

3rdYear (Sem-VI) BBA Examination, 2023
(1st/2nd Semester/Repeat/Supplementary/ Spl Supplementary/Old /Annual/Bi-Annual)
SUBJECT: BUSINESS POLICY & STRATEGY
PAPER CODE: MAN 601 CBCS Syllabus

Time: 3 hours

Full Marks: 100

Attempt any five questions, each question carries equal marks.

1.
 - a) Which type of strategies a company relies more on offensive or defensive to achieve their rank in the industry?
 - b) What options for being a first mover does the company have?
 - c) Do any of these first mover options hold competitive advantage potential?
(10+5+5=20)
2.
 - a) How should Indian companies respond to the challenges posed by global competition and global competitors?
 - b) How much role does an ethical environment have in global competitiveness of companies?
(10+10=20)
3.
 - a) If a company opted to pursue a strategy of related diversification, what industries or product categories could it diversify into that would allow it to achieve economies of scope?
 - b) Name at least two or three such industries or product categories, and indicate the specific kinds of cost saving that might accrue from entry into each.
(10+10=20)
4.
 - a) Explain the strategy options for competing in developing- country market .
 - b) Discuss Yum Brand's strategy for becoming the leading food services brand in China.
(10+10=20)
5.
 - a) Businesses these days do not rely only on online or offline sales. Whatever they start off with, the businesses ultimately start to operate through both. Taking clue from real life example critically evaluate this dual strategy.
 - b) Drucker's views on performance lays stress on innovation and business theory. With the help of an existing business elaborate how the business must have reviewed its performance.
(10+10=20)
6.
 - a) When the Country Head (Finance) expressed his tentative decision to adopt two generic strategies for differentiation, the Managing Director was quick to remark that would lead to losing competitive advantage. Critically evaluate the dialogue exchange.
 - b) Being able to scan the external environment of an organization is definitely a strength for the organization. But despite all the expertise in scanning there are hurdles too. Elaborate.
(10+10=20)
7.
 - a) While each level of strategy is important for the issues and focus contained in them, strategists these days focus on analyzing competitors for a longer and robust stay in the market. Which level of strategy attracts more attention for these strategists and why?

- b) Based on an existing brand/ company, elaborate on the statement, "The digital supply chain has the power to disrupt the industry and bring in changes that become the norm of the industry."

(10+10=20)

8.

Write short notes on ***any four*** from the following :

- a) Portfolio analyses – BCG
- b) Directional policy matrix
- c) Grand strategy selection matrix
- d) Balanced score card
- e) Vision vs. Mission
- f) Five Forces of Porter's model
- g) Strategy versus Tactics

(4x5=20)

3rdYear (Sem-VI) BBA Examination, 2023
(1st/2nd Semester/Repeat/Supplementary/ Spl Supplementary/Old /Annual/Bi-Annual)
SUBJECT: MANAGEMENT INFORMATION SYSTEM
PAPER CODE: MAN 602 CBCS Syllabus

Time: 3 hours

Full Marks: 100

Attempt any five questions, each question carries equal marks.

1.
 - a) Draw an ER Diagram for Cab Reservation System. At least three entity types to be used. Also explain ER Diagram.
 - b) Compare and contrast between 3NF and BCNF with proper examples. [(7+3)+ 10=20]
2.
 - a) What are Intellectual Property Rights? How to protect the Intellectual Property Rights?
 - b) Explain how Information Systems are affecting the quality of life? [(4 + 6)+10=20]
3.
 - a) Explain the Financial Information System and Marketing Information System used by firms?
 - b) Compare and Contrast between Super Key, Primary Key and Foreign Key. [(5+5)+10=20]
4.
 - a) Explain the Value Chain Model.
 - b) What kinds of vulnerabilities are the most frequent in case of an Information System? How can they be eliminated? [10+(5+5)=20]
5.
 - a) Explain the meaning of the term "Digital Firm".
 - b) Explain the interdependence between organization and Information Systems with a diagram.
 - c) Explain the functions of Information System with a block diagram.
 - d) Explain the importance of each of the components of an Information System. [4+6+4+6=20]
6.
 - a) Briefly explain the steps of TPS with any practical example.
 - b) How many types of MIS reports are there? Explain any sample MIS report.
 - c) Which one is more appropriate to make an unstructured decision between MIS and DSS and why?
 - d) How does a Clinical DSS help a doctor in patient treatment? [6+(1+3)+4+6=20]
7.
 - a) Briefly explain the steps of the classical waterfall model with an example.
 - b) Explain the utility of Iterative waterfall model.
 - c) In which types of software projects is RAD model useful and why? Explain the usefulness of a software prototype. [8+4+(4+4)=20]

8.

Write Short Notes on any four from the following.

- a) Wired Media
- b) Quality of Information
- c) HRIS
- d) Manufacturing Information System
- e) Accounting Information System
- f) AI in Business
- g) Business Continuity Plan

(4 X 5=20)

3rdYear (Sem-VI) BBA Examination, 2023
 (1st/2nd Semester/Repeat/Supplementary/ Spl Supplementary/Old /Annual/Bi-Annual)
SUBJECT: BUSINESS ANALYSIS & VALUATION
PAPER CODE: MAN 603 DSE (B1):1 CBCS Syllabus

Time: 3 hours**Full Marks: 100****Attempt any five questions, each question carries equal marks.**

1.

- a) "The auditing of the accounts of a company is usually done by an independent external auditor". Comment on the statement highlighting the meaning, and importance of the audit report. Also, explain any four types of audit reports with examples.
- b) X company limited makes plans for the next year. It is estimated that the company will employ total assets of Rs 900000; 30% of the assets being financed by borrowed capital at an interest cost of 6% per year. The direct costs of the year are estimated at Rs 580000 and all other operating costs are estimated at Rs 90000. The goods will be sold to customers at 200% of the direct costs. The tax rate is assumed to be 50%.

You are required to calculate (i) net profit margin (ii) asset turnover ratio (iii) Return on Equity
 iv) Interest Coverage ratio v) Return on Assets

[10+(2X5)=20]

2.

- a) The financial statements of PQR Ltd are given below:

<i>As on 31st March</i>	2022	2023	<i>For the year ended 31st March</i>	2023
Gross Fixed Assets	5002	5700	Total Revenues	4430
Accumulated Depreciation	-1208	-1568	Operating Expenses	2860
Net Fixed Assets	3794	4132	PBDIT	1570
Cash	420	496	Depreciation	360
Account Receivable	948	1026	Interest Expense	260
Inventory	1040	1128	PBT	950
Total Current Assets	2408	2650	Tax @30%	285
TOTAL ASSETS	6202	6782	PAT (Net Income)	665
Share Capital	700	700	Dividends	275
Retained Earnings (R&S)	2140	2530	Addition to Retained Earnings	390
Total Shareholders' Equity	2840	3230		
Long Term Debt	2620	2720		
Accounts Payable	742	832		
Total Current Liabilities	742	832		
TOTAL LIABILITIES	6202	6782		

Construct a Cash Flow statement with above data.

- b) Explain with an example which is more important for the purpose of valuation— profits or cash flows of a firm?

(10+10=20)

3.

- a) Justify giving reasons with an example of your own how the valuation of an entire firm differs from the equity valuation.

b) An investor is considering purchase of a 5 year Rs 1,000 bond bearing a coupon rate of 6%. The required rate of return is 8%.

- i. What should the investor be willing to pay now for purchase of the bond if it matures at par?
- ii. What is the amount by which the bond is trading at a premium or discount?
- iii. Give the reason to justify why the bond trading at a premium or discount as applicable.

[10+(5+3+2)=20]

4.

a) Company M is contemplating a merger with Company N. Company M has 400000 shares having a market price of Rs 40 per share, while company N has 300000 shares selling at Rs 20 per share. The EPS are Rs 4 and Rs 2.25 for company M and N respectively. Management of both the companies are discussing two alternative proposals for exchange of shares as indicated below:

Alternative 1: in proportion of relative earnings per share of two companies

Alternative 2: 0.5 shares of company M for one share of company N.

You are required to:

- i. to calculate EPS after merger under two alternatives; and
 - ii. to show the impact of EPS for the shareholders of the two companies under both the alternatives.
- b) Explain the meaning, importance, and types of synergy in Merger or Acquisition with help of suitable examples?

[(5+5)+10=20]

5.

a) A firm paid its first dividend of Rs.6 in the current year. Dividends are expected to grow at 20% per annum for the next three years. Thereafter, dividends are expected to grow at 10% per annum indefinitely. If shareholders expect a 16% return on their investments, determine the current value of the share.

b)

Particulars	Company P	Company Q
Sales (Rs. Cr)	3000	5000
EBITDA (Rs. Cr)	500	800
Book Value (Rs. Cr)	2000	3000
Enterprise value (Rs. Cr)	4000	5600

From the above data calculate

- i. The enterprise valuation multiples for the individual companies
- ii. The average valuation multiples of these 2 companies

[10+(7+3)=20]

6.

A firm's capital comprises Rs.500 crore of 10% debt and Rs.500 crore equity, with cost of equity at 13%. The firm's tax rate is 30%. The firm's debt will be repaid in equal installments over the next five years, with interest calculated on the declining balance. For the next five years, free cash flows to the debt and equity investors are projected at Rs.450 crore each year.

- (a) Calculate the firm's cost of capital (WACC).
- (b) Determine the economic value added if EBIT is Rs.600 crore.

(c) Compute the firm value from the viewpoint of the equity shareholders.

(5+5+10=20)

7.

Firm X is a tech start up with a first mover advantage growing at a high rate. It paid dividends per share of Rs.2.00 on reported earnings per share of Rs 10.00 in 2023. The firm's earnings per share have been growing at 9% over the past years. Its growth rate is expected to decline linearly over the next five years to 4%, and remain stable thereafter. The payout ratio remains unchanged. The beta for the stock is 0.9, the risk-free rate is 4.2%, and the market risk premium is 5% . The stock is trading in the market at Rs. 50.2 currently.

- i. Discuss the features of the dividend discount model as applicable in this case
- ii. What do you think are the advantages of this model?
- iii. Compute the firm's payout ratio
- iv. Compute the firm's retention ratio
- v. Calculate the Value of stock X
- vi. Is the stock overvalued, undervalued or fairly priced?

(4+3+2+2+7+2=20)

8.

Write short notes on any four of the followings:

- (i) Meaning and Importance of Common Size Statement
- (ii) Difference between levered beta and unlevered beta
- (iii) Components of Director's Report
- (iv) Yield to maturity and yield to call
- (v) Terminal Cash Flows
- (vi) Economic value added
- (vii) Use of Financial Ratios

(4x5=20)

3rdYear (Sem-VI) BBA Examination, 2023(1st/2nd Semester/Repeat/Supplementary/ Spl Supplementary/Old /Annual/Bi-Annual)**SUBJECT: DISTRIBUTION & SUPPLY CHAIN MANAGEMENT****PAPER CODE: MAN 603 DSE (B2):1 CBCS Syllabus****Time: 3 hours****Full Marks: 100***Attempt any five questions, each question carries equal marks.*

1.

- a) What are the Periodic Review System and Continuous Review System in Inventory management system. Explain with its pros and cons.
- b) 'Just In Time (JIT) is the most popular philosophy in inventory management'- Elaborate how it helps incost optimisation policy.
- c) 'FIFO and LIFO Techniques of inventory management cannot be applied for same category of products'- Expound the statement with a brief comparison of both the techniques and its applicability for different categories of products.

(10+5+5=20)

2.

- a) Elucidate Perpetual Stock Review and Manual Stock Review in inventory management with its advantages and disadvantages.
- b) Describe different modes of transportation system with the merits and demerits of each type in logistics management.
- c) What are the possible components of an ideal logistics system for the purpose of supply chain management.

(5+10+5=20)

3.

- a) 'For the best possible efficiency in supply chain management five key elements are: automation, integration, optimization, outsourcing and time management.'-Review the statement with special reference to the contemporary concept of logistics management system.
- b) Discuss why the high-tech industry has been the leader in adopting supply chain IT systems.

(10+10 = 20)

4.

- a) If any multinational corporation has to choose between Cross Dock type of the warehouse with AS/RS facilities and a Distribution Centre with manual material handling, which one would you suggest to them and why?
- b) What are the different layouts available for warehouses- elaborate with illustration.
- c) What are the different types of warehouses available- discuss it with the pros and cons of each type, identifying the most efficient one.
- d) Draw the supply chain design network for following case. Identify and label the type in each intermodal pathway with justification (between any two nodes):

ABC chemical supplier along with XYZ fabric supplier and EFG dye supplier supply raw materials to CC textile manufacturing unit through one TL. The cc manufacturing unit then processes the fabric and sends it to their respective Distribution Centres(DC) in location A, location B and location C. Then from the three locations the products go to different small outlets through milk runs. In location A four adjacent shops get the products, in location B three adjacent stores get the products and in location C two adjacent stores get the products. After the delivery is over the empty truck goes back to the respective DC. From DC the trucks are sent back to cc manufacturing unit.

(5+5+5+5=20)

- 5.
- a) In what way do supply chain flows affect the success or failure of a firm like Amazon?
 - b) List two supply chain decisions that have a significant impact on supply chain profitability.
- (10+10=20)

- 6.
- a) How could a grocery retailer use inventory to increase the responsiveness of the companies supply chain?
 - b) How could an Industrial supplies distributor's use information to increase its responsiveness?
- (10+10=20)

- 7.
- a) A specialty chemical company is considering expanding its operation in Brazil, where five companies dominate the consumption of specialty chemicals. What sort of distribution network this company should utilize?
 - b) Identify the key factors to be considered when designing its distribution network.
- (10+10=20)

- 8.
- Write short notes on any four of the following
- a) ABC Analysis in inventory management system.
 - b) Automated Storage and Retrieval Systems (AS/RS)
 - c) Space Management Strategies in Warehouses.
 - d) Types of Channels in Distribution System.
 - e) Obstacles in achieving strategic fit.
 - f) Manufacturing Cycle.
 - g) Logistical Drivers of Supply Chain.

(4x5=20)