting new ICT solutions ?

SECTION – B

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

8. What are the key differences between hospital and non-hospital healthcare services in terms of scope, facilities, and patient care ?
9. What are the critical factors that need to be considered in planning and managing Accident and Emergency (A&E) services in a healthcare facility ?
10. How does the Central Sterile and Supplies Department (CSSD) contribute to the sterilization and distribution of critical medical supplies and instruments ?
11. What is the role of a Management Information System (MIS) in healthcare organizations ?



SECTION – C
(Case Study)

12. **Compulsory Question.**

(1×15=15)

A regional health Emergency Department (ED) in a mid-sized city has been facing challenges related to overcrowding, long patient wait times, and a lack of timely access to critical care. The ED serves a diverse population, including urban and suburban communities. These challenges have resulted in reduced patient satisfaction and hindered the department's ability to respond effectively to health emergencies.

Questions :

- 1) How can the ED management analyze the causes of overcrowding and prolonged wait times ? What data or metrics should they consider ?
 - 2) What strategies can be implemented to address the issue of overcrowding and long wait times while maintaining the quality of care provided ?
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IV Semester M.B.A. Degree Examination, November 2023
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MANAGEMENT

4.9.1 : LSCM – Warehousing and Inventory Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Briefly explain any five types of Inventory.
2. Write short notes on inventory control. Explain with an example.
3. What do you mean by unloading, palletization and stock update ?
4. State the relationship between forecasting and safety stock.
5. Describe the various types of goods.
6. Briefly explain the concept of ratio analysis in inventory.
7. Write short notes on the use of computers in inventory management.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Describe in detail about the various types of warehousing.
9. Explain in detail about the warehouse and inventory operations.
10. Describe the various forecasting techniques in detail.
11. Explain Multi-Echelon Inventory Systems with advantages and disadvantages.

P.T.O.

Compulsory Question.

(15×1=15)

12. Case Study.

Amazon delights customers with a vast selection of products and fast, often free, shipping. However, to deliver a simple, seamless shopping experience requires a massive amount of infrastructure and technology behind the scenes. Some of Amazon's largest warehouses occupy nearly one million square feet, employ thousands of associates, and can hold millions of different inventory items.

The Amazon Fulfillment Technologies (AFT) team builds and maintains the company's Warehouse Management Systems. Among these are Inventory Management Services (IMS), which facilitate warehouse processes, including inbound and outbound shipments, item picking, sorting, packaging, and inventory storage. These are essential for on-time delivery of customer orders.

In May 2017, AFT decided to migrate the system to Amazon Aurora. A MySQL- and PostgreSQL- compatible database built for the cloud, Aurora provides the performance and availability of Oracle at approximately one-tenth the cost. Amazon Aurora is fully managed by Amazon Relational Database Service (Amazon RDS), which automates time-consuming administration tasks such as hardware provisioning, database setup, patching, and backups.

PostgreSQL was selected as the database because it could handle complex write transactions at speeds comparable to the Oracle system. "Our writes have a lot of components," says Michael Wu, principal software development engineer at Amazon. "They include things like location, current state, and financial operations. The PostgreSQL-compatible edition of Amazon Aurora offers high performance for these scenarios."

The elastic capacity of preconfigured database hosts on AWS eliminated much of the administrative overhead required to scale the system. The transformation has been significant. "In the Oracle world, a seemingly simple change such as scaling from a medium to a large database instance required provisioning hardware, standing up primary and standby databases, and managing failover during transitions, which could take a full day for each instance," says Bigonger. "Not to mention the fact that we were using specialized hardware that had to be ordered months in advance. After migrating to Amazon Aurora, provisioning additional capacity is achieved through a few simple mouse clicks or API calls." The scaling effort has been reduced by as much as 95 percent.



High availability is another key benefit of Amazon Aurora. “Previously, if we lost a piece of hardware, it would impact our ability to maintain redundancy for up to a day,” says Bigonger. “With Amazon Aurora, reprovisioning happens automatically in just minutes, ensuring data is always fully protected.”

With the performance of Amazon Aurora, the team is no longer limited by the input/output operations the database instance can handle. “During the process, we shed software ‘technical debt,’ making our software systems better and enabling greater agility,” says Wu. “Our engineers can kickstart projects by spinning up their own test instances whenever they need to. It took the complexity out of the process.”

Migrating IMS to Amazon Aurora resulted in a range of benefits – the most important of which is dependable fulfillment for customers. “Using Amazon Aurora, we can keep up with Amazon’s business growth,” says Girolamo. “That means customers get products faster – which is why we do what we do.”

Questions :

- a) Briefly explain how Amazon Aurora is helping Amazon Pvt. Ltd. to improve the Supply Chain Process.
 - b) Explain the software and hardware acquisition process carried out during the process change.
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IV Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT
4.9.2 : LSCM – E-Commerce

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Write short notes on E-Commerce and its classification.
2. State the difference between E-Commerce and Traditional Commerce.
3. Explain the various types of E-Commerce.
4. What do you mean by payment gateway? Explain with any two examples.
5. State the difference between home banking and online banking.
6. Define E-security. Explain why it is necessary.
7. Explain Cryptography with the encryption process.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(3×10=30)

8. Describe in detail about shopping cart software with examples.
9. What are the various components of CRM ? Explain.
10. Explain in detail about the risks associated with E-payment system.
11. Explain in detail about digital signature and digital certificates. Why is it necessary ?

P.T.O.

Compulsory question.**12. Case Study.**

Alibaba Group has become one of the most powerful e-commerce business company. The firm was established by an English teacher named Jack Ma in 1999 and is headquartered in Hangzhou, China. The idea was to launch website that would help small Chinese exporters and entrepreneurs to sell their products. An important milestone occurred in 2005, when Alibaba Group formed a strategic partnership with Yahoo. Alibaba.com, an online marketing technology platform was launched in 2007 and after two years Alibaba Cloud was established. Moreover, another landmark in this year was the acquisition of HiChina, China's leading Internet infrastructure service provider. In 2010, AliExpress site was launched and enabled exporters in China to reach consumers all over the World. The largest online commerce company went public in 2014, when it launched its IPO. The Chinese company expanded overseas and founded offices abroad in Hong Kong, USA, UK, Taiwan and India (AlibabaGroup, 2016a; AlibabaGroup, 2016d). Today, the company and its segment businesses operate wholesale and retail online market places additionally to internet-based businesses, which offer advertising, electronic payment, cloud-based computing and network services and others (AlibabaGroup, 2016a). Its dominant operations run through three websites: Tmall, which offers online sales of branded products and focuses on China's middle class; Taobao, China's biggest shopping site; and Alibaba.com, which connects Chinese exporters with other companies worldwide (Wright, 2015). Alibaba became the world's biggest online retailer.

Alibaba's cloud computing segment offers cloud computing services to sellers on its market places and 'third-party' customers. The aim of Alibaba Group is to promote its cloud computing business in order to overtake Amazon from the U.S. not only in cloud storage services but in all fields, where Amazon currently have competitive advantages and indicates powerful market presence.

The list of Alibaba's acquisitions is long and the success of the Chinese e-commerce firm in fact is amazing and impressing. Alibaba consequently makes use of a broad range of newly emerging digital business opportunities. However, some of the products offered at Alibaba platforms are of minor quality



indicating a relatively low product lifetime and thus hurt the environment. In addition, Alibaba is confronted with critics of harming intellectual property rights. Alibaba's founder and major owner Jack Ma commented in June 2016 to infuriate luxury goods makers who accuse the Chinese e-commerce group of profiting from the sale of knock-offs: 'We have to protect [intellectual property], we have to do everything to stop the fake products, but the problem is the fake products today are of better quality and better price than the real names.

On the one hand, Alibaba benefits from the large Chinese home market which provides them with a solid business ground supported by an e-commerce affinity of the Chinese population. On the other hand, it remains questionable how a previously unknown English teacher, has been able to establish such a large conglomerate which, meanwhile, holds quasi-monopoly positions in various digital business markets in China. Excellent relations to relevant stakeholders in China obviously indicate another strong asset of Jack Ma.

Questions :

- a) Explain how Alibaba differs from other companies in E-Commerce platform.
 - b) Consider that India is planning for such an E-Commerce company, explain how it should be designed for Indian tradition and culture.
-

IV Semester M.B.A. Examination, November 2023
(CBCS Scheme)
MANAGEMENT
4.9.3 : LSCM : International Logistics Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. What do you mean by International Marketing Channel ? Explain.
2. Shipping is key to transportation in international logistics. Discuss, also, briefly outline the risks associated with shipping industry.
3. What is Multimodal transportation ? How is it beneficial in international logistics ?
4. Explain the main issues that differentiate domestic logistics and international logistics.
5. What is the role of Clearing Agent ?
6. What are the different costs involved in logistics ?
7. What do you mean by Logistics Management ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. List out kinds and designs of Packaging.
9. What do you mean by Integral Integration ? Explain the barriers in detail.

P.T.O.

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10. Write a short note on :

- Labelling
- ICD
- Chartering
- Inventory Management

11. What is International Trade ? Explain.

SECTION – C

Compulsory Question.

(15×1=15)

12. Case study :

Dell's Green Initiatives

Green logistics management is a key approach for enterprises seeking to become environmentally suitable. Greening the logistics means integrating healthy environmental aspects into logistics activities. Dell's logistics teams continued to work collaboratively with manufacturing and packaging teams to optimise transport mode utilization.

Dell ships, trailers and containers with higher densities (with more product and less air) contribute to less fuel consumption and carbon emission was also reduced. Dell refined their processes to get better pallet build processes and better trailer loading utilisation, which helped optimise trailer loads. Furthermore, in a Dell programme called "ready to ride", Dell standardised the processes within manufacturing and fulfilment centres. This ensures that pallets are built and trailers are loaded to help minimise missing and damaged freight for alternative to wood pallets, the logistics, packaging and procurement teams continued their evaluation of pallets made from alternative materials (non-wood). There are numerous reasons to use a foam or plastic pallet as a means to ship products especially those that are shipped using aircraft. Here weight reduction and reduced logistics costs are the most significant reasons. And most exciting aspect from a green perspective, the pallets are reusable and recyclable.



In addition, they worked on paper reduction in packaging processor. Dell reduced the volumes of paper consumed in the process of shipping the products. They continue to search for new areas, where the paper usage is totally eliminated. In the USA, Dell works with customers to explore the possibilities of a 'packing take back' programme to retrieve packing and shipping at the customer's location after delivery. Dell logistics team has made efforts to optimise the reverse logistics process. Dell has centralised many of its products return functions into single facility in the USA to improve the recycling process for systems and packaging materials. In the logistics process, Dell ensures that its transportation and logistics partners are totally committed to the environment. The partners meet and exceed these requirements by engaging in initiatives such as voluntarily complying with the standards of ISO 4001 and the usage of fleet optimisation and energy efficiency technologies.

Questions :

- 1) Has the objective of green logistics to meet beneficiary needs at least cost to the environment, is met in Dell ?
 - 2) As a logistics manager, do you advocate Dell's efforts towards reverse logistics process ?
-

IV Semester M.B.A. Examination, September/October 2022
(CBCS) (2014 – 15 Scheme)
MANAGEMENT

Paper – 4.2.3 : Risk Management and Derivatives

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks. (5×5=25)

1. Explain the objectives of Risk Management.
2. What is Risk ? Explain the various types of risk a business enterprise is exposed to, with examples.
3. Who are the traders in derivative market ?
4. Birla Company employs certainty-equivalent approach in the evaluation of risky investments. The capital budgeting department of the company has developed the following information regarding new project.

Year	Expected Cash Flow after taxes	Certainty-equivalent Quotient
0	(2,00,000)	1.0
1	1,60,000	0.8
2	1,40,000	0.7
3	1,30,000	0.6
4	1,20,000	0.4
5	80,000	0.3

The firm, cost of equity is 18% . Its cost of debt is 9% and the riskless rate of interest in the market on the government securities is 6%. Should the project be accepted ?

5. Consider a three-month maturity forward contract on a non-dividend paying stock. The stock is available for Rs. 200 with Compounded Continuously Risk-free Rate of Interest (CCRRI) of 8% per annum. What would be the price of forward contract ?
6. An investor buys 500 shares of Kiran Ltd., Rs. 210 per share in the cash market. In order to hedge, he sells 300 futures of Lakshmi Ltd. @ Rs. 195 each. Next day, the share price and futures decline by 5% and 3% respectively. He closes his positions next day by counter transactions. Find out his profit or loss.
7. Explain the advantages and disadvantages of Hedging.

P.T.O.



SECTION – B

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Explain the fundamental concepts of Hedging options.

9. Rajadhani Ltd., is considering taking up one of the two projects - Project R and Project S. Both the projects having same life require equal investment of Rs. 80 lakhs each. Both are estimated to have almost the same yield. As the company is new to this type of business the cash flow arising from the projects cannot be estimated with certainty. An attempt was therefore, made to use probability to analyst the pattern of cash flow from other projects during the first year of operations. This pattern is likely to continue during the life of these projects. The results of the analysis are as follows :

Project R		Project S	
Cash Flows (Rs.)	Probability	Cash Flows (Rs.)	Probability
11	0.10	9	0.10
13	0.20	13	0.25
15	0.40	17	0.30
17	0.20	21	0.25
19	0.10	25	0.10

Required :

- 1) Calculate variance, standard deviation and co-efficient of variation for both the projects.
 - 2) Which of these two projects is more risky ?
10. Write a brief note on commodity exchanges of India. Briefly discuss the major commodities traded on the exchange.
11. The current market price of an equity share of Detergent Ltd. is Rs. 420. Within a period of 3 months the maximum and minimum price of it is expected to be Rs. 500 and Rs. 400 respectively. If the risk free rate of interest be 8% per annum, what should be the value of a '3 month call option' under the Risk Neutral method at the strike rate of Rs. 450 ? Given = 1.0202.



SECTION – C

Compulsory Question.

(15×1=15)

12. Case Study :

Air India Ltd., wants to take advantage of a new government scheme of connecting smaller towns and wants to purchase one-turboprop airplane at a cost of 5 crores. It has obtained permission to fly on 4 sectors.

The company has provided the following estimates of its costs and revenues. The cost of capital is 16% and the company depreciates its assets over a period of 25 years on a straight-line basis. Currently it is operating in a 30% tax regime and under the new government scheme it enjoys a 100% tax waiver for the first 3 years.

- Passenger capacity of the aircraft : 60 passengers
- Expected operational capacity : 80%
- Per aircraft number of trips on a daily basis : 4

	Amount
Average realization per passenger	2,000
Annual cost of manpower	2,50,00,000
Airport handling charges-fixed per day	10,000
Annual repairs and maintenance	5,00,00,000
Daily operating costs	75,000

The costs with the exception of Airport handling charges are expected to increase 10% year on year and the operational capacity would go up by 90% from year 3.

The certainty of achieving the projected cash flows in the first five years are 0.8, 0.9, 0.75, 0.7 and 0.7 and Present value are 0.862, 0.743, 0.641, 0.552 and 0.476 respectively.

IV Semester M.B.A. Examination, September/October 2022
(CBCS – 2014 – 15 Scheme)
MANAGEMENT

Paper – 4.3.2 : International Marketing Strategy

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks.

(5×5=25)

1. Explain the challenges of international marketing strategy.
2. Briefly explain the process of international marketing research.
3. What are the characteristics of emerging markets ?
4. Briefly explain the process of international market segmentation.
5. Explain the various sales promotion tools in international marketing.
6. Explain product lifecycle in international marketing.
7. What are regional trade blocs and its relevance in international markets ?

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. Elucidate how culture has an impact on International Marketing activities.
9. Explain the exit strategies of international marketing in detail.
10. Bring out the process of new product development in international marketing.
11. How is the channel of distribution management system in international markets different from domestic marketing ?

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SECTION – C

Compulsory question.

(15×1=15)

12. Suggest a suitable Foreign market entry strategy for the following. Justify your answer.

- a) An Indian Steel company planning to venture into overseas market.
- b) A ready-made garment small scale Indian manufacturer wanting to explore and expand international markets.
- c) An Internationally reputed Fast Food Chain-Quick Service Restaurant (QSR) that intends to enter Indian markets.

SECTION - B

(10×3=30)

Answer any three questions, each carries 10 marks.

8. Elucidate how culture has an impact on international Marketing activities.

9. Explain the exit strategies of international marketing in detail.

10. Bring out the process of new product development in international marketing.

11. How is the channel of distribution management system in international markets

different from domestic marketing?

IV Semester M.B.A. Examination, Sept./Oct. 2022
(CBCS – 2014-15)
MANAGEMENT

Paper – 4.3.3 : Digital Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks :

(5×5=25)

1. Discuss the growth and importance of digital marketing in India.
2. Write a short note on post internet consumer behavior.
3. Explain paid versus natural search in search engine.
4. Write a note on social media monitoring and reporting.
5. Write a note on content guidelines for online communications.
6. Explain how to handle negative comments in digital platform.
7. Write a short note on evolution of Indian online banking industry.

SECTION – B

Answer any three questions, each carries 10 marks :

(3×10=30)

8. Briefly explain the pillars of direct marketing.
9. Explain different online pricing models available for SEM.
10. Explain the steps to create a channel on You Tube.
11. Explain the strategies and tools of online reputation management.

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SECTION – C

Compulsory Question :

(1×15=15)

12. Fanatics Boosts Traffic Through Content Marketing

When Fanatics-an e-commerce store, focused on selling sports apparel and other sports-related products, it decided that it had to provide customers with more reasons to engage with the company website and hence turned to content marketing as a solution. Fanatics chose a three-pronged approach for their content marketing campaign, one that included timely sports articles meant to coincide with current sporting events, evergreen content related to various events throughout sports history and articles that capitalize on new trends and developments in the world of sports as they happen.

This strategy of producing both evergreen and trending content enabled Fanatics to establish itself as a desirable news and entertainment resource for sports fans all over the country. Thanks entirely to their content marketing campaign, Fanatics saw a 1,100% increase in organic search engine traffic along with a 230% increase in the number of ranking keywords on their website. The company's content marketing efforts also enabled it to publish high-profile features on popular sites such as Yahoo Sports, The Score and USA Today.

- 1) What is the learning outcome from the case ?
- 2) How did Fanatics become popular amongst sports fans ?
- 3) What other strategies you suggest to Fanatics to scale up Organic Search ?