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551



IV Semester M.B.A. Degree, Examination, May 2015
BUSINESS ADMINISTRATION
Strategic Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

(1×15=15)

Note : Answer to the question should not exceed **six** pages.

1. What are the strategic competitiveness, strategic competitive advantage, above average returns and strategic management process.

SECTION – B

(5×8=40)

Note : Answer **any five** questions. **Each** question carries **eight** marks. Answer to the question should not exceed **six** pages.

2. What is the external analysis process ? What does the firm want to learn when using this process ?
3. Why is it for a firm to study and understand its internal organisation ?
4. What are the specific risks associated with using each business level strategy ?
5. What are the different levels of diversification firms can pursue by using different corporate level strategies ?
6. What environmental trends are affecting international strategy ?
7. What is strategic alliance ? What are the three types of strategic alliance firm uses to develop a competitive advantage ?
8. What does it mean to say that strategy and structure have reciprocal relationship ? Explain.
9. What are invention, innovation and imitation ? How are these concepts interrelated ?

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

Roy, the president and founder of Electric Manufacturing Corporation (EMCORP) is wondering how he can follow the advice of his doctor who had told him to take it easy after last year's coronary attack. EMCORP manufactures a full line of fractional horsepower electric motors sold to both original equipment manufacturers and distributors throughout the country. At present, the company employs approximately 1,000 people.

Roy, an engineer, has maintained tight control over all major functions throughout, the years, and though each of the heads of the engineering, manufacturing, sales, finance and personnel departments has the title of vice-president, they come to Roy for approval before making any change in procedure. Usually, each of these executives sees Roy several times a day. The personnel director once suggested a weekly meeting, but Roy voted the idea as too time consuming. Now worried about his health as well as the problems of the company, Roy is beginning to feel the need for some relief from the constant pressure.

The manufacturing rising costs, consistent MS - 1 department shows a picture of failure to meet delivery schedules and an increasing number of quality complaints. John, Vice President Manufacturing, admits to poor performance, but says that the cost figures from accounting are pure history and of no use since they do not reach manufacturing until the fifteenth of the month following the month in which the work is completed. He states that his failure to meet delivery schedules is due almost entirely to the fact that the sales department makes unrealistic promises, and does not bother to check manufacturing schedules. John attributes most of the quality problems to the incessant flow of engineering changes that come without warning and with no time to work out the production problems present in all new products. Roy admits to himself that he had asked Smyth, Vice President Engineering, to put all the approved changes into production immediately.

The vice president and general manager of sales, Rita, recognizes that she has no knowledge of the manufacturing schedules and realizes that she, too, is being criticized by Roy for many broken promises in regard to delivery dates. However,



Rita's chief complaint at the present time is the result of having sold a large order of standard motors to a distributor having a supply of replacement parts in stock, and then discovering that engineering had changed specifications a change that made all replacement parts in the field obsolete. Another irritant for Rita is the tightening of credit requirements instituted by the finance department without prior consultation with the sales department. Again, Roy admits to himself that it is the same engineering change which caused so much trouble in manufacturing that is causing trouble for the sales department and making obsolete the existing stock of replacement parts. He also realizes that at his request, due to an unusually short cash position, the finance department tightened up on credit requirement.

Questions :

- a) Define the major problem of EMCORP's management.
 - b) Will the formation of a committee be of any value in this situation ? If a committee is needed, assign a title to the committee and indicate who should be members of the committee ?
 - c) In the event that Roy decides to retire, will the presence of a committee make it easier or more difficult for Roy's successor ? Discuss.
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Fourth Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
Operations Research

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10=20)

Note : Answer **any two** of the following questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages.

1. Bringout and explain the applications of simulation in business decisions.
2. Discuss different decision criterion under uncertainty.
3. Describe the phases of operations research study.

SECTION – B

(3×12=36)

Note : Answer **any three** of the following questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **six** pages.

4. Solve the following LPP using graphical method.

$$\text{Maximise } Z = 3x_1 + 5x_2$$

$$\text{Subject to } x_1 + 2x_2 \leq 600$$

$$2x_1 + x_2 \leq 500$$

$$x_1, x_2 \geq 0$$

5. A truck owner finds from his past experience that the maintenance costs per year of gear box whose purchase price is Rs. 10,000 are given below. Determine at which time it is profitable to replace the gear box. Comment on the result.

Year	1	2	3	4	5	6	7	8
Maintenance Cost	1000	1500	1800	2200	2700	3500	4000	5000
Resale Price	4000	2000	1200	800	600	450	400	380



6. Find the initial feasible solution for the following transportation problem using VAM.

	W1	W2	W3	Supply
P1	6	8	11	24
P2	4	9	5	24
P3	3	7	10	21
Demand	23	23	23	

7. Find the saddle point for the following pay off matrix and state the optimum strategies for players.

		Player B				
		B ₁	B ₂	B ₃	B ₄	B ₅
Player A	A ₁	9	2	8	4	5
	A ₂	5	5	4	1	2
	A ₃	9	11	8	11	9
	A ₄	2	5	2	4	1

8. A branch of city bank has one cashier at its counter. On an average nine cutovers arrives for every five minutes and the cashier can serve 10 customers in five minutes. Assuming poisson distribution for arrival rate and exponential distribution for service time, find
- Utilisation factor
 - Average number of customer in the system
 - Average number of customer in the queue
 - Average time a customer spends in the system
 - Average time a customer waits before being served.



SECTION – C
(Compulsory)

(1×14=14)

9. A project has seven activities whose time estimates are :

Activity	Estimated Duration		
	Optimistic	Most likely	Pessimistic
1-2	2	2	8
1-3	2	4	8
2-4	2	3	9
2-5	2	2	1
3-5	3	5	12
3-6	4	6	8
4-5	3	5	7
4-6	3	5	8
5-6	4	6	14
6-7	2	3	4

- a) Draw the network.
 - b) Compute the expected duration and variance of each activity.
 - c) Compute the expected project length and variance of the project length.
 - d) Compute the probability that the project will be completed (i) 4 weeks earlier than expected and (ii) not more than 4 weeks later than expected.
 - e) If the project due date is 20 weeks, what is the probability of meeting the due date ?
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Fourth Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
Entrepreneurship Development and Small Business

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. Discuss the life cycle of an entrepreneurial venture. Also elucidate the role of entrepreneur during different transition stages.

SECTION – B

(5×8=40)

Note : Answer **any five** questions. **Each** question carries **eight** marks. Answer to **each** question should **not** exceed **five** pages.

2. Define the term 'Entrepreneur'. Explain, in detail, the entrepreneur traits.
3. What are the requirements for successful patent grants ? Explain them briefly.
4. Write a note on Venture Capital Process in relation to financing ventures.
5. What are the ways in which an entrepreneur may attempt to create and protect a market niche ?
6. "Small business is said to be the seedbed of entrepreneurship". Do you agree ? Why ?
7. Discuss the concept of feasibility in relation to a proposed business. What are the fundamentals of a good feasibility plan ?
8. Write an analytical note on evaluation of business opportunities.
9. Discuss briefly the basic start-up problems that an entrepreneur may be well advised to guard against.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

10. Mrs. Joshi was told that a 15 ft × 10 ft shop was available in the basement of a commercial complex. She was waiting for such an opportunity as she wanted to start her own business and become an entrepreneur. Her husband worked in a good company and her daughter was studying Master of Business Administration. Mrs. Joshi was an expert in cooking and many times received praises for her culinary skills. As this opportunity came her way, she thought of starting her own business. She wanted to involve her daughter too. She had some choices :

- a) To start a small restaurant
- b) To start a small snack bar
- c) To start a gift shop

As the shop available in a commercial area, there would be no dearth of customers for any of the above businesses.

Questions :

- a) Which one of the above three should Mrs. Joshi opt for ? Why ?
- b) How can she make her new business venture popular ? What kind of marketing techniques should she use ?
- c) Which qualities of an entrepreneur do you think Mrs. Joshi should possess ?

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4 M 3



Fourth Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
International Marketing Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. What is international marketing ? Explain the importance of international marketing management.

SECTION – B **(5×8=40)**

Note : Answer **any five** of the following questions. **Each** question carries **8** marks and answer to the question should **not** exceed **five** pages.

2. What are non-tariff barriers ? Briefly discuss the types of non-tariff barriers.
3. Define 'International Marketing'. Explain factors to be considered in International Marketing Decisions.
4. What is Direct Exporting ? Explain its process and techniques.
5. What are the statutory requirements of Imports ? What are the types of Importers ? Explain in detail Actual User Importer.
6. How India's export financed ? What are the various types of credit available ?
7. Define Packaging. Explain factors for package design in International Markets.
8. Explain the key determinants of international product mix policy.
9. What are the Overseas Distribution Channels ? Explain factors influencing Selection of Overseas Distribution Channels.

SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

10. CNN Pumps Ltd. is a fifty year old company manufacturing and marketing pumps of different capacities for various applications including agriculture, industry etc. The company had started its operation in the year 1995 with Agricultural Pump Sets. It is considered as pioneer in the pump manufacturing industry. The domestic market is crowded and saturated. The company management has strong feeling that there exists tremendous scope in overseas markets. As a Marketing Manager, you are asked to do appropriate Overseas Market Research and present the same to Company Management.

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4 M 4

Fourth Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
Services Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

1. Explain with examples how during the last ten years, the service sector have made significant contribution to the national economy of India.

SECTION – B

(5×8=40)

Note : Answer **any five, each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages.

2. Write a brief note on the emerging key services in the Indian perspective.
3. Throw light on marketing of government services and programmes.
4. What is product portfolio ? Explain it in the context of mutual fund services.
5. Write a note on information technology enabled services in India.
6. Explain in brief the different constituents of promotion mix applicable to tourism organizations.
7. What is hospitality marketing ? Describe the extended marketing mix for hotel services.
8. Define market segmentation. Explain the different bases for segmenting the healthcare markets.
9. Discuss the extended mixes of marketing in the context of insurance services.

SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

10. As a marketing professional, you bear the responsibility of bridging the gap between services promised and services offered. In this context select a service generating organisation of your choice and show that how each of the seven Ps of marketing have been considered to satisfy the customers. Build a blueprint in this aspect.

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4H3

Fourth Semester M.B.A. Degree Examination, May 2015

BUSINESS ADMINISTRATION

Global Human Resource Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should not exceed **six** pages.

1. Explain the different approaches to the study of comparative employment policy.

SECTION – B

(5×8=40)

Note : Answer **any five** questions. **Each** question carries **eight** marks and answer for **each** question should **not** exceed **five** pages.

2. What are the most important criteria multinationals should use when selecting expatriates ? What factors may influence these criteria ?
3. What are the sources of global recruitment ?
4. Identify the key aspects of a successful expatriate predeparture training program.
5. What approaches do multinational follow for handling international taxation ?
6. What is the role of IHR manager in ensuring ethical behaviour ?
7. Explain the repatriation process.
8. Explain the strategies to retain talent in an organisation.
9. Explain in brief an overview of HRM in Japan and Russia.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

10. Pepsi-Cola International (PCI), with operations in over 150 countries, has devised a common performance appraisal system that focuses on motivating managers to achieve and maintain high standards of performance. Administrative consistency is achieved through the use of a performance appraisal system of five feedback mechanisms – instant feedback, coaching, accountability based performance appraisals, development feedback, and a human resource plan.

The common system provides guidelines for performance appraisal yet allows for modification to suit cultural differences. For example, the first step - instant feedback - is based on the principle that any idea about any aspect of the business or about an individual's performance is raised appropriately and discussed in a sensitive manner. The Instant Feedback message can be delivered in any culture; the important thing is not how it is done but that it is done.

In practice of PCI, the successful delivery of instant Feedback requires some adjustment to local cultures. Americans use it because it fits the fast-paced way of doing business. In most Asian cultures, feedback may be tough and direct but is never given in public, nor, in some Asian cultures, does head-nodding during instant feedback signify agreement, only that the message has been heard: Some Latinos will argue very strongly if they do not agree with the feedback and some employees, Indian nationals, for example, will insist on a great deal of specificity. The purpose of instant Feedback is always to improve business performance, not to criticize cultural styles. Using this system. PCI tries to balance the cultural and administrative imperatives of successfully managing the performance of a diverse workforce.

Questions :

- 1) How did Pepsi Cola achieve administering consistency through use of performance appraisal system ?
 - 2) How did PCI deliver feedback with adjustment to local cultures ?
 - 3) "The purpose of feedback is no improve business performance, not to criticize cultural styles". Comment.
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4 H 4

IV Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
Labour Laws

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

1. Write an essay on powers and duties of various authorities under the Industrial Dispute Act in the matters of conciliation and adjudication proceedings.

SECTION – B

(5×8=40)

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages.

2. What types of deductions are permitted from wages as permitted by the Payment of Wages Act ?
3. Explain the various benefits payable under the Workmen's Compensation Act, 1923.
4. What are the provisions of Payment of Gratuity Act, 1972 on eligibility and amount of gratuity payable ?
5. Briefly discuss the objectives and important provision of the Minimum Wages Act, 1948.
6. What are the provisions regarding hours of work and annual leave with wages under the Factories Act, 1948 ?
7. Discuss the objects, feature and principle governing the compensation as laid down in Workman's Compensation Act, 1923.
8. What are the cases of employees where the bonus act is not applied ? Explain.
9. What are the various types of benefits admissible to employees under Employee State Insurance Act ? Discuss.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **6** pages.

10. Case study :

Mohanlal, the lineman (electrical), was working in the power supply group of the electrical maintenance section of the mines Department. He had 15 years of experience of repair and maintenance of high-tension (6.6 KV) and low-tension (440 V) overhead electric lines. From the beginning of the mines operation, he was engaged for the erection of electrical lines in the quarry area of the mines. During his service, he acted as leader of the crew whenever the chargeman was absent. One day at 1 p.m. a message was received in the mine control centre that Mohanlal had fallen from a low-tension pole. He was shifted to the mines hospital where he and go-slow is an anti-national activity. Thereafter the workmen (unionist) adopt go-slow tactics under a common understanding. The management gives notice to the workmen that if they do not resort to normal working at full speed within 24 hours they would be dismissed and actually dismisses 25 of its workmen (who are members of the union) on the next day, who, according to the management, do not resort, even after notice, to the normal working at full speed. The remaining workmen go on strike demanding reinstatement of the 25 dismissed workmen. The appropriate Government refers all the disputes between Burn and Co. and Burn and Co. Employees Union to an industrial tribunal for adjudication and prohibits the continuance of the strike. Despite government's prohibitory order these fifty workmen continue to be on strike. Not only this but one day some of these striking workmen become violent, assault the manager and damage the Company's building and other property. The management as a security measure declares temporary closure of the company for an indefinite period. On the basis of above facts situation answer the following questions in the light of relevant statutory provisions and judicial decisions.

Questions :

- a) Can Burn and Co. raise an industrial dispute regarding the dismissal of 25 workmen who are members of the union ?
 - b) Does the dismissal of 25 workmen amount to an unfair labour practice.
 - c) Can Burn and Co. apply for modification of Standing Orders. Describe other methods, if any, by which the union can get the Standing Orders modified.
 - d) Can go-slow tactics of workmen be regarded as a strike. Do industrial workmen have a right to go-slow. If so, can it be legally taken away by the Standing Orders.
 - e) Is strike after the issuance of prohibitory order issued by the Governmental legal.
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Fourth Semester M.B.A. Degree Examination, May 2015
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Financial Services

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10=20)

Note : Answer any two questions. Each question carries 10 marks. Answer to the question should not exceed six pages.

1. Discuss the evolution of Financial Services in India. What are the problems by financial services industry in India ?
2. Compare and contrast 'leasing' and 'hire-purchasing'. Why do companies go for hire-purchasing of assets ? Explain.
3. What are Financial Markets ? Explain briefly the major developments in Indian stock market operations in the last decade.

SECTION – B

(3×12=36)

Note : Answer any three questions. Each question carries 12 marks. Answer to the question should not exceed six pages.

4. Who is a Merchant Banker ? Enumerate the services provided by a merchant banker. Critically analyse the regulatory framework for merchant bankers in India.
5. What do you mean by Money Market ? Discuss the different money market instruments traded in the Indian Money market.
6. Discuss the role of insurance in financial framework. Explain some of the popular life insurance products.
7. Following details pertain to a company manufacturing an item required for the automobile sector :
Cost of equipment is Rs. 10,00,000
Down payment is 20% of cost price
Number of instalments payable at the end of each year is 5
Flat rate of interest is 13% per annum
Appropriate discount rate 18.5%
Annual lease rentals Rs. 2,10,000 with a lease period of 6 years.
Tax rate 35%
Depreciation to be charged on straight line method, the salvage being Rs. 80,000 at the end of 5 years.
The company is examining two financing alternatives, hire-purchase and leasing. You are required to give your considered opinion about the choice for financing to be adopted by the firm assuming that the SOYD method of interest allocation to different years.

P.T.O.



8. a) From the following facts relating to the X Company Ltd., calculate the annual lease rentals under the following rental structures for the 5 year period :
- Equated/level
 - Stepped (annual increase of 15%)
 - Ballooned (annual rental of Rs. 10 lakh for years, 1 – 4)
 - Deferred (deferment period of 2 years)
- Investment outlay/cost, Rs. 100 lakh
 Pre-tax required rate of return, 20% per annum
 Primary lease period, 5 years
 Residual value (after the primary period), nil

- b) XY Consumer Finance Ltd. has structured a consumer credit deal for Rs. 1,00,000 on the following basis :

Monthly Payment Period	Equated Monthly Instalment
12	Rs. 9,500
24	Rs. 5,350
36	Rs. 4,000

Calculate the flat and effective rates of interest for each alternative.

SECTION – C

(Compulsory)

(1×14=14)

Note : Answer to the question should **not** exceed **six** pages. This equation carries **fourteen** marks.

9. The controller of AB Ltd., has been analyzing the firm's policy regarding computers, which are now being leased on a yearly basis on rental amounting to Rs. 1,00,000 per year. The computers can be bought for Rs. 5,00,000. The purchase would be financed by 16% loan repayable in 4 equal annual instalments.

On account of rapid technological progress in the computer industry, it is suggested that a 4-year economic life should be used, instead of the 10-year physical life. It is estimated that the computers would be sold for Rs. 2,00,000 at the end of 4 years. The company uses the straight line method of depreciation. Corporate tax rate is 35%.

- Comment on whether the equipment should be bought or leased.
- Analyse the financial viability from the point of view of the lessor, assuming 14% cost of capital.
- Determine the minimum lease rent at which the lessor would break even.

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Fourth Semester M.B.A. Degree Examination, May 2015
BUSINESS ADMINISTRATION
International Financial Management

Time : 3 Hours

Max. Marks : 70

Note : Answer all Sections.**SECTION – A****(2×10=20)****Note : Answer any two questions. Each question carries 10 marks.**

1. Discuss the significance of risk management tools of an MNC.
2. Discuss the salient features of India's foreign exchange market.
3. Discuss the techniques and problems involved in transfer pricing.

SECTION – B**(3×12=36)****Note : Answer any three questions. Each question carries 12 marks.**

4. Suppose that the following quotes are received for spot, one-month, three month, and six-month for Rupee, Euro and Pounds sterling.

Spot	One month	Three months	Six months
Euro : Rs. 58.7015-38	25-22	32-27	45-35
£ : Euro 1.7575-95	20-25	26-29	48-55

- a) Express all the above quotations on an outright basis and compute the bid-ask spreads.
 - b) Which of the above currencies are showing the premium/discount to the spot rates?
 - c) You read in the financial press that the different currencies have different bid-ask spreads. Discuss the factors that influence these spreads.
5. Find out the translation loss/gain on the basis of the following data supplied by an Indian subsidiary to its parent unit in USA using current-non current method, monetary-non monetary method, temporal method and current rate method.

Liabilities	Rs. in Million	Assets	Rs. in Million
Current Liabilities	400	Cash	100
Share Capital	1,000	Marketable Securities	100
Bonds	600	Debtor	200
Retained Earning	400	Inventory	300
		Land and Building	600
		Plant and Machinery	300
		Furniture's and Fixture	800
Total	2,400	Total	2,400

Historical exchange Rs. 40/US\$, current exchange rate Rs. 69.1/US\$.

P.T.O.



6. Two countries, the Germany and India, produce only one good, wheat. Suppose the price of Wheat in Germany is Euro 0.80 and in India it is Rs. 20.
- According to the law of one price, what should the Euro : Rs. spot exchange rate be ?
 - Suppose the price of wheat over the next year is expected to rise to \$0.95 in the Germany and to Rs. 25 in India. What should the one-year Euro : Rs. forward rate be ?
 - If the German Government imposes a tariff of Euro 0.10 per kg on wheat imported from India, what is the maximum possible change in the spot exchange rate that could occur ?
7. An importer has \$200 million to make payment to a US exporter in three months. Suppose the option premium is Rs. 0.15 and exercise price is Rs. 60 per dollar. Suppose on the day the payment falls due the different possible values of dollar are Rs. 50, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 75.
- Find the position of Indian importer who has bought European call option. Workout his profits/losses for all the above rates scenarios.
 - Would the profits in (a) above change if the importer had entered into a futures contract with the same exercise price. Show the calculations and profits/losses.
8. Discuss the process involved in export and import of goods and services from and into India.

SECTION – C

(1×14=14)

Note : Compulsory.

9. Ultra Pharma INC, a US-based multinational company, is evaluating an overseas investment proposal. Altex's exports of pharmaceuticals products have increased to such an extent that it is considering a project to build a plant in India. The project will entail an initial outlay of Rs. 750 crores and is expected to generate the following cash flows over its five-year life.

Year	Cash flow (in crores)
1	Rs. 150
2	Rs. 200
3	Rs. 295
4	Rs. 350
5	Rs. 400

The current spot exchange rate is Rs. 61 per US dollar, the risk-free rate in India is 10 percent and the risk-free rate in the US is 4 percent and these are rates observed in the financial markets.

Ultra Pharma's required dollar return on a project of this kind is 18 percent. Should Ultra Pharma undertake this project ? Compute the relevant evaluation criteria and show the calculations to substantiate your answer.