

**3<sup>rd</sup> Year (Sem-VI) BBA, University Examination, 2021**  
(1<sup>st</sup>/2<sup>nd</sup> Semester/Repeat/Supplementary/ Spl Supplementary/Old /Annual/Bi-Annual)

**SUBJECT: CORPORATE FINANCE**

**Paper: Theory (BBA 601FM)**

**Time: 2 hours**

**Full Marks: 50**

**Attempt all questions; each question carries equal marks.**

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**IMPORTANT INSTRUCTIONS**

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1.

- a) 'Debt is the cheapest source of funds.' Justify whether you agree or disagree giving a relevant example.
- b) A company has 1,00,000 shares of Rs 100 at par of preference shares outstanding at 9.75 percent dividend rate. The current market price of the preference share is Rs 80. What is the cost of preference capital to the company?

(5+5=10)

2.

- a) A firm has an existing capital structure comprising of 10 lac equity shares of Rs 10 each with a tax rate of 30%. It is planning to raise additional capital of Rs.50 lacs for an expansion project. It is evaluating two alternative financing plans.
1. Issue equity shares of Rs 10 per share for the entire amount or
  2. Issue debentures carrying 12% interest rate

Which financing plan will the firm prefer and why? Calculate the indifference level of EBIT.

- b) Operating leverage affects a firm's operating profit while financial leverage affects the PAT. How should a firm manage its business and financial risk so that the earnings available to ordinary shareholders is not adversely affected. Give a relevant example to illustrate your answer.

(5+5=10)

3.

- a) Two companies A and B both have a ROE of 25%. A is a high payout company that distributes 70% of its earnings while B, a low payout company distributes 30% of its earnings as dividends.
- i. Which company in your opinion will reap higher growth rate?
  - ii. Justify the reason for this.
  - iii. How do the investors of the growth company realise their return?
  - iv. Will the dividend yield of the growth company be high or low? Give reason.

- b) A company earns Rs 10 per share at an internal rate of 15%. Firm pays 40% of earnings as dividends. If required rate of return is 10% determine the price of share under
- Walter's Model
  - Gordon's Model

(5+5=10)

4.

Calculate the net working capital required to finance a level of activity of 104,000 units of production. The cost structure is given below. Add 2% for contingency.

RM	425
Direct labour	150
Overheads (net of depreciation)	350
Total cost	925
SP	1150
Profit	225

Additional information:

- Minimum desired cash balance is Rs.110,000
- Average raw material are held in stock for 1.5 months
- Average WIP (50% completion) is ½ month
- Average FG held in stock for 1 month
- Suppliers extend a 2 month credit, while customers are given a 1 month credit
- Cash sales are 30% of total sales
- Time lag in payment of wages is 2½ weeks, and 1 month for overheads

(10)

5.

- a) Aqua Ltd estimated its cash requirements at Rs.18 crore for the next financial year. Cost of transaction of its marketable securities is Rs.5,555.55 per transaction. Determine the economic conversion lot size if opportunity cost is 8%.
- b) A firm currently provides 30 days credit to customers. Current sales stand at Rs.1,500,000. The firm's cost of capital is 13%, and tax rate is 30%. The ratio of variable cost to sales is 75%. The firm is contemplating increase in credit period by 15 days, which will increase sales by Rs.450,000. Bad debt on additional sales is likely to be 7.5%. Calculate the effect on the residual income.

(5+5=10)



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**SUBJECT: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**Paper: Theory (BBA 602FM)**

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1.
  - a) Does diversification reduce the risk of investment? Explain with help of examples.
  - b) Stocks A and B have yielded the following returns for past 2 yrs

Yrs	Return(%)	
	A	B
2019	13	15
2020	17	16

- i. What is expected return on a portfolio made up of 60% of A and 40% of B
- ii. What is the portfolio risk?

(5+5=10)

2.
  - a) Is it possible for a firm to have a high current ratio and still find difficulties in paying its current debt? Explain with examples.
  - b) A firm has a capital structure exclusively comprising of ordinary shares amounting to Rs 2000000. The firm now wishes to raise additional Rs 2000000 for expansion. The firm has four alternative financial plans:
    - i. It can raise the entire amount in the form of equity capital.
    - ii. It can raise 25% as equity capital and 75% as 10% debentures.
    - iii. It can raise the entire amount as 10% debentures.
    - iv. It can raise 50% as equity capital and 50% as 10% preference capital.

Further assume that the existing EBIT are Rs 300000, the tax rate is 35%, outstanding ordinary shares 10000 and the market price per share is Rs 100 under all four alternatives. Which financing plan should the firm select on basis of Return on Equity?

(5+5=10)

3.

- a) Elaborate how risk of a portfolio is calculated using Covariance and Correlation.  
b) A portfolio consists of 3 securities P, Q and R with the following parameters:

	<b>P</b>	<b>Q</b>	<b>R</b>	<b>Correlation</b>
Expected Return (%)	27	24	21	
Standard Deviation (%)	32	28	25	
Correlation PQ				-0.50
QR				+0.70
PR				+0.60

If the securities are equally weighted, how much is the risk and return of the portfolio of these three securities?

(5+5=10)

4.

- a) How can Capital Asset Pricing Model (CAPM) help in evaluating securities. Can portfolio be formed using beta values?  
b) X Ltd. company manages a stock fund consisting of four stocks with the following market values and betas:

<b>Stock</b>	<b>Market Values</b>	<b>Beta</b>
A	200000	1.20
B	100000	1.30
C	150000	0.90
D	50000	0.60

If the risk-free rate of interest is 10 % and the market return is 17 %, what is the portfolio's expected return?

(5+5=10)

5.

- a) From the following Income Statement prepare Common Size Income Statement and analyse the increasing or decreasing trend in terms of the profitability of the company.

#### **Income Statement for the year ended 31/3**

Particulars	2019 (Amount)	2020 (Amount)
Gross Sales	370	340
Less Return	20	30
Net sales	350	310
Less: COGS	100	200
Gross profit	250	110
Less: Selling and general cost	50	20
Operating Profit	200	90
Less: Interest Expenses	30	10
EBT	170	80
Less: tax	51	24
EAT	119	56

- b) From the following Balance Sheet prepare Common Size Balance Sheet and analyse the increasing or decreasing trend in terms of the composition of assets and liabilities of the company.

**Balance Sheet as on 31/3**

Liabilities	2019 (Amount)	2020 (Amount)
Equity Share Capital	240	250
General Reserve	100	190
Long Term Loans	160	150
Creditors	60	52
Outstanding Expenses	6	4
Other Current Liability	9	4
Total	575	650
Plant	402	400
Cash	54	80
Debtors	35	70
Inventories	84	100
Total	575	650

(5+5=10)



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**SUBJECT: GLOBALFINANCE**

**Paper: Theory (BBA 603FM)**

**Time: 2 hours**

**Full Marks: 50**

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1.

M/s. KFC Ltd. is the Indian subsidiary of an US company. Its Balance sheet as on 01.01.2019 is given below. Exchange rate as on 01.01.2019 was Rs.70/US\$.

Balance sheet of M/s. KFC Ltd. as on 01.01.2019

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Equity Capital	1,50,00,000	Plant & Machinery	1,60,00,000
Debenture	1,00,00,000	Inventory	50,00,000
Creditors	50,00,000	Debtors	90,00,000
	3,00,00,000		3,00,00,000

- Determine Accounting Exposure of M/s. KFC Ltd. as on 01.01.2020 applying Monetary/Non monetary method.
- Calculate Cumulative Translation Adjustment, if the exchange rate as on 31.12.2019 was Rs.60/US\$.

(5+5=10)

2.

Prepare Balance of Payment statement for India, showing clearly all the components of Current account and capital account from the following transactions.

- Serum Institute of India invested Rs. 3,50,00,000 in UK towards establishing a Vaccine producing unit and Suptnik, Russia established similar unit in India by investing Rs. 4,50,00,000.
- An Indian exporter sold part of its goods valuing Rs. 75,00,000 to South East Asian countries. Payment terms negotiated was 85% on receipt of material and balance 15% to be paid after one year.
- Larsen & Toubro Ltd an Indian multinational imported railway coaches worth Rs. 90,00,000 from a Japanese manufacturer for its Bullet Train Project. Payment terms

negotiated was 90% against irrevocable sight letter of credit and balance after successful completion of the Project.

- iv. A tourist from UK visited Kashmir in India and purchased Handicrafts worth Rs. 1,00,000 and paid Hotel and travel bills amounting to Rs. 1,50,000 to Jammu and Kashmir Tourism and Development Corporation Ltd. He also contributed Rs.50,000 to an NGO for the development of Terrorist affected areas of Jammu and Kashmir.
- v. An Indian Subsidiary of a Japanese company obtained loan worth Rs.25,00,000 from the Japanese market and Rs.60,00,000 from the Indian market. Both the Loans are to be paid back in 9 months time.

(10)

3.

- a) Explain Classical Gold standard as a means of evolution of International Monetary system and explain reasons for its decline.
- b) Critically explain the major functions of World Bank.

(6+4=10)

4.

- a) Interest rate parity theory states that premium or discount of one currency against another should reflect the interest rate differential between the two countries. Explain the statement in relation to the Interest Rate Parity Theory.
- b) Critically explain Absolute form of Purchase Power Parity theory.

(6+4=10)

5.

- a) As an exporter what financial derivatives will you be utilising to hedge against the risk of exchange rate fluctuations.
- b) An Indian Exporter sells part of its production to the European countries. For this the exporter would receive payment of EURO 1.5 million in 6-months time. The exchange rates are as follows:

Spot Rate: Rs.80/EURO and 6-months Forward Rate: Rs.70/EURO

- i. If there is possibility of further depreciation of EURO? What should the Exporter do?
- ii. In case of possibility of appreciation of EURO. How would the exporter react?

[4+(3+3)=10]



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**SUBJECT: MANAGEMENT INFORMATION SYSTEM**  
**Paper: Theory (BBA 604)**

**Time: 2 hours****Full Marks: 50****Attempt all questions; each question carries equal marks.**

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1.
  - a) How does DSS help a company to take long term strategic decisions? Explain with an example.
  - b) Why is a single Information system not enough to look after all the possible operations in an organization? What should be done to overcome the problem scenario?  
(5+5=10)
2.
  - a) Explain the term critical success factor with respect to any product in recent times. How does EIS help in understanding those factors?
  - b) Explain the operations of a Payroll TPS with a diagram.  
[(3+3)+4=10]
3.
  - a) How do renowned organizations plan for recovering an Information System from a disaster?
  - b) What are the various degrees of organizational change promoted by Information Technology? Explain with proper examples.  
(5+5=10)
4.
  - a) Explain Porters Competitive Force Model with respect to IT enabled Banking Sector?
  - b) What are the current trends in Information Technology and how are they going to ethically affect the society?  
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- 5.

Suppose you are given a tender to make Information System Software for a Multi National Company ABC dealing in stock and securities. They already have a legacy software system running in their company. Your software is going to replace the legacy software system. The



management is quite strict on the budget and cannot afford to shut the software for even a single day.

- a) Which model among Waterfall, Agile, Spiral, Prototype and Incremental are you going to choose to make the software and state the reasons for your choice of model?
- b) Which method you are going to use to install the software in the Company ABC?

(5+5=10)

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**SUBJECT: RETAIL MANAGEMENT**

**Paper: Theory (BBA 601MM)**

**Time: 2 hours**

**Full Marks: 50**

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1.

You get the golden opportunity to fulfil your long harboured desire of opening a retail store. Your floor manager is a fresher and is out of ideas. You are required to help him by ideating a marketing communication program that can be implemented by the weekend at the store to target the shopping frame of mind of the customers.

(10)

2.

There are times when one happens to witness retail shops "changing". Sometimes the retail stores change in ownership and sometimes in what they sell. The only constant remains the location of the store. With reference to evaluation of site/ location of a retail store critically analyse the points that retailers must keep in mind while choosing the physical location of a brick and mortar store.

(10)

3.

A retail store comes with both tangible and intangible benefits. Service personnel play the key role in giving the shoppers a shopping experience worth a place in their memory. These memories are not always pleasant. But these memories play a significant role in the customers' choice of stores. Using the Gap Model comment on the correctness/ mistake(s) in customer service meted out to customers at retail stores.

(10)

4.

Price ceases to be just a number for the retailers as well as for the customers. How is price responsible for the image of the retailer in the minds of the customers? Explain with an example of an existing retailer.

(10)

5.

Pick a retail store of your choice. Check for yourself why you like that store. Now mention its tagline and analyze its positioning along-with its value proposition on offer, the target group that it serves and the brands that it stocks to boost its image.

(10)



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**SUBJECT: SERVICES MARKETING**

**Paper: Theory (BBA 602MM)**

**Time: 2 hours**

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1.

'Jasmit, being the Marketing Manager of ZAAZ- the Spa Therapy Centre, is trying to minimize some of the service gaps of the aforementioned place. She sent an online survey form to a group of regular existing customers to know about a few facts and opinions:

- A. The beauty treatments, the customers want along with expected pricing of each treatment and convenient timing to keep the Spa open.
- B. About the brands and quality standards of the products to be used.
- C. Enquiry about the behaviour of the masseur/ beauticians in terms of customer satisfaction.
- D. The suitable design the salon based on the comfort of their customers [she sent 4 lay outs to them to choose one. Even the customers have been told to suggest variation in the layout, in case they want to. The customer can also send their own lay out as a scanned copy.]
- E. Jasmit also sent two video clips to the existing customers to check which one best describes the experience. [She wants to use those for promotion of the Spa.]
- F. Ultimately she asked about any vital expectations of the customers to clear the fear of missing out.'

- Based on the above mentioned case identify the gaps and discuss those with relevant justification.

(10)

2.

'OnlyChinese is a Premium Chinese restaurant, charging commodiously high price for the their authentic cuisine. Today Mr. Chaubey, the Director & Founder of The Chaudhury & Chaudhury Solicitors Firm, has arrived with his daughter - Sanchita, son-in-law (SIL) Arnav and wife Mrs. Chaubey, at the restaurant to celebrate his birthday. He is 79 years, while his wife is 70, daughter is 38, and SIL is 42. Mrs. Chaubey is a cardiac patient and quite unwell. Sanchita is very busy, as she is the MD of a private bank. His son-in-law Arnav is working with Indian armed forces and is very disciplined.' Based on the above statements, decide the zone of Tolerance for the aforesaid set of customers; that the restaurant must speculate (broad or narrow) and discuss those factors of customer expectations, relevant to this case.

(10)

- 3.
- A. Design a Service Encounter Cascade for a local food joint.
  - B. A customer did not get a reserved room in a hotel, once he reached the hotel and got furious. The manager of the hotel compensated with a VIP suite and free refreshments for the family. Identify the theme of critical service incidents / sources of customer satisfaction and discuss the same.

(5+5=10)

- 4.
- 'Cafe Coffee Day (CCD) has beautifully adapted all four strategies of New Service Strategy Development' - based on CCD or any other suitable example describe the Service Innovation and Development Process with special reference to New Service Strategy Development.

(10)

- 5.
- '*Fixing the customers, Fixing the problem and Guarantee* are three pillars of success for the service recovery.' – justify the relevance of the statement with the discussion of service failure and Recovery.

(10)



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1.

A manufacturer of an online gaming device is assessing the world market potential for its product. They want to consider emerging countries as potential market. Being the marketing manager of the company what suggestion you will give them.

(10)

2.

As a marketing manager of a research company you are advised to hire a research firm to conduct primary research for which product line to offer first. Formulate the research problem for the same.

(10)

3.

'Cadbury very thoughtfully has marketed Cadbury Silk range keeping the young lovebirds in mind'- Comment on this statement based on international market segmentation and positioning.

(5+5=10)

4.

'McDonalds' lose out some of their market share because of more and more franchises in developing countries' –comment on this statement in relation with Global market entry strategy.

(10)

5.

'Walmart achieved their success in large part due to their Everyday Low Price (EDLP) strategy, a strategy that offers low prices to customers throughout the year instead of offering these low prices only on sales events'- Explain this statement based on global pricing strategy.

(10)



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