

R-4743

Sub. Code

652201

M.B.A. DEGREE EXAMINATION, APRIL 2021

Second Semester

International Business

BUSINESS RESEARCH METHODOLOGY

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is a research gap?
2. What is sampling?
3. Define questionnaire.
4. When is median preferred over mean to represent a set of values?
5. Define Report.

Part B

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

6. (a) Write a note on pure and applied research.

Or

- (b) What is a research problem?

7. (a) What are the factors that affect sample size?

Or

- (b) Write a note on probability sampling.

8. (a) Explain the criteria of goodness of a measurement scale.

Or

- (b) Discuss about observation techniques.

9. (a) From the following data of the wages of 7 workers, compute the mean and median wage:

Wages (in Rs.) : 4100 4150 6080 7120 5200 6160 7400

Or

- (b) Calculate the value of mode for the following data:

Marks : 10 15 20 25 30 35 40

Frequency : 8 12 36 35 28 18 9

10. (a) From the data given below about the treatment of 250 patients suffering from a disease, state whether the new treatment is superior to the conventional treatment:

Treatment	No of Patients		Total
	favourable	Not favourable	
New	140	30	170
Conventional	60	20	80
Total	200	50	250

(Degrees of freedom = 1 Chi square 5% = 3.84)

Or

- (b) Explain the steps involved in drafting a report.

Part C (3 × 10 = 30)

Answer any **three** questions.

11. Briefly describe the different steps involved in a research process.
12. Explain sampling and non-sampling errors.
13. Discuss about the effective interview techniques.
14. Find the coefficient of correlation for the following:
Cost : 39 65 62 90 82 75 25 98 36 78
Sales : 47 53 58 86 62 68 60 91 51 84
15. Discuss in detail about parametric tests.

Part D (1 × 10 = 10)

Compulsory.

16. Case study.

Mr. X has recently completed a course form in Fashion Technology. Ever since he joined the course, he had been thinking to do something on his own instead of seeking a job after the completion of the course. However, soon after his studies he found himself in an odd situation. He was unable to set up his own enterprises on account of financial constraints and, as such, accepted a job with a readymade garments unit in Delhi. The readymade garment unit, where Mr. X is working, is doing reasonably well. It has been catering to the domestic

market. Since Mr. X has specialized in highly sophisticated fashion-wear, the firm has now become interested in exploring the possibility of exporting fashion-wear. The firm has sufficient financial resources to enter the foreign market but it wants to go cautiously as it has no prior experience of overseas markets. It is particularly interested to know the export potential for ladies fashion dresses that would be easily acceptable among the college going girls and working women in west. As a researcher you are requested to submit a detailed research proposal of the proposed study.

R-4744

Sub. Code

652202

M.B.A. DEGREE EXAMINATION, APRIL 2021

Second Semester

International Business

GLOBAL BUSINESS COMMUNICATION

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. Define the term “Business Communication”.
2. What is Jargon?
3. What do you mean by periodic reports?
4. What is statement of problem?
5. Define the concept “Offer” in EX-IM communications.

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) List out the objectives of communication.

Or

- (b) Discuss communication process in detail.

7. (a) How you will use appropriate tenses in business communications?

Or

- (b) Give suitable examples to use appropriate prepositions in business communications.
8. (a) Explain 3Ps of business writing for Goodwill messages.

Or

- (b) How you will plan for business writing?
9. (a) Write a note on “Inside Address” and “Salutation” in International business letters.

Or

- (b) What are the prerequisites for body of a international business letters?
10. (a) Write a acceptance letter for an offer made by overseas seller for your business.

Or

- (b) Write a letter for claim with ECGC under credit risk insurance.

Part C (3 × 10 = 30)

Answer any **three** questions.

11. Explain the role of Electronic Technology in global business Communication.

12. What are the points to be remembered for Powerful beginning and effective closing of communication?
13. Discuss about various types of reports.
14. What are the essential contents for transmittal document?
15. Write a letter to a bank for letter of credit.

Part D

(1 × 10 = 10)

Case Study (Compulsory)

16. Mr. Arun is interested in modernizing his office communication with recent technologies available in this technology-inabled era. He wants to implement the all communications only through e-mail. Here is the discuss about e-mail communications. You are asked to furnish its advantages and characteristics to Mr. Arun in detail.
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R-4745

Sub. Code

652203

M.B.A. DEGREE EXAMINATION, APRIL 2021

Second Semester

International Business

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. Define Human Resource Management.
2. What is meant by “Job Analysis”?
3. What do you mean by Demotions?
4. What is ESOP?
5. What is a Trade Union?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) What are the objectives of HRM?

Or

- (b) What are the major functions of HRM?

7. (a) What is the need for HR Planning?

Or

(b) What is a job description and why is it important?

8. (a) Distinguish between Induction and Orientation.

Or

(b) How can employee retention make an organization effective?

9. (a) What is performance appraisal? What are its objectives?

Or

(b) What are the objectives of job evaluation?

10. (a) What is industrial relation? What are the functions of industrial relations?

Or

(b) What are the main characteristics of workers participation in management?

Part C (3 × 10 = 30)

Answer any **three** questions.

11. What are the competitive challenges of HRM? How would you as a HR manager overcome the HR challenges?

12. Explain the sources of recruitment.

13. Evaluate different methods of training.

14. Discuss the factors to be considered when developing a HR information system.
15. Describe the employee grievance redressal procedure in Indian organizations.

Part D

(1 × 10 = 10)

Case Study Compulsory

16. Consequent to Google's high growth rate the company's human resources are creating new challenges. Google has built a new challenges. Google has built a culture where a well chosen elite accommodates flexibility, shifting roles and above all else, urgency. As Google grows in size and strength, for it to maintain the pace of innovation and Google's engineers and product managers expressed a sense of empowerment challenge.

As a HR manger what should be the recruitment process to woo the best talent on the industry and what would be your effort to maintain the pace of innovation?

R-4746

Sub. Code

652204

M.B.A. DEGREE EXAMINATION, APRIL 2021

Second Semester

International Business

EX-IM MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is IEC Number?
2. What does Letter of Credit mean?
3. Write a note on Duty free Import Authorisation.
4. List out the places of Software Technology Parks located in Tamil Nadu State.
5. What are Export Promotion Councils available in India?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Write a note on Certificate of Inspection.

Or

- (b) What is Mate's Receipt?

7. (a) Write about Export Letter of Credit.

Or

(b) What is Letter of Credit for Import Goods?

8. (a) What is known as Advance License?

Or

(b) Write about the concept "Deemed Exports".

9. (a) Brief about Duty Free Credit Entitlement Scheme.

Or

(b) Write a note on Central Excise Benefits Schemes towards Bond.

10. (a) Explain the role of Export Credit Insurance for Export Promotion in India.

Or

(b) Write various functions of Commodity Boards in India.

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Write about the Procedures for Export Inspection.

12. What are the types of Letter of Credit? – Explain.

13. Discuss about general provisions regarding exports and imports for agriculture.

14. Brief about Software Technology Park Scheme in India.

15. Explain various role and functions of Indian Trade Promotion Organization.

Part D

(1 × 10 = 10)

Case Study (Compulsory)

16. Mr. Ram like to export his products to U.S.A. He is in need of assistance from you to provide information about payment documents to be prepared for the purpose of fulfilling the requirements. Please provide relevant information for the same.
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R-4747

Sub. Code

652205

M.B.A. (IB) DEGREE EXAMINATION, APRIL 2021.

Second Semester

International Business

GLOBAL ENTREPRENEURSHIP DEVELOPMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What are the global entrepreneurial qualities?
2. What are the aspects of entrepreneurial process?
3. What is meant by global entrepreneurship monitor?
4. What do you mean by global marketing strategy?
5. What is the meaning of global entrepreneurial venture?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b)

6. (a) Differentiate between innovation and creativity.
Or
(b) Differentiate between entrepreneurship and intrapreneurship.
7. (a) What are the major components in the creative process of entrepreneurship.
Or
(b) Can entrepreneurship be developed?

8. (a) What are the opportunities and challenges of global business.

Or

- (b) What are the characteristics of successful entrepreneurs?

9. (a) Distinguish between global marketing and international marketing.

Or

- (b) What are the main functions of global Human Resource Management?

10. (a) Specify any five strategies for handling competition in business.

Or

- (b) Explain business process partner relationship management.

Part C (3 × 10 = 30)

Answer any **three** questions.

11. How do intrapreneurs contribute to business success?
12. Describe the internal and external factors of global entrepreneurial environment?
13. Explain the product market fit cycle.
14. Describe the changing paradigms of global entrepreneurial strategy.
15. What is business proposition? How would you develop it?

Part D

(1 × 10 = 10)

Case Study – Compulsory

16. “When it comes to global trade, we are currently experiencing a period of profound changes. We have reached a level of volatility that arguably, seems unprecedented and brings with it some broad implications. A stormy sea of changing, rules, regulations, legal requirements, tariff schedules and free trade agreements is certainly adding a whole new level of complexity to bringing your business to global marketing. Getting the market entry strategy right may never have been more important.

Moving into new markets can be a risky and expensive undertaking. The organization that succeeds in new global trade ventures carefully plan their market entry strategies!

How would you as a global entrepreneur seize global business opportunities with a successful go-to-market strategy?

R-4748

Sub. Code

652206

M.B.A. (IB) DEGREE EXAMINATION, APRIL 2021

Second Semester

International Business

QUANTITATIVE METHODS

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is Linear programming?
2. Give meaning for the concept “Probability”.
3. Define the term “Simulation”.
4. What are the basic terminologies used in Decision theory?
5. How profit per unit is estimated?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the characteristics of Linear programming.

Or

- (b) Write the steps involved in mathematical formulation of LPP.

7. (a) Explain the conditions of Binominal distribution.
Or
(b) A book contains 100 misprints distributed randomly throughout its 100 pages. What is the probability that a page observed at random contains at least two misprints. Assume Poisson distribution.
8. (a) Explain major components of queuing theory.
Or
(b) Write about patterns of the arrival at the queuing system.
9. (a) Explain the steps involved in decision-making process.
Or
(b) Discuss various types decision-making environment.
10. (a) What are costs involved in producing a product? Explain.
Or
(b) How depicting cost influencing revenue of a concern?

Part C (3 × 10 = 30)

Answer any **three** questions.

11. Solve the following LPP by graphical method.

$$\text{Minimize } z = 20x_1 + 10x_2$$

Subject to constraints

$$x_1 + 2x_2 \leq 40$$

$$4x_1 + 3x_2 \leq 60$$

$$3x_1 + x_2 \leq 30$$

$$x_1, x_2 \geq 0$$

12. A box contains 100 transistors, 20 of which are defective, 10 are selected for inspection. Indicate what is the probability that,
- (a) all 10 are defective
 - (b) all 10 are good
 - (c) at least one is defective
 - (d) at the most three are defective.

13. Find the sequencing that minimize the total elapsed time to complete, the following task on two machines

Job:	1	2	3	4	5
A:	5	1	9	3	10
B:	2	6	7	8	4

Determine a sequencing for the five job to minimize the total elapsed time.

14. Consider the following pay-off matrix are given below:

5	10	18	25
8	7	8	23
21	18	12	21
30	22	19	15

Use, (a) maximin criterion
(b) minimax criterion.

15. Using the following data, perform Karl Pearson's correlation coefficient

X:	6	8	12	15	18	20	24	28	31
Y:	10	12	15	15	18	25	22	26	28

Part D

(1 × 10 = 10)

Case Study (Compulsory)

16. The customer accounts of a certain department store have an average balance of Rs. 120 and a standard deviation of Rs. 40. Assuming that the account balances are normally distributed,
- (a) What proportion of the account is over Rs. 150?
 - (b) What proportion of the account is between Rs. 100 and Rs. 150?
 - (c) What proportion of the account is between Rs. 60 and Rs. 90?
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R5628

SUB.CODE
652301

M.B.A., DEGREE EXAMINATION, APRIL - 2021

International Business

Third Semester

FOREIGN EXCHANGE MANAGEMENT

(CBCS - 2019 Onwards)

Time: 3 Hours

Maximum: 75 Marks

PART - A (5X2=10)

Answer all Questions

Write a short note on:

1. Devaluation of Currency
2. Forward Margin
3. External Commercial Borrowings
4. Foreign Portfolio Investors (FPIs)
5. Exchange Rate

PART - B (5X5=25)

Answer all questions, choosing either (a) or (b)

6. (a) What are functions of Foreign Exchange Dealers Association of India (FEDAI)?
Or
(b) What is the role of Exchange Brokers in the present-day online trading?
7. (a) Explain the concepts (a) Hedging (b) Speculation, and (c) Arbitrage
Or
(b) What is cover deal in foreign exchange? Do you expect any profit from such deals?
8. (a) Explain leads and lags in managing transaction exposure
Or
(b) What are economic consequences of foreign exchange rate changes?
9. (a) What are the possibilities of fate of a forward contract?
Or
(b) Discuss Exchange Rate Volatility and its consequences
10. (a) Discuss Interest Rate Parity Theory
Or
(b) What are the external hedging and internal hedging instruments available to manage transaction exposures?

PART – C (3X10=30)

Answer any three questions

11. (a) The rupee has witnessed a significant fall in its value over the last few months. The value of the rupee against the dollar has fallen by more than 5% since the beginning of 2018, and the fall has gained further momentum in the last few weeks. The currency now trades at its lowest in more than a year – Express your opinion on reason for fall.
12. Examine the intension participants in the Foreign Exchange Market
13. Eleven banks have already signed up and are live on the SWIFT India network. They are now able to exchange financial information domestically in a fast and secure manner. – How it is going to offer best services and to whom?
14. Explain different types of Foreign Exchange Exposures
15. “The exchange rate dynamics in India is driven by capital flows rather than current account balances, Reserve Bank of India Deputy Governor B.P. Kanungo said, adding that the central bank’s intervention in the foreign exchange market was aimed at curbing sudden turbulences not backed by economic fundamentals”. – Critically analyze the statement

PART –D (1X10=10Marks)

Compulsory

16. Case Study

Exchange rate pressures in the COVID-19 pandemic are an important signal to global policymakers of underlying economic stress. Aggressive and coordinated policy responses within the G20 and the wider world can aid vulnerable economies and damp excessive currency swings. Key measures include central bank swap lines, increased resources for international financial institutions, and avoiding protectionist policies. Market commentary has focused on the strength of the US dollar, but the dollar has moved little against the other main reserve currencies such as the euro and the yen. Rather, it is the currencies of many emerging markets and energy exporters that have fallen sharply against the reserve currencies.

G20 and other affected countries may wish to consider direct coordinated intervention in foreign exchange markets if these unwelcome depreciations persist or intensify. Any intervention should be mutually agreed between the buying and the selling governments. Countries with strong currencies should not be buying each other’s currency in an attempt to deflect appreciation elsewhere. Rather, countries with strong currencies should be buying currencies that have experienced excessive and unwelcome depreciations. Interventions should not be undertaken to achieve any specific level of exchange rates, but rather to lean against disorderly movements.

Questions:

1. Do agree with the initiatives suggested by the policy makers?
2. Is our Reserve Bank of India taking initiatives to strengthen our currency?

R5629

SUB.CODE
652302

M.B.A., DEGREE EXAMINATION, APRIL – 2021

International Business

Third Semester

INTERNATIONAL MARKETING

(CBCS-2019 Onwards)

Time: 3 Hours

Maximum: 75 Marks

PART - A

(5x2=10)

Answer all questions

All questions carry equal marks

1. Interpret the term “consumer behaviour”.
2. Quote the meaning of marketing mix.
3. Predict the meaning of pricing.
4. Illustrate the meaning of personal selling.
5. Identify the meaning of channel adaptation.

PART - B

(5x5=25)

ANSWER ALL QUESTIONS CHOOSING EITHER (a) or (b)

6. a) Determine the functions of marketing.
Or
b). Discuss the similarity between Internet and intranet.
7. a) Identify the elements of product mix.
Or
b). How do you segment the market?
8. a) i) Is anti dumping a measure of protection for domestic industry?
ii) Is dumping illegal under WTO?
Or
b). Elucidate the factors that influence pricing decisions.
9. a) Demonstrate the importance of personal selling?
Or
b). Describe various type of sales promotion.

10.a) Discuss various direct and indirect channels of distribution.

Or

b). Summarize the steps of channel management process.

PART - C (3X10=30)

Answer any three questions

11. How the consumer behaviour influences the market
12. Discuss various compositions for product and service offerings.
13. List out the factors influencing pricing for product.
14. Enumerate the methods of publicity
15. State the significance of intermediaries involved in international marketing.

PART - D (1X10=10)

(Compulsory)

Case Study

16. Read the following case and answer the questions given at the end.

An electronic goods company is about to enter the rapidly growing DTH (direct to home) services sector in India. Company has a proven track record in the 'Electronic goods' segment. As a marketing consultant, advise the company to formulate appropriate marketing strategy for its new venture in DTH. Also help the company to develop maintain and enhance sustainable relationship with customers in the market.

M.B.A., DEGREE EXAMINATION, APRIL – 2021**International Business****Third Semester****CUSTOMS PROCEDURES AND DOCUMENTATION****(CBCS – 2019 Onwards)**

Time: 3 Hours

Maximum: 75 Marks

PART – A**(5x2=10)****Answer all questions****All questions carry equal marks**

1. How do letter of credits work?
2. Explain the differences between LCL and FCL.
3. What is foreign trade policy?
4. What is EPCG?
5. What is the meaning of export promotion?

PART - B**(5x5=25)****Answer all questions choosing either (a) or (b)**

6. a) Elaborately discuss on main types of letter of credit.
Or
b). Interpret the function of ECGC.
7. a) Illustrate various features of less than container load LTL LCL.
Or
b). Summarize the functions of Inland Container Depots.
8. a) Explain the provisions relating import and export.
Or
b). Describe the objectives and nature of DEPB scheme.
9. a) Outline the benefits and features of EPCG scheme.
Or
b). Elaborate the overall benefits of the Electronic Hardware Technology Park Scheme.
- 10.a) Discuss various functions of Export Promotion Council.
Or
b).Discuss in detail the functions performed by Agricultural and Processed Food Products Export Development Authority (APEDA) and analyse its contributions.

PART – C

(3x10=30)

Answer any three questions

11. State the documentation procedures involved in the shipment of cargo from India.
12. Elaborate on the customs procedures involved in clearance of cargo from Indian ports.
13. Explain the government's focuses on initiatives for agriculture.
14. Discuss various objectives of promotional measures taken by the Government.
15. Enumerate the benefits of export units located in Software Technology Parks.

PART - D

(1x10=10)

Case Study Compulsory

16. LETTER OF CREDIT RISK MANAGEMNET

On July 10, a foreign trade company has signed a sales contract (CIF) worth 150,000 USD with foreign investors, and the payment shall be made through irrevocable letter of credit. The contract provided for our goods should be shipped out in August. On July 28, Bank of China informed the company that it had received letters of credit from the other parties issued by foreign banks. And the audition found that the letter of credit terms and the terms of the contract are consistent with each other. However, before shipment, the company received a modification of the letter of the credit, asking the seller to make the shipment before August 15. As the trade company has booked a liner to sail on August 25 and temporary change procedures are cumbersome, the modification of the letter has been ignored. And it had made the shipment and negotiation for the payment according to the original letters of credit, and then submitted the full set of documents to the issuing bank. But the issuing bank refused to pay on the grounds that the Shipping documents are inconsistent with the modification of the letter of the credit.

Please analyze whether the issuing bank has the reason to refuse payment.

R5631

SUB.CODE

652502

M.B.A., DEGREE EXAMINATION, APRIL - 2021

International Business

Third Semester

PORT AND TERMINAL MANAGEMENT

(CBCS - 2019 Onwards)

Time: 3 Hours

Maximum: 75 Marks

Part - A

(5 x 2 = 10)

1. What is meant by Ownership structure of port?
2. What are the general purposes of ships?
3. Write note on ship owners and ship agent.
4. What is Port pricing?
5. Mention the importance of Port law and Bye laws

Part - B

(5 x 5 = 25)

Answer all questions, choosing either (a) or (b)

6. (a) Write the advantage of International Hub ports. (OR)
(b) Discuss the role in EXIM growth.
7. (a) Difference between Dry bulk cargo ships and General purpose ship. (OR)
(b) Discuss the berth performance indicators that you would use to help you analyze the performance of the berth.
8. (a) Discuss the need for navigation services in a port. (OR)
(b) Explain the importance of transparency and due diligence in order to achieve the safe seas.
9. (a) Highlight the quality management system in Indian sea ports. (OR)
(b) Explain the management of cargo operations on board and ashore.

10. (a) What are the needs for regulation relating to safety and pollution prevention in port with appropriate examples in the present scenario? (OR)

(b) Discuss the role of existing laws on public port.

Part – C

(3 x 10 =30)

Answer any **three** questions

11. Describe the various dimensions interact across the Port cities.

12. Discuss the recent design changes in ship construction and display through the use of example the effect this could have on a port of your choice

13. Describe the Health and Safety practices which you would find within a Ro-Pax terminal.

14. Compare and contrast a state owned port against a private port. Use examples to support your answer

15. Explain the major impacts of International conventions and statute on ports.

Part – D

(1 x 10 = 10)

Case Study (Compulsory)

16. ODFJELL—CELEBRATING 100 YEARS OF ACHIEVEMENTS

While the risk factor is most common among seaports and maritime companies, some corporations prove their value and dynamics by longevity and sustainable achievements. Longevity proves safety, quality, and respect for people and the environment. Odfjell has proven that successful longevity is a company's most powerful marketing message.

LESSONS ON HOW TO CREATE A 100-YEAR COMPANY, WITH HIGH-RISK, HIGH-GROWTH STRATEGIES

Odfjell was established in 1914 when Mr. Odfjell founded a shipping company with the purpose of buying, owning, and operating dry cargo ships, namely, carrying timber. Since then, the Odfjell family has taken great expansion leaps into a number of private companies and different market segments, through the establishment of Odfjell Tankers, Odfjell Management, Odfjell Terminals to name but a few. In 2014, that is, 100 years since the company's inception, Odfjell has achieved a leading global presence characterized by intelligent entrepreneurial strategies, penetration of the world's most profitable and productive market segments, but most of all a fine reputation of integrity, leadership, and dynamic vision for the future. The corporation is headquartered in Bergen, Norway, yet has offices in multiple strategic maritime and terminal centers in Europe, the Americas, Africa, and Asia. Odfjell is a leading company in the global market for transportation and storage of bulk liquid chemicals, acids, edible oils, and other

special products. The company owns and operates chemical tankers in international and regional trades, in addition to a network of tank terminals, which are traditionally named after trees, as a reference to the company's origins in the transport of timber. Odfjell commenced the construction and commercial operations of the first small chemical tanker ships in 1937 and has gained a leading global market share in the industry's radical expansion since WWII. In the 1950s, Odfjell prevailed in the global chemical tanker trade (Figure 3.5), and in the 1960s, they innovated the first tanker with stainless steel tanks (M/V Lind). Odfjell's strategy is to maintain and enhance their position as a leading logistics service provider for global customers. This will be achieved through efficient and safe operations of deep-sea and regional chemical tankers and tank terminals. Strategic trading patterns and economies of scale through volume and purchasing benefits are components of the corporate strategy leading to expansion and optimum fleet utilization. Odfjell Tankers Ship Management undertakes the superintendence, crewing, technology management and development, risk and QHSSE management, planning and control, and training and procurement. With offices in Bergen, England, Houston, the Philippines (Training Academy), Sao Paulo, and Singapore, the company currently manages and oversees 54 vessels, while recruiting 2350 seafarers including cadets. The aim of Odfjell Ship Management is to persistently generate a work culture able to elevate their safety performance to a higher level. With this objective in mind, Odfjell has developed their organization through continuously delivering enhanced technical and marine superintendence capacities within the various groups (fleets), strengthening their training programs and implementing an efficient, well-defined key performance indicator (KPI) program.

ODFJELL TERMINALS

Odfjell Terminals constitutes a component of Odfjell SE, specializing in chemical tanker shipping and tank storage services. The company's head office for their global tank terminal activities is located in Rotterdam (The Netherlands), one of the world's major clusters for tank terminal competence. The company's tank terminals are also located in Antwerp (Belgium), Sohar (Oman), BIK (Iran), Singapore, Onsan (Korea), Dalian, Jiangyin, and Ningbo in China and Houston (USA). The latest acquisitions were developed in Charleston, USA, in Tianjin and in Quanzhou in China and will become operational in 2013, 2014, and 2016, respectively. Furthermore, the company also is part of a network of 11 terminals in South America and one in Canada, which are partly owned by related parties.

1. How Odfjell developed a strategy to maintain and enhance his position as global leading logistics service provider?
2. Explain in detail about Odfjell Terminals.

R5632

SUB.CODE

652503

M.B.A., DEGREE EXAMINATION, APRIL - 2021

International Business

Third Semester

BUSINESS IN EMERGING MARKETS

(CBCS - 2019 Onwards)

Time: 3 Hours

Maximum: 75 Marks

Part A

(5 x 2 =10)

Answer ALL Questions

1. What is meant by macroeconomic?
2. What is meant by emerging economy?
3. Define the term International Market.
4. State the meaning of market attractiveness.
5. What is a low cost business strategy?

Part B

(5 x 5 = 25)

Answer ALL Questions. Choosing either (a) or (b)

6. (a) How do you get financial stability? Explain in detail.

OR

(b) Explain the impact of emerging markets on consumption of buyers.

7. (a) Why are emerging economies important? What should the government do for it?

OR

(b) What is the difference between developing and emerging economies?

8. (a) What is the main purpose of markets in the economy?

OR

(b) What does the government do in a market economy?

9. (a) What are the determinants of attractiveness of emerging market?

OR

(b) What factors influence attractiveness? Explain

10. (a) How do you manage risk in emerging market?

OR

(b) What are ways to reduce product cost?

Part C

(3 x 10 = 30)

Answer any THREE Questions.

11. Why is financial stability important? Explain in detail

12. Discuss the characteristics of emerging economies.

13. What are the contributions of institutions for the development of the markets?

14. Analyze the classifications of determinants of attractiveness.

15. Explain the influences of innovation on the export market.

Part D

(1 x 10 = 10)

Case Study (Compulsory)

16. Discuss your views on how the Government of India should use domestic manufacturers to take advantage of the emerging Indian export market.

R5538

Sub. Code

652401

M.B.A. (IB) DEGREE EXAMINATION, APRIL – 2021

Fourth Semester

International Business

GLOBAL BUSINESS STRATEGIES

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What do you mean by MNC?
2. Define strategic management.
3. What is called SBUs?
4. What is meant by corporate level strategy?
5. Define entrepreneurial mind-set.

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) What are the factors behind the emergence of MNCs?

Or

- (b) What are the reasons for growth of MNC companies?

7. (a) Explain the elements of stock taking of threats.

Or

(b) What are the core competency strategies of MNCs?

8. (a) Explain the need and types of diversification.

Or

(b) Explain the different kinds of restructuring strategies.

9. (a) What is the benefit of acquisition strategies?

Or

(b) How corporate governance is done at a global level?

10. (a) How ideation techniques can solve challenging business problems? Explain in detail.

Or

(b) What is the difference between radical and incremental innovation?

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Discuss the merits and demerits of MNCs and its functions.
12. Why is technology diffusion important in strategic management?
13. Compare the concept of the basic level strategies with functional structure.
14. Explain the objectives and purpose of corporate governance.
15. Discuss the different types of restructuring and cooperative strategies.

Part D

(1 × 10 = 10)

(Compulsory)

16. Case Study :

Discuss in your point of view : What are the strategies that our Indian companies need to learn from the strategies that multinational companies operate in India?

R5539

Sub. Code

652402

MBA (IB) DEGREE EXAMINATION, APRIL – 2021.

Fourth Semester

MULTINATIONAL FINANCIAL MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

SECTION - A (5 × 2 = 10)

Answer **all** questions.

1. What is meant by E-economics of vertical integration?
2. What is cascading effect of taxes?
3. What is Adjusted PV?
4. Describe leading and lagging.
5. What is GDR?

SECTION - B (5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Elaborate profit maximisation and wealth maximisation.

Or

- (b) Explain the risk return trade off in financial decisions.
7. (a) What are the different techniques of exchange rate forecasting? What is a forecast error?

Or

- (b) What are the major determinants of the capital structure of MNCs?

8. (a) What are the RBI norms on ECBs?

Or

(b) Explain economics and political risk involved in foreign direct investment.

9. (a) What are the major challenges of multinational operations?

Or

(b) Mention the reasons why companies go global.

10. (a) What is centralised cash management? How is beneficial to an MNC?

Or

(b) What you meant by Accounts Receivables Management?

SECTION - C

(3 × 10 = 30)

Answer any **three** questions.

11. Explain the process of overseas expansion by multinationals.

12. What is securitization? What forces underlie it, and how has it affected the financing policies of multinational corporations?

13. Elaborate adjusted Present value and CAPM with appropriate examples.

14. Under what conditions do NPV and IRR methods of ranking mutually exclusive projects rank differently? Explain with example.

15. Give a detailed note on the major Global investment bankers.

SECTION - D Compulsory (1 × 10 = 10)

16. Case Study : HIND PETROCHEMICALS COMPANY

The petrochemical plants of Hind Petrochemicals Company (HPC) are situated in the South and East of India. The Company wants to expand in the West. HPC's existing refinery capacity is 9.5 metric ton. The central government has a refinery in a remote area of western India with a capacity of 3.5 metric ton. HPC has strategic interest in acquiring the refinery. As a part of its privatization policy, the central government is willing to sell the refinery for Rs.1,550 million. The company is in touch with the government for the purchase of the refinery for the last few months. According to the company-appointed valuers, the refinery would need an additional investment of Rs.5,950 million in machineries and Rs.300 million for working capital before starting the operations. According to the valuer, if the company so desired, the refinery including these facilities (including working capital) could be sold for Rs.3,800 million after the planning horizon of five years. In that case, the company will have to incur Rs.200 million at the end of the economic life of the refinery to clean the site. The initial cost of valuer's work was Rs.25 million. They will be paid an additional amount of Rs.15 million in the first year if the company buys the refinery. The corporate planning department of the company has estimated the profit from the refinery operation as given in Exhibit I. The company has a policy of charging depreciation on straight-line basis. However, for tax purposes, the WDV depreciation on the block of assets applies. The depreciation rate is 25 per cent. Corporate overhead costs include the three-fourths costs as the corporate overhead allocation and one-fourth costs incurred by the corporate office exclusively for the proposed project. The company proposes to finance the projects mostly by raising a 5-year 10 per cent loan from a financial institution. The management of the company feels that the investment in the refinery has the same risk and debt capacity as the current business; it must yield a return of 15 per cent. The executives of the company are not unanimous on accepting the project.

The financial controller's recommendation is to reject the project as it earns profits only in the first two years of the five-year period. The production manager considers the location as a strategic advantage since the company will have a plant in the West and could meet the demand easily. The marketing manager argues that the company should look at the investment's payback period. According to her, the depreciation included in the profit estimates is the recovery of the investment, and in addition, the company also earned profit in the first two years.

Discussion Questions

- (a) Should the project be accepted? Use the most suitable method of evaluation to give your recommendation and explicitly state your assumptions.
- (b) Does your decision to accept the project change if you use other methods of evaluation? Show computations. Do you agree with the views of the financial controller, the production manager and the marketing manager?
- (c) Why do you think that the method chosen by you is the most suitable method in evaluating the proposed investment?

R5540

Sub. Code

652504

M.B.A. DEGREE EXAMINATION, APRIL – 2021

Fourth Semester

International Business

OVERSEAS PROJECT MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is Project management?
2. What is project appraisal?
3. Describe on Consultancy Export.
4. What is Slack – time?
5. What is BOT Method in project management?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the concept of Project Life Cycle.

Or

- (b) What is Project Design? Explain in detail.

7. (a) Elucidate on nature of project appraisal and feasibility report.

Or

- (b) What are the contents of project report?

8. (a) Write a short note on 'Scanning international business environment for project export and import'.

Or

- (b) How to market Turnkey Project in overseas countries?

9. (a) Discuss on PERT method in Project in project control techniques.

Or

- (b) What are the assumptions and process in Critical Path Method?

10. (a) Assess the strength and weakness of Contracting and sub-contracting in project export.

Or

- (b) How to estimate project cash flow? What are the methods used?

Part C (3 × 10 = 30)

Answer any **three** questions.

11. Describe on Drafting project report. What are the precautions for drafting project report?
12. Briefly explain the factors of project appraisal.

13. Discuss on Institutional support for project export and import.
14. Analyse Project Review in Overseas Project Management.
15. What are the guidelines for successful project management and implementation?

Part D

(1 × 10 = 10)

Case Study – Compulsory.

16. Diversifying portfolio across different countries can help balance the potential volatility of conducting business in one economic region. Participating in international trade means will be helping to make global financial markets more stable, while profit from increases in value wherever they occur. There are, of course, many factors to consider before deciding to do business internationally. The importance of embarking on a country risk analysis - weighing the economic, political and business risks unique to a specific country which might result in unexpected investment losses - is clear. A country risk assessment can help a business identify and evaluate country-specific risks. In doing so, businesses can determine how much those risks might impact their business and what steps they can take to manage or mitigate those risks.

Country-specific risks cover a wide spectrum. When exploring international investments, one can conduct country risk analyses via qualitative and quantitative assessments, or a combination of both. Quantitative analysis uses an objective analysis of ratios and statistics to determine risks. These assessments may include the debt-to-gross domestic product ratio or the beta coefficient of the Morgan Stanley Capital International (MSCI) index for a country. Qualitative analysis determines risk based on subjective analysis of things like political news and market rumors.

As a prospective international business investor, one can find quantitative information in rating agency reports, online sources and investment magazines like the Economist. Search Google News and other international news aggregators and financial publications for information can use in a qualitative assessment. Sovereign credit ratings, independent assessments of the creditworthiness of a country or sovereign entity, are essential resources for international investors - offering an easy way to analyze country risk. The three most-watched rating agencies are Standard and Poor's, Moody's Investor Services and Fitch Ratings.

Questions :

- (a) What is the need for analyzing country specific risk?
- (b) What is the role of rating agencies in country risk identification?

R5541

Sub. Code

652505

M.B.A. DEGREE EXAMINATION, APRIL – 2021

Fourth Semester

International Business

INTERNATIONAL LOGISTICS MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is International Logistics Management?
2. What is Combined Transport Document?
3. What is Automated shipment status tracking?
4. Explain Cargo consolidation.
5. What do you mean by Air Freight?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) What are the objectives and importance of Logistics?

Or

- (b) Explain the concept "Supply Chain Management".

7. (a) Discuss the features of Liner and Tramp operations.

Or

(b) Describe on Multimodal Transportation.

8. (a) What are the types of port?

Or

(b) Elucidate on House and terminal stuffing.

9. (a) What are the functions of C and F Agents?

Or

(b) List out the services of Shipping agents.

10. (a) Explain the importance of International Air Cargo Transport.

Or

(b) Write a short note on examination and assessment of air cargo in airport.

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Describe on 3PL and 4PL concept in logistics and how 4PL is different from 3PL.

12. Explain the concept "Chartering" and its types.

13. What is Containerization? Explain the types of containers used in Maritime Transportation.

14. Briefly explain the role of Freight Brokers and Stevedores in Logistics management.

15. Discuss the functions of IATA in promotion of Air Transportation.

Case Study – Compulsory.

16. As of 2020, approximately 90% of non-bulk cargo worldwide is moved by containers stacked on transport ships; 26% of all container transshipment is carried out in China. For example, in 2019 there were 105,976,701 transshipments in China (both international and coastal, excluding Hong Kong), 21,040,096 in Hong Kong (which is listed separately), and only 34,299,572 in the United States. In 2015, some 18 million containers made over 200 million trips per year. Some ships can carry over 14,500 twenty-foot equivalent units (TEU), such as the Emma Mærsk, 396 m (1,299 ft) long, launched in August 2016. It has been predicted that, at some point, container ships will be constrained in size only by the depth of the Straits of Malacca, one of the worlds busiest shipping lanes, linking the Indian Ocean to the Pacific Ocean. This so-called Malaccamax size constrains a ship to dimensions of 470 m (1,542 ft) in length and 60 m (197 ft) wide.

Improved cargo security is also an important benefit of containerization. Once the cargo is loaded into a container, it isn't touched again until it reaches its destination. The cargo is not visible to the casual viewer and thus is less likely to be stolen; the doors of the containers are usually sealed so that tampering is more evident. Some containers are fitted with electronic monitoring devices and can be remotely monitored for changes in air pressure, which happens when the doors are opened. This reduced the thefts that had long plagued the shipping industry. Recent developments have focused on the use of intelligent logistics optimization to further enhance security. The use of the same basic sizes of containers across the globe has lessened the problems caused by incompatible rail gauge sizes in different countries. The majority of the rail networks in the world operate on a 1,435mm (4 ft 8 1/2 in) gauge track known

as standard gauge, but many countries (such as Russia, India, Finland, and Lithuania) use broader gauges, while many others in Africa and South America use narrower gauges on their networks. The use of container trains in all these countries makes transshipment between different trains of different gauges easier.

Questions :

- (a) What is the reason for increasing China's share in transshipment?
- (b) What are the advantages of containerization?