

## CHOICE BASED CREDIT SYSTEM

M.COM FOURTH SEMESTER DEGREE EXAMINATION MAY 2025

Merchant Banking and Financial Services

Duration:3 Hours

Max Marks:70

## I. Answer any THREE of the following :

(3×5= 15 Marks)

- 1) Discuss the responsibilities of 'Merchant Banker'.
- 2) Explain the benefits of 'Securitization'.
- 3) Explain 'Stock Exchanges' and 'Regulators'.
- 4) How term money is different from call money and notice money? Explain.

## II. Answer the following question :

(1×10= 10 Marks)

5) These days, the development of a country is also judged by its system of transferring finance from the sector where it is in surplus to the sector where it is needed the most. To give strength to the economy, SEBI is undertaking measures to develop the capital market. In addition to this, there is another market in which unsecured and short-term debt instruments are actively traded every day. These markets together help the savers and investors in directing the available funds into their most productive investment opportunity.

1. Name the functions being performed by the market in the above case.
2. Name the market segments other than the capital market segment in which unsecured and short-term debt instruments are traded. Also, give any three points of difference between the two.

## III. Answer any THREE of the following :

(3×15= 45 Marks)

- 6) Discuss various reasons for investing in 'Mutual Funds'.
- 7) Discuss the role of Credit Rating agencies. Discuss the uses of credit rating to the issuer, investor and intermediaries.
- 8) Explain the types of lease financing.
- 9) Discuss the differences between Angel investment and Venture Capital Financing with relevant examples.

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**CHOICE BASED CREDIT SYSTEM**  
**M.COM FOURTH SEMESTER DEGREE EXAMINATION MAY 2025**  
**Strategic Management**

Duration: 3 Hours

Max Marks: 70

**I. Answer any THREE of the following :****(3×5= 15 Marks)**

- 1) Discuss the roles of 'Corporate Growth Strategy'.
- 2) Write a short note on 'Environmental Scanning'.
- 3) What motivates companies to pursue mergers and acquisitions (M&A)?
- 4) Write a short note on 'VRIO Analysis'.

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

5) General Motors is a company in deep trouble. As a car sale in North America collapsed in 2008, GM which had already lost money in 2007, plunged deeply into the red. With losses estimated at \$ 14 billion, the company was forced to go cap in hand to the government to beg for public fund to help it stave off bankruptcy. Fearing the economic consequences of a collapse of GM, the government agreed to loan funds to GM, but it insisted that the company have a clear plan charting its way back to profitability. Ironically, such a plan was already in a place at GM. At the heart of it was a potentially huge gamble on a new type of car; the Chevy Volt.

The Chevy Volt, which is scheduled for a market introduction in 2010, is a compact, four door electric cars with a reserve gasoline- powered engine. The primary power source is a large lithium-ion battery (lithium-ion batteries typically found in small electric appliances such as cell phones). The battery can be charged by plugging it into wall socket for six hours; when fully charged, it will fuel the car for 40 miles, which is less than most people daily commute. After that, a gasoline engine kicks in, providing both drive power and recharging the lithium-ion battery. GM estimates fuel economy will be over 10 miles per gallon, and charging the car overnight from a power outlet would cost about 80% less than filling it with gas at \$3 per gallon. The car will cost somewhere between \$30,000 to \$40,000; however, because it uses a battery-powered technology, buyers will be able to take \$7,500 tax credit.

The Volt was brainchild of two men, Bob Lutz, GM's vice chairperson and Larry Burns, the head of R&D and strategic planning at GM. Although Lutz in particular had always championed large gas hungry muscle cars, GM's planning told them that the market would probably move away from the SUV's that had been a profitable staple at GM for most of the 1990's. A number of trends were coming together make this scenario likely.

First, oil price, and by extension, gas prices, were increasing sharply, while driving an SUV that gets 20 miles to the gallon might make economic sense when gas was priced at \$ 1 a gallon, it did not for most people when gas was \$4 per gallon. GM's planning suggested that due to growing demand in developed nation, the days of cheap oil were over, second global warming was becoming a increasing concern, and it seemed possible that tighter regulation design to limit carbon emissions would be introduced in the future. As a major source of greenhouse gases, such as carbon dioxide, automobiles powered by internal combustion engines could hardly escape this trend. Third, the cost

of manufacturing lithium-ion batteries was falling, and new technology was promising to make them more powerful. Finally, GM's major competitors, Toyota, with its best-selling hybrid, the Prius, had demonstrated that there was demand for fuel efficient cars that utilized new technology (the Prius, however, uses a conventional fuel cell as opposed to lithium-ion battery).

Despite their analysis, when Lutz and Burns first proposed making the volt in 2003, other managers at GM beat them down. For one thing, GM had already invested billions in developing fuel cells, and many in the company did not want to suddenly switch gears and focus on lithium-ion batteries instead. Besides, said the critics technologically it would be difficult to produce a large lithium-ion battery. Others were skeptical given that GM had already had one failure with an electric car, the ill-fated EV1 introduced in the 1990s. Powered by a fuel cell, the EV1 had not sold well (according to many because the company had not put its weight behind it).

By 2006, however, the tide started to turn. Not only oil price surging group, but also a small Silicon Valley be bringing a lithium-ion sports car to market. Lutz reaction was, if a start-up can do it, GM can too, so Lutz and Burns formed a skunk works within GM quickly put together a Chevy volt concept car, which they unveiled at the 2007 Detroit auto show. The concept car gained a lot of positive feedback, and Lutz used this to argue within the company that GM needed to commit to the project. Moreover, he argued, Toyota has gaining major benefits from its Prius, both in terms of sales, and the halo effect associated with making a green car. This time Lutz and Burns were able to persuade other senior managers to back the project, and it was officially launched in early 2007 with an aggressive goal of market introduction in 2010.

Questions: (2.5 Marks each)

1. What does the Chevy Volt case tell you about the nature of strategic decision making at the large complex organization like GM?
2. What trends in the external environment favored the pursuit of the Chevy Volt project?
3. What impediments to pursuing this project do you think existed within GM?
4. What will it take for Chevy Volt to be a successful car? In the light of your analysis, how risky do you think this venture is for GM?

III. Answer any THREE of the following :

(3×15= 45 Marks)

- 6) Describe the strategic management process.
- 7) Apply a PESTEL analysis to unravel the influences of external environment on strategic decisions.
- 8) Explain the term 'Synergy'. Explain how the firm can achieve synergetic benefits through M&A activity?
- 9) What is the significance of strategic evaluation in ensuring organizational success, and how does the nature of strategic evaluation evolve across different stages of the strategic management process?

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## CHOICE BASED CREDIT SYSTEM

M.COM.. FOURTH SEMESTER DEGREE EXAMINATION MAY 2025

Global Human Resource Management

Duration:3 Hours

Max Marks:70

**I. Answer any THREE of the following :****(3×5= 15 Marks)**

- 1) Describe the scope of Global HRM.
- 2) Explain the various elements that influence salary structures, benefits, and overall compensation strategies in multinational organizations.
- 3) Explain the benefits enjoyed by Host Country Nationals.
- 4) Describe the overview of HRM in UK.

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

- 5) Rama Pharmacy Ltd. a family owned private company follows mostly lifetime employment policy. As such it promotes internal candidates after training and development. This company in its initial recruitment offers a career not just a job. Hence it emphasizes and practices career planning and development. It presents a long-career award to those employees who work for more than 30 years in the company. Identify 10 different best practices which motivates employees to be brand loyal.

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

- 6) "Adaptation of HRM practices is essential for achieving success in the global organisation". Explain the rationality behind this statement.
- 7) Describe the different approaches to 'International Staffing'.
- 8) What are the challenges in managing the performance of expatriate? Elucidate.
- 9) Discuss the importance of women leadership in global business.

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**CHOICE BASED CREDIT SYSTEM**

**M.COM FOURTH SEMESTER DEGREE EXAMINATION MAY 2025**

**Global Financial Management**

**Duration:3 Hours**

**Max Marks:70**

**I. Answer any THREE of the following :**

**(3×5= 15 Marks)**

- 1) "Financial services provide investors a way of managing assets" Comment.
- 2) Explain the various debt instruments used by the company to handle the project.
- 3) Explain the factors influencing the working capital requirement.
- 4) Bring out the significance of 'Swaps' in the derivative market.

**II. Answer the following question :**

**(1×10= 10 Marks)**

- 5) The Volkswagen (VW) emission scandal, also known as "Dieselgate" came to light in September 2015 when the U.S. Environmental Protection Agency (EPA) revealed that Volkswagen had installed illegal software, known as "defeat devices," in its diesel vehicles. This software allowed the cars to pass emissions tests by temporarily reducing nitrogen oxide (NOx) emissions during testing but emitted up to 40 times the legal limit during real-world driving conditions. Approximately 11 million cars worldwide were equipped with this device.

Volkswagen had positioned itself as a leader in clean diesel technology, but the scandal exposed a deliberate and systematic effort to deceive regulators and consumers. The revelation not only damaged VW's reputation but also highlighted ethical and regulatory lapses in corporate behaviour, raising global concerns about environmental compliance and business transparency.

Questions:

- 1.Explain the impact of this scam on consumers.
2. What are the ethical factors and issues that are highlighted in this case?

**III. Answer any THREE of the following :**

**(3×15= 45 Marks)**

- 6) How does exchange rate system in India work? Discuss the objectives and reforms of Indian exchange rate system.
- 7) Explain the various kinds of risks associated with foreign projects. Also explain the methods or techniques used to evaluate the risk involved in foreign projects.

- 8) Who are the major participants in the foreign exchange market? Write a note on each of them.
- 9) Explain the role of financial derivatives in managing risk. Support your answer with relevant illustrations.

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