

CHOICE BASED CREDIT SYSTEM**M.Com. SECOND SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Private Banking and Wealth Management****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following : (3×5= 15)**

1. Explain 'Client Profiling'.
2. Explain the terms 'Debentures' and 'Bonds'.
3. Explain NPS. Who can join NPS?
4. Explain the tax provisions regarding capital gains of equity shares.

II. Answer the following question : (1×10= 10)

5. In November 2014, Kotak Mahindra Bank Limited (Kotak) announced its acquisition of ING Vysya Bank Limited (ING Vysya), a quasi-foreign bank owned by Dutch multinational, the ING Group , in a full-share deal worth of US\$2.4 billion. The deal, the biggest in the Indian banking sector, created the fourth largest private bank in India with a balance sheet size of Rs. 2 trillion and market capitalization of over Rs. 1 trillion. According to industry experts, this deal helped Kotak to expand its presence in India and to compete with other topnotch private sector players in the Indian banking industry.

According to experts, the Indian banking sector needed such mergers not only to create world-sized banks to compete with foreign banks but also to create banks with a sufficient capital base to fund various large infrastructure projects crucial to maintain the growth of India economy.

However, industry experts had doubts on the synergies of the merger. They quoted a study by KPMG and Wharton which found 83% of Merger and Acquisitions (M&A) failed to produce any benefits and over half of M&A ended up reducing shareholder value instead of increasing it. Some experts were worried about the various challenges the merger deal threw up, such

as the cultural differences between the two banks and the reaction of the employees union among others. However, other experts were positive about the deal.

Questions:

- i) Analyse the significance of mergers and acquisitions in the context of the Indian banking industry.
- ii) Discuss and debate whether the merger deal between Kotak and ING Vysya would help the Indian banking industry.

III. Answer any THREE of the following :

(3×15= 45)

6. Explain Risk tolerance of different investors with relevant illustrations.
7. Distinguish between forward contract and a future contract. In your opinion, which one is more beneficial as a hedging instrument.
8. "Lack of financial discipline is a cause of Inflationary Economy". Discuss.
9. Elucidate Pension Plans. Explain various pension plans in detail.

CHOICE BASED CREDIT SYSTEM**M.Com. SECOND SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Business Statistical Analytics****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. Define the following terms:

Experiment, Event, Probability, Sample Size

2. Determine whether each of the following data are categorical or numeric.

- a. Amount of time personal computer is used per week.
- b. Number of persons in the household who use the personal computer.
- c. Amount of money spent on clothing in the last month.
- d. Favourite shopping center.
- e. Amount of time spent in shopping for clothing in the last month.

3. Calculate the coefficient of correlation between X and Y from the following data and calculate the probable error. Assume 69 and 112 as the mean value for X and Y respectively.

X	78	89	99	60	50	79	68	61
Y	125	137	156	112	107	136	123	108

4. Differentiate Spearman's rank correlation coefficient and Karl Pearson's coefficient of correlation.

II. Answer the following question :**(1×10= 10)**

5. Use least square regression lines to estimate the increase in sales revenue expected from an increase of 7.5% in advertising expenditure:

Firm	A	B	C	D	E	F	G	H
Advertising Expenses	1	3	4	6	8	9	11	14
Annual % increase in Sales Revenue	1	2	2	4	6	8	8	9

III. Answer any THREE of the following :

(3×15= 45)

6. i) Elaborate the advantages and disadvantages of Regression.

(05 Marks)

Find the two regression lines from the following data:

Estimate Y, when X=164

(10 Marks)

X	158	160	163	165	167	170	172	175	177	181
Y	163	158	167	170	160	180	170	175	172	175

7. 'Modern statistical tools and techniques are important for improving the quality of managerial decisions'. Explain this statement and discuss the role of statistics in the planning and control of business.

8. i) Regression analysis helps in prediction and thus it can estimate the values of unknown quantities. Explain.

(10 Marks)

- ii) Using the following data obtain two regression equations:

(05 Marks)

X	16	21	26	23	28	24	17	22	21
Y	33	38	50	39	52	47	35	43	41

9. i) When we construct a bar chart or graph, what is the effect of starting the vertical axis at a value that is far above zero? Explain.

(05 Marks)

- ii) Create a table with 5 observations and find r and r^2 and interpret both.

(10 Marks)

CHOICE BASED CREDIT SYSTEM**M.Com SECOND SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Business Taxation - I (Direct)****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. Calculate the qualifying amount under section 80 C for the Assessment year 2022-23 from the information given below.
 - a. Life insurance premium paid Rs.20,000 and his own policy.
 - b. His own contribution to RPF Rs.5,000 and employer's contribution to RPF Rs.4,000.
 - c. Repayment of loan taken for construction of residential house Rs.80,000 out of which Rs.30,000 is interest.
 - d. Purchased NSC IX issue of Rs.10,000.
 - e. Contribution to family benefits fund Rs.1,000.
 - f. Accrued interest on NSC (VII issue) amounted to Rs.1,000.
 - g. Life insurance premium paid by him on his brother's life policy was Rs.5,000.
2. Prakash is working for Suvarna Ltd. in Mangalore since 2016. His basic salary at the beginning of the PY 2021-2022 was Rs.18,000 p.m. with an annual increment of Rs.1,000 received in September every year, DA at 75% of basic (40% included for retirement benefits) & the commission of 0.75% on the turnover of Rs.20,00,000 achieved during the year. He also received HRA at Rs.6,000 p.m. He stayed in the rented house till Feb.2022 paying a rent of Rs.9,000 p.m. & thereafter shifted to his own house in March. Compute taxable HRA for the PY 2021-2022.
3. From the following information compute income from other sources:
 - i) Rs. 1,00,000 received by the assessee from his friends on the occasion of the marriage of his son.
 - ii) Interest on enhanced competition of Rs. 40,000 received as per court decree during the previous year.
 - iii) Undisclosed income Rs. 2,00,000.
 - iv) Winning from lottery Rs. 70,000 (net).
 - v) Interest on Post Office Savings Bank a/c Rs. 4,000.
 - vi) Family pension Rs. 60,000.
4. From the following information compute the taxable capital gains.
 - i) Cost of acquisition of residential house in May 2012 Rs.2,00,000.
 - ii) Sale consideration on 2-6-21 Rs.15,00,000.
 - iii) Cost of new house purchased for residential purpose by due date of filing to return (including the cost of site Rs.50,000) Rs.5,00,000.
 - iv) Amount deposited as per the scheme (CGAS) by due date of filing the return Rs. 1,00,000.

II. Answer the following question :**(1×10= 10)**

5. On 1/10/2018, Mr. A sold his house purchased in May 2004 of Rs. 1,00,000 for Rs. 10,00,000. On 1/7/2020 he purchased another house for Rs. 8,00,000. Assume that this house is sold on 15/04/2022 for Rs. 9,00,000. CII of 2018-19: 280; 2004-05: 113; 2021-2022: 317

III. Answer any THREE of the following :

(3×15= 45)

6. Mrs. Sheethal employee of education department of Karnataka government in Bangalore furnished the following particulars of income for the year ending 31-3-2022.
- Net salary (after deduction of Rs.3,000 employment tax, Rs.12,000 tax deducted at source and Rs.14,800 boarding charges) - Rs.5,72,000.
 - DA 30% (under terms of employment) - Rs.90,000.
 - CCA - Rs.18,000.
 - Servant allowance - Rs.15,000 (she has employed a cook to whom she pays Rs.900 per month) Conveyance allowance- Rs.600 per month.
 - Travelling allowance Rs.9,000 (of which Rs.4000 is spent on her family tour).
 - Helper allowance - Rs.6,000.
 - Daily allowance - Rs.12,000 (90% spent for official purpose).
 - Education allowance - Rs.7,200 (her 3 daughters are studying).
 - Hostel allowance - Rs.5,000 (her daughter stays in a hostel for her studies).
 - Entertainment allowance - Rs.8,000 (she spent Rs.5,000 on entertaining her employer's customers).
 - The government has provided a residential accommodation the license fee fixed by the government for this accommodation being Rs.1,000 per month.
 - She is also provided with furniture for her use of the cost of Rs.60,000 (Rs.10,000 worth is 12 years old) . She used her car for both official and personal purpose and the expense of which are entirely paid by the Government which came up to Rs.42,600 during the year. Her credit card bills of Rs.5,000 and medical treatment expense of Rs.45,000 (treatment was given in the private hospital) was paid by the government.
 - During the year she contributed 15% of her salary to the Statutory Provident Fund and the Government contributed 14% of her salary to the same. The interest is credited at 12% per annum Rs.6,000.
- She claims the following expenses:
- Subscription to newspapers and journals - Rs.5,000, purchase of books - Rs.3,000, travelling to office Rs.4,800, life insurance premium paid on personal life policy Rs.6,000.

Compute the taxable salary for the AY 2022-2023.

7. From the following information, compute the business income of Mr.Mylarappa for the previous year 2021 – 2022.

Income statement			
Expenses	Rs	Income	Rs
To Bad debts	14,000	By Gross profit	5,32,200
To Provision for bad debts	3,000	By Interest from debtors	6,000
To Audit fees	7,000	By Discount from creditors	5,000
To Employees welfare expenses	84,000	By Interest on loan to Arjun	10,000
To Entertainment expenses (to customers)	6,800	By Bad debts recovered	16,000
To Social welfare expenses	6,000	By Enhanced compensation	50,000
To Excise duty	40,000		
To Income tax	28,000		
To Establishment expenses	1,00,000		
To Depreciation	76,000		
To Interest paid to bank	26,000		
To Car expenses	68,400		
To Net profit	1,60,000		

Others information :

- i) Bad debts recovered were earlier disallowed.
 - ii) Rs. 1,00,000 was given as loan to Arjun . During the year Rs. 10,000 , interest was received.
 - iii) Bad debts include Rs. 8,000 to his brother.
 - iv) Enhanced compensation is related to acquisition land.
 - v) Excise duty was paid after due date of filing income tax returns.
 - vi) Establishment includes Rs. 20,000 paid to personal servant by Mr . Mylarappa.
 - vii) Car is used 1/3rd for business and 2/3rd for Mr. Mylarappa.
 - viii) Depreciation admissible as per Income Tax Act is Rs.83,000.
8. Mr A furnishes the following particulars of his income for the PY 2021-22.
Compute his income from other sources for the AY 2022-23.
- i) Dividend on equity shares of Indian company 3,000
 - ii) Dividend on preference shares 5,000
 - iii) Income from letting on hire of building and machinery under one composite lease 30,000
 - iv) Interest on FD in SBI 6,000
 - v) Interest on post office savings bank A/C 4,000
 - vi) Interest on savings bank A/C in a commercial bank 1,800
 - vii) Winnings from Karnataka State Lottery 20,000
 - viii) Directors sitting fees received 1,000
 - ix) Ground rent 3,000
 - x) Winning received from horse races 8,000
 - xi) Rent of a plot land at Agra (not appurtenant to Building) 4,000
 - xii) Income from agriculture in Panjab 20,000
 - xiii) Income from agriculture in Nepal 15,000
 - xiv) Interest on debentures of a co-operative society 1,500
 - xv) Interest received on German Govt bonds (Net) 5,000
 - xvi) Dividend co-operative society 1,000
 - xvii) Interest on Karnataka Govt bonds 3,000
 - xviii) Interest on Bombay Port Trust bonds 3,000
 - xix) Dividend from Foreign companies(net) 6,000
 - xx) Interest on tax-free Govt of India bonds 5,000
 - xxi) Income from undisclosed sources 8,000
 - xxii) Interest debentures of Himalaya Tea Co Ltd (listed) 3,900
 - xxiii) Interest on tax-free debentures of a cotton mill Co 2,000
- Family pension 60,000
- He also held the following investments:
- Rs 15,000; 10% tax-free UP Govt bonds
- Rs 20,000; 12% debentures of Tata Steel Ltd. (listed)
- Rs 25,000; 9% debentures of Agra Sugar Works Ltd. (unlisted)
- Rs 18,000; 12% tax-free debentures of Reliance Co Ltd. (listed)
- Interest on all the securities is payable annually on 31st December each year
- The following deductions are claimed by him:
- a) Collection charges of dividend from Indian companies. Rs.300
 - b) Allowable depreciation on building and machinery. Rs.5,000
 - c) Fire insurance on building and machinery. Rs.200
 - d) Interest on loan taken for purchase of Govt of India bonds. Rs.1,300

e) Interest on loan taken for purchase of debentures of Reliance Co Ltd. Rs.2,900

f) Expenses for purchasing lottery tickets. Rs.500

9. From the following P&L Ac of Mr. Vinod Mehta compute the total income:

Particulars	Rs.	Particulars	Rs.
To Salary	15,000		
To General expense	15,000		
To Advertisement	4,000		
To Interest on capital	2,000		
To Interest on bank loan	500	By Gross Profit	1,60,000
To Bad debts	2,000	By Bad debts recovered (disallowed earlier)	2,000
To Fire insurance premium on LOP	100	By Profit on sale of residential house	3,25,000
To Depreciation	4,000	By Rent received	3,000
To Reserve for sale tax	10,000	By Dividend on Indian company	3,000
To Income tax	6,000	By Share interest on POSB A/c	1,000
To Donation to NDF	1,000		
To Local tax on LOP	500		
To Motor car expenses	1,000		
To Wealth Tax	3,500		
To Net profit	4,29,400		
	4,94,000		4,94,000

Additional information:

i) Salary includes rupees Rs.500 per month as salary.

ii) Advertisement includes Rs.1,200 being cost of neon sign board.

iii) General expense include Rs. 1,200 being the speed paid to the CA in connection with income tax appeal tribunal.

iv) $\frac{1}{4}$ th of the car expenses relate to the personal use.

v) Depreciation is found to be in excess by Rs.1,500.

vi) Actual bad debts Rs.1,000.

vii) The residential house was purchased in 2001-2002 for 1 lakh the CII for 2001-02: 100;

2021-2022: 317

CHOICE BASED CREDIT SYSTEM**M.Com SECOND SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Organisational Behaviour****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. What are the fundamental elements of Organisational behaviour? Explain.
2. What are 'Values'? How do they differ from 'Attitudes'? Explain.
3. What are the advantages of 'Participative Management'?
4. "Both formal and informal groups are necessary for the group activity just as two blades are essential to make a pair of scissors workable" Comment on this statement.

II. Answer the following question :**(1×10= 10)**

5. A vice president's position is about to open up at Ramsey Electronics, maker of components for audio and visual equipment and computers. Whoever fills the position will be one of the four most powerful people in the company and may one day become its CEO. So the whole company has been watching the political skirmishes among the three leading candidates: Arnie Sander, Laura Prove, and Billy Evans. Arnie Sander, currently head of the research and development division, worked his way up through the engineering ranks. Of the three candidates, he alone has a Ph.D. (in electrical engineering from MIT), and he is the acknowledged genius behind the company's most innovative products. One of the current vice presidents-Harley Learner, himself an engineer-has been pushing hard for Sander's case. Laura Prove spent five years on the road, earning a reputation as an outstanding salesperson of Ramsey products before coming to company headquarters and working her way up through the sales division. She knows only enough about what she calls the "guts" of Ramsey's electronic parts to get by, but she is very good at selling them and at motivating the people who work for her. Frank Barnwood, another current vice president, has been filling the Chief's ear with praise for Prove. Of the three candidates, Billy Evans is the youngest and has the least experience at Ramsey. Like the Chief, he has an M.B.A. from Harvard Business School and a very sharp mind for finances. The Chief has credited him with turning the company's financial situation around, although others in the company believe Sander's products or Prove's selling ability really deserves the credit. Evans has no particular

champion among Ramsey's top executives, but he is the only other handball player the Chief has located in the company, and the two play every Tuesday and Thursday after work. Learner and Barnwood have noticed that the company's financial decisions often get made during the cooling-off period following a handball game. In the month preceding the Chief's decision, the two vice presidents have been busy. Learner, head of a national engineering association, worked to have Sander win an achievement award from the association, and two weeks before the naming of the new vice president, he threw the most lavish banquet in the company's history to announce the award. When introducing Sander, Learner made a long, impassioned speech detailing Sander's accomplishments and heralding him as "the future of Ramsey Electronics. "Frank Barnwood has moved more slowly and subtly. The Chief had asked Barnwood years before to keep him updated on "all these gripes by women and minorities and such," and Barnwood did so by giving the Chief articles of particular interest. Recently he gave the Chief one from a psychology magazine about the cloning effect—the tendency of powerful executives to choose successors who are most like themselves. He also passed on to the Chief a Fortune article arguing that many American corporations are floundering because they are being run by financial people rather than by people who really know the company's business. He also flooded bulletin boards and the Chief's desk with news clippings about the value of having women and minorities at the top levels of a company. Billy Evans has seemed indifferent to the promotion. He spends his days on the phone and in front of the computer screen, reporting to the Chief every other week on the company's latest financial successes-and never missing a handball game.

Questions:

- a) Whom do you think the Chief will pick as the new vice president? Why?(4 Marks)
- b) Whom do you think should get the job? Why? (3 Marks)
- c) What role might impress management play in the decision? (3 Marks)

III. Answer any THREE of the following : (3×15= 45)

- 6. Explain the emerging challenges and opportunities of Organisational Behaviour.
- 7. What are the characteristics of 'Individual Behaviour'? Explain how do they affect OB.
- 8. Critically examine 'Porter-Lawler Model' of Motivation. How do performance and satisfaction relate to each other? Explain.
- 9. Define Organisational Culture. How is Organisational Culture created, sustained and changed?

CHOICE BASED CREDIT SYSTEM**M.Com SECOND SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Entrepreneurship & Small Business Management****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. "Small - scale enterprise is beautiful "- Elaborate.
2. Define 'Intrapreneur'. How Intrapreneur is different from Entrepreneur?
3. Write a note on 'Market Analysis'.
4. Write a note on 'Small Scale Industries' Board.

II. Answer the following question :**(1×10= 10)**

5. Anita Roddick started The Body Shop in Brighton, England, in 1976. The company was established to sell cosmetics and lotions that were environmentally friendly and were not tested on animals. The company caught the 1980s wave of the growing awareness of ecology and the company grew at a phenomenal rate. The rapid growth has not been without problems. Many competitors entered the market after seeing the success of The Body Shop. The Body Shop, which has always relied on publicity instead of advertising, may now need to change its promotional strategy. In addition, stockholders are not always happy with the company's philosophy of doing good instead of concentrating on profits. Finally, personnel issues have surfaced and the company lost a husband and wife team that was responsible for developing one of The Body Shop's most successful product lines. Amid all of these problems, Anita admits that running a large, bureaucratic company is like death. The most common criticism is that the company lacked a plan for the future and had no clear sense of direction in its marketing. By the end of the decade, the company was dramatically restructured, manufacturing was divested, and Roddick took a back seat as a new CEO was brought in. However, Christmas sales in the year 2000 were poor and in the early part of 2001, the company showed a decline in sales when compared to the previous year.

Questions:

- i) In what way the brand body shop is experiencing problems similar to those of many rapidly growing companies.
- ii) If you were hired as a consultant which problem would you consider most critical?
- iii) Why are sales in the United States not increasing when sales in other countries are improving?

III. Answer any THREE of the following :

(3×15= 45)

6. Explain the measures that are necessary to remove the bottlenecks in the optimum operation of SSIs.
7. Explain the concept Entrepreneurship, its functions and also explain the problems faced by the Entrepreneur in the Indian context.
8. Discuss the problems faced by entrepreneurs in India while starting a startup.
9. Write a note on expansion, diversification and sub-contracting.

CHOICE BASED CREDIT SYSTEM**M.Com FOURTH SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Merchant Banking and Financial Services****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

- 1) Discuss the role of 'Underwriters'.
- 2) Discuss the role of 'Special Purpose Vehicle'.
- 3) Are 'legal conflicts' systematic risk or unsystematic risk? Justify your answer with relevant references.
- 4) Explain how credit cards satisfies the financial needs of a company?

II. Answer the following question :**(1×10= 10)**

- 5) 'Ganesh Steel Ltd.' is a large and creditworthy company manufacturing steel for the Indian market. It now wants to cater to the Asian market and decides to invest in new hi-tech machines. Since the investment is large, it requires long-term finance. It decides to raise funds by issuing equity shares. The issue of equity shares involves huge floatation cost. To meet the expenses of floatation cost the company decides to tap the money- market.
- i) Name and explain the money-market instruments the company can use for the above purpose.
 - ii) What is the duration for which the company can get funds through this instrument?

III. Answer any THREE of the following :**(3×15= 45)**

- 6) Define 'Mutual Funds'. Discuss the ways mutual funds generate their earnings.
- 7) Discuss 'Depository System'. Explain advantages of Depositories. Also, identify depositories in India and highlight its role.
- 8) Anand Ltd. is considering the acquisition of large equipment of Rs. 12,00,000. Equipment is expected to have a useful life of 8 years. The equipment can be financed either with a 8 years term loan at 14% interest payable in equal instalments of Rs. 2,58,676 p.a. or buy an equivalent amount of lease rent of Rs. 2,58,676. In both the cases payments are due at the end of the year. The equipment is subject to straight line method of depreciation assuming no salvage value. The tax rate is 50%.
Which financial alternative should be selected?
- 9) Discuss the uses of credit rating to the issuer, investor and intermediaries.

CHOICE BASED CREDIT SYSTEM**M.COM FOURTH SEMESTER DEGREE EXAMINATION AUGUST 2022****Strategic Management****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

- a). Why it is not adequate to simply obtain 'Competitive Advantage'?
- b). Write a short note on 'Strategic Decision Making Framework'.
- c). Why do companies go for 'M&A'? Explain.
- d). What is SWOT analysis? Explain its significance.

II. Answer the following question :**(1×10= 10)**

- a). Between 2004 and 2008, there was a format war in the consumer electronics industry between two different versions of next generation high-definition DVD players and discs. In one hand, there was Sony with its Blu-ray format; in the other was Toshiba, who was championing the rival HD DVD format. Both high-definition formats offer a dramatic improvement in picture and sound quality over established DVD technology. Both are designed to work with high-definition television sets. However, although each new format plays old DVDs, the two standards are incompatible with each other. Blu-ray players will not accept DVDs formatted for HD DVD, and vice versa. Format wars like this have occurred many times in the past. VHS versus Betamax in the video cassette market and Windows versus Macintosh in PC operating systems are classic examples. If history is any guide, format wars tend to be "winner-take-all contests," with the loser being vanquished to a niche. (As in the case of Apple's Macintosh operating system) or exiting market altogether (as in the case of Sony's Betamax format). Format wars are high stakes games. Aware of this, both Sony and Toshiba worked hard to ensure that their format gained an early lead in sales. A key strategy of both companies was to line up film studios and get them to commit to issuing discs based on their format. Initially, it looked as if Sony had the early advantage. Prior to the technology being launched in the market, Columbia Pictures and MGM (both owned by Sony), along with Disney and Fox Studios, all committed exclusively to Blu-ray. By late 2005, several other studios that had initially committed exclusively to HD DVD, including Warner Brothers and Paramount, also indicated that they would support Blu-ray as well. Warner and Paramount cited Blu-ray's momentum among other studios and its strong copyright protection mechanisms. This left just Universal Studios committed exclusively to HD DVD. To further strengthen its hand, Sony announced that it would incorporate Blu-ray technology in its next generation PS3 gaming console and its line of PCs. HP and Dell also indicated that they would support the Blu-ray format. Sony even licensed the Blu-ray format to several other consumer electronics firms, including Samsung, in a bid to increase the supply of Blu-ray players in stores. Then things began to go wrong for Sony. The company had to

delay delivery of its P3 game console by a year due to engineering problems, which sapped some of the momentum from Blu-ray, Microsoft took advantage of this misstep, announcing that it would market an HD DVD player that would work with its own gaming console, Xbox 360. In mid - 2006, the first Blu-ray and HD DVD players hit the market the Blu-ray players were more expensive, as much as twice the price of entry level HD DVD players. According to Toshiba, HD DVD players and discs are cheaper to manufacture, although Sony disputes this. To complicate matters, one of the first Blu-ray players, made by Sony licensee Samsung, was shipped with a bad chip that marred its image quality. By late 2006, some firms were beginning to hedge their bets. HP reversed its earlier position and said that it would support both standards. Then in mid-2007, Toshiba persuaded Paramount to switch from Blu-ray and exclusively back to the HD DVD format paying it \$1.50 million to do so. Paradoxically, Sony claimed that the Paramount defection was a sign that it was winning. The fact that Toshiba had paid Paramount \$150 million showed how desperate they were, claimed Sony.

As it turned out, Sony was right. By late 2001 sales of Blu-ray DVDs were outselling HD DVD a margin of two to one, primarily thanks to the P3 which after arriving late to the market, was selling reasonably well. To further accelerate its lead, Sony to the P3 cut prices on stand-alone Blu-ray players. Then early 2008, Warner announced that henceforth would back Blu-ray exclusively, citing Blu-ray market momentum. This proved to be the coup de grace for HD DVD. Very quickly, the remaining fence sitters backed Blu-ray, and HD DVD was effectively dead. Some wonder, however, whether Sony's triumph might be something of a pyrrhic victory, for another technology was emerging that promised to make HD DVD players obsolete: video on demand and video downloads onto computer hard drives over the Internet.

Questions (2.5 marks each)

- i) Why did both Sony and Toshiba perceive it to be so important to get an early lead in sale?
- ii) What strategies and assets enabled Sony to win this format war?
- iii) What might Toshiba have done that might have led to a different outcome?
- iv) The companies that developed first generation DVD technology decided not to compete on technology, instead harmonizing their technology under the auspices of the DVD Forum. Why do you think they choose a different approach this time around?

III. Answer any THREE of the following :

(3×15= 45)

- a). Review several benefits of 'Corporate Strategy.'
- b). Write about the Role of the strategist in evaluation and control of strategic management.
- c). Comment on the techniques of 'Strategic Control' and 'Operational Control'.
- d). Explain in detail the framework for Strategic Excellence Positions.

CHOICE BASED CREDIT SYSTEM**M.Com FOURTH SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Data Management and Big Data Analytics****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. How BI enables an organization to get insight and make optimal decisions? Explain with example.
2. Why system performance often becomes a challenge in big data solution? Explain with an example.
3. What is a 'Cluster'? How it is relevant in the context of distributed processing.
4. Give a scenario where A/B testing is useful.

II. Answer the following question :**(1×10= 10)**

5. i) Name the bank you are holding the account. What are the services the bank provides? **(2 Marks)**
- ii) What are the challenges that the bank might be facing? **(3 Marks)**
- iii) Describe areas where the bank can use big data solutions to address these challenges. **(5 Marks)**

III. Answer any THREE of the following :**(3×15= 45)**

6. Explain important Information and Communication Technology developments which have fuelled big data adoption.
7. Assume you are a CXO in an organization where in you are planning to implement big data analytics application. Explain the various life cycle stages of the implementation.
8. Explain 'MapReduce' framework with an example.
9. Explain 4 types of NoSQL databases.

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CHOICE BASED CREDIT SYSTEM

M.Com. FOURTH SEMESTER DEGREE EXAMINATION MAY/JUNE 2023

Global Human Resource Management

Duration:3 Hours

Max Marks:70

I. Answer any THREE of the following :

(3×5= 15)

1. Discuss the models of 'IHRM'.
2. Explain 'Cultural Training'. Point out its significance on Global Business.
3. Define 'Repatriates'.
4. Explain the essentials of 'Lay-off'.

II. Answer the following question :

(1×10= 10)

5. Amazon began its second round of layoffs in April 2023. This new round of job cuts has impacted approximately 9,000 employees across various departments, starting with its cloud service operation and human resources divisions. Comment on the ethical dimension of the brand.

III. Answer any THREE of the following :

(3×15= 45)

6. Discuss the steps involved in the human resource planning process.
7. Discuss the factors influencing 'International Compensation'.
8. "Modern Performance Appraisal techniques are suitable for growth strategies like expansion, diversification, joint ventures, mergers and acquisitions." Analyze the statement.
9. "Collective Bargaining is not a competitive process but it is essentially a complementary process." Comment on the statement.

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Reg No :

CHOICE BASED CREDIT SYSTEM

M.Com. FOURTH SEMESTER DEGREE EXAMINATION MAY/JUNE 2023

Social Media and Network Analytics

Duration:3 Hours

Max Marks:70

I. Answer any THREE of the following :

(3×5= 15)

1. Analyze the importance of 'Semantic Web' in the growth of Internet.
2. Summarize the scope and process of performing Data Analysis over Facebook API.
3. Explain Foursquare app and its API types in detail.
4. Design a Python code to load pyspark package found in the Spark installed directory.

II. Answer the following question :

(1×10= 10)

5. Apply the concept of Data Cleaning over the tweets extracted from Twitter API using Python code.

III. Answer any THREE of the following :

(3×15= 45)

6. Explain the use of CRISP-DM in the field of data analytics.
7. Design a program in Python to retrieve sample data from Facebook API using the concept of parsing API outputs.
8. Compare technologies in terms of forks, open issues, size, and watchers count in Github API using Python code.
9. Design Python Code for performing bigram analysis over Data obtained from Pinterest API.

CHOICE BASED CREDIT SYSTEM**M.Com FOURTH SEMESTER DEGREE EXAMINATION MAY/JUNE 2023****Global Financial Management****Duration:3 Hours****Max Marks:70****I. Answer any THREE of the following :****(3×5= 15)**

1. "Financial institutions are at the core of the financial system". Comment.
2. Write a note on 'International Capital Budgeting'.
3. Explain the factors influencing Working Capital requirement.
4. Explain the differences between 'Forward Contract' and 'Future Contract'.

II. Answer the following question :**(1×10= 10)**

5. This case examines Vedanta Resources Limited's (VRL) desperate attempt to acquire its Indian subsidiary Vedanta Limited (VL). VRL first went in for delisting of VL in October 2020. But, after that proved unsuccessful, it went in for a voluntary open offer in January 2020. However, investors tendered only 57.49% of the 651 million shares which VRL intended to buy through the open offer. Although the open offer was not successful, it did help VRL to increase its stake in VL. But VRL was still a long way from having the 90% stake which was mandatory under the law for it to delist VL. This is a unique case where the parent company was desperately looking to acquire its cash-rich operating subsidiary but was unable to do so as it was offering a price lower than the shareholders of VL expected. It remained to be seen what steps VRL would take in the future to acquire and delist its profitable subsidiary.

Questions:

- Explain various types of open offers and takeovers. **(4 Marks)**
- Examine why a company opts to go in for an open offer and how this affects various stakeholders of the company. **(6 Marks)**

III. Answer any THREE of the following :

(3×15= 45)

6. Critically evaluate the role and importance of Foreign Exchange Market of India. Also explain how it works with relevant examples.
7. Explain the role of International Financial Institutions in the sustainable development of the Global economy.
8. How currency futures and options are used to manage foreign exchange risk?
9. "As the level of internationalization increases, the complexities within the business operates also increases" Substantiate your views on this statement with examples.
