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Reg. No. :

Name :

**Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated BM – MAM'
Degree Examination, November 2021**

DDCM 801 : CROSS CULTURAL MANAGEMENT

Time : 3 Hours

Max. Marks : 60

PART – A

Answer **any five** questions. Each question carries 3 marks.

1. What is meant by 'Self-referencing'?
2. Define Ethnocentrism.
3. State the nature of culture.
4. What do you mean by convergence of cultures?
5. Write a note on norms and values.
6. What do you mean by 'stereotyping' in the context of culture?
7. Write a note on bureaucracy and culture.
8. How an unstable environment create impediments to business?

(5 × 3 = 15 Marks)

PART – B

Answer **any five** questions. Each question carries 5 marks.

9. Write a note on culture and language.
10. Explain the local and global contradictions.

P.T.O.

11. How to position a company in a dynamic cultural environment?
12. State the major difference in the Indian and Chinese culture.
13. State the need of developing informal relationship to develop business relationship.
14. State how difficult it will be to do business when the headquarters and subsidiary follows different culture?
15. State the need and necessity of strategy formulation in cross cultural management.
16. State the cultural conflicts in family owned businesses.

(5 × 5 = 25 Marks)

PART – C

Answer any two questions. Each question carries 10 marks.

17. State the various cultural issues faced by business organisations. Explain the importance of managing such issues.
18. State the influence of globalisation in bringing the different cultures closer. Analyse the influence of globalisation in bringing business opportunities.
19. Explain various factors that can cause a national culture to change over time. Is it bane or boon for the country? Explain with examples.

(2 × 10 = 20 Marks)

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to

12.30 pm

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**Eighth Semester 'Five Year M.B.A. (Integrated)'/ 'Integrated BM – MAM'
Degree Examination, November 2021**

DDCM 802 : MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS

Time : 3 Hours

Max. Marks : 60

PART – A

Answer **any five**. Each question carries **3** marks.

1. What is Self-knowledge?
2. What do you mean by stamps in Transactional Analysis?
3. What are the key concepts of transactional analysis?
4. What is Kinesics?
5. What are Eustress and Disstress?
6. What are the characteristics of inter-personal Communication?
7. Is silence a form of Interpersonal Communication?
8. What do you mean by Anxiety?

(5 × 3 = 15 Marks)

PART – B

Answer **any five**. Each question carries **5** marks.

9. Discuss the benefits of self-monitoring.
10. Discuss the barriers in Interpersonal Communication.

P.T.O.



11. Discuss the strategies for enhancing assertiveness.
12. Discuss the advantages of transactional analysis.
13. How to use transactional analysis in conflict resolution?
14. Discuss the strategies for effective counseling.
15. 'Stress is a good servant, but a bad master' – Substantiate the statement.
16. Discuss the various elements in the checklist for counsellors.

(5 × 5 = 25 Marks)

PART – C

Answer **any two**. Each question carries **10** marks.

17. Discuss how the Indian system of lifestyles like yoga and meditation can be used to promote self-awareness.
18. Discuss the role of modern Information and Communication Technologies (ICT) for enhancing the interpersonal effectiveness.
19. How will you use Transactional Analysis effectively to enhance interpersonal relationships?

(2 × 10 = 20 Marks)

6/12/21

9.30 am to 12.30 p.m

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**Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated BM - MAM'
Degree Examination, November 2021**

DDCM 803 — Specialized Elective

Human Resource Management

8H2 — PERFORMANCE MANAGEMENT

Time : 3 Hours

Max. Marks : 60

PART - A

Answer any five questions. Each question carries 3 marks.

1. What are the concerns of performance management?
2. Define MBO.
3. What is single loop learning?
4. What do you mean by graded pay?
5. What is Coaching?
6. What do you mean by a learning organisation?
7. What is Gain Sharing?
8. How are performance standards set?

(5 × 3 = 15 Marks)

P.T.O.

PART - B

Answer any five questions. Each question carries 5 marks.

9. Discuss the history of Performance Management.
10. Discuss the benefits of Performance Management.
11. How does performance management work in different stages of a business cycle?
12. Discuss the role of performance management in organisational learning.
13. What are the different types of performance management?
14. Explain Performance Related Pay (PRP).
15. What are the basic considerations for establishment of performance standards?
16. What is performance development review? What are its purposes?

(5 × 5 = 25 Marks)

PART - C

Answer any two questions. Each question carries 10 marks.

17. Discuss the various job evaluation methods.
18. "Uber's three main performance metrics are the driver's rating, how many rides the driver accepts, and how many times they cancel a ride. Uber's system enforces blind acceptance of passengers, as drivers are not shown the passenger's destination or how much they could earn on the ride". Critically evaluate the Uber's performance management and suggest improvements to make Uber's performance metrics more better and effective.
19. Discuss a wide range of reasons why competent people also under - Perform.

(2 × 10 = 20 Marks)

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Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated BM – MAM'
Degree Examination, November 2021

DDCM 804 : SPECIALIZED ELECTIVE

FINANCE :

8F2 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : 3 Hours

Max. Marks : 60

PART – A

Answer **any five** questions. Each question carries **3** marks.

Explain the following terms :

1. Money market instruments
2. Equity bonds
3. Secondary Market
4. Private placement
5. Online trading
6. CAPM
7. Efficient frontier
8. Characteristics of investments.

(5 × 3 = 15 Marks)

P.T.O.



PART – B

Answer **any five** questions. Each question carries **5** marks.

9. Discuss the impact of fiscal policy on investments.
10. Explain the functions of stock exchange.
11. "Mutual funds offer the best form of investment". Discuss.
12. Explain Black scholes option model.
13. Discuss the concept of industry analysis.
14. How do you evaluate the Portfolio performance?
15. Explain APT Security.
16. Raju is considering buying a ₹ 1,000 par value bond bearing a coupon rate of 11% that matures after 5 years. He wants a minimum yield to maturity of 15%. The bond is currently sold at ₹ 870. Should he buy the bond?

(5 × 5 = 25 Marks)

PART – C

Answer **any two** questions. Each question carries **10** marks.

17. The Evergreen investment company manages a stock fund consisting of four stocks with the following market values and betas

Stock	Market value (₹)	Beta
Bell	2,00,000	1.16
Sell	1,00,000	1.20
Grill	1,50,000	0.80
Shrill	50,000	0.50

If the risk free rate of interest is 9% and the market return is 15%, what is the portfolio's expected return?

18. A financial analyst is analysing two investment alternatives, Stock Z and Stock Y. The estimated rates of return and their chances of occurrence for the next year are given below :

Probability of occurrence	Rates of Return (%)	
	Y	Z
0.20	22	5
0.60	14	15
0.20	-4	25

- Determine the expected rates of return, variance and standard deviation of Y and Z.
 - Is 'Y' comparatively riskless?
 - If the financial analyst wishes to invest half in Z and another half in Y, would it reduce the risk?
19. Explain the importance of economic analysis. State the economic factors considered for this analysis.

(2 × 10 = 20 Marks)

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Eighth Semester 'Five Year M.B.A. (Integrated)'/ Integrated BM-MAM.
Degree Examination, November 2021

DDCM 803 – Specialized Elective

Marketing

8M2 – RETAIL MARKETING

Time : 3 Hours

Max. Marks : 60

PART – A

Answer **any five** questions. **Each** question carries **3** marks.

Write short notes on :

1. Mall Management.
2. Consumer Behaviour.
3. Retail Pricing.
4. SCM.
5. Ware Housing.
6. CRM.
7. CSR.
8. Retail Human Resource Management.

(5 × 3 = 15 Marks)

P.T.O.



PART – B

Answer **any five** questions. **Each** question carries **5** marks.

9. Explain various Theories of Retailing.
10. Differentiate organized and unorganized Retailing.
11. List down the major trends in Retail Marketing.
12. Explain 'Cross-docking' with an example.
13. Discuss the scope of Retail Promotions.
14. Explain the different pricing strategies in retailing.
15. Write short notes on 'ethics in retailing'.
16. Briefly describe the challenges in retail in retail human resource management.

(5 × 5 = 25 Marks)

PART – C

Answer **any two** questions. **Each** question carries **10** marks.

17. Discuss the importance of Logistics Management in Retailing.
18. Write a detailed note on the impact of globalization on retail management.
19. Discuss the various selection and training methods of human resource in retail sector.

(2 × 10 = 20 Marks)



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**Eighth Semester Five Year M.B.A. (Integrated)/ 'Integrated BM-MAM'
Degree Examination, November 2021**

DDCM 805 : CASE STUDY APPLICATION GENERAL MANAGEMENT

Time : 3 Hours

Max. Marks : 60

Answer any **four** cases by answers the questions given under each case. Each case carries 15 marks.

1. Majestic Electricals Limited was engaged in manufacturing and selling electrical goods of high quality. It believed in introduction new and sophisticated products in the market. Mr.K.S.Lal, previously the corporate development manager, was promoted to the rank of General Manager in the company. In his new position, he needed a bright manager to serve as his deputy to assist in carrying out his day-to-day activities and coordinating marketing, manufacturing, research and development and finance functions. There were three candidates available who could be considered for the position of Mr. Lal's deputy. All of them had very good academic background and successful careers of varying lengths with the company. The first candidate, Mr. Rohit was with the company for the last three years. He had engineering and M.B.A. degrees from reputed universities. He believed in high achievement. He used to perform assigned tasks very quickly and accurately. He performed well when he had complete control over the situation. He preferred to do many critical tasks himself and accomplished his targets in much shorter time. The second candidate for the position was Mr. Rahul. He had Ph.D. degree in quantitative analysis with engineering background. He joined the company about a year back. His performance in the

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previous job was rated to be of high standard and he got quick promotion with wider responsibilities at each promotion. He developed good understanding of the company's working though he was somewhat reserved in staff meetings. The third candidate Mr. Prakash, did not have any engineering or management degree, but attained good marks in his arts degree. He had been with the company for the last fifteen years. He was quite good in his work and had good knowledge of the company's operations. He enjoyed working with most key managers and did not have confrontation or disagreement with any manager of the company. However, he was not aggressive and had difficult time in examining critically new ideas and proposals.

Questions:

- (a) Assuming that you have to select one of the above candidates, whom will you prefer?
 - (b) If you have to conduct interview for the selection of the candidates, what type of questions will you ask?
 - (c) Explain the criteria employed for selection of candidates.
2. The Hawkins Supply company is currently faced with an inventory rotation problem. This difficulty stems from the fact that some supplies must be used prior to a stated expiration date. Upon receipt, a new shipment of these perishable items must be stacked beneath the boxes that are currently in inventory. A substantial amount of time is consumed in restacking the items according to their expiration dates.

Question:

- (a) The company would like to reduce the double and sometimes triple handling of items. How can this goal be achieved?
- (b) Are there alternative solutions which might also be effective?



3. Mr. X has a distinguished academic record and excels in sports and other extra-curricular activities since childhood. He joined ABC as salesman. In the company it was noticed he was conceited and his interaction with other people was not exactly cordial. He was indifferent to suggestions from superiors and subordinates. However, he was a star performer as a salesman and always crossed targets, in the time he had spent with the company.

Question:

The company needs a new regional sales manager to improve the performance of a loss-making region, do you think they should they appoint him?

4. John was the personnel executive of a reputed bank and had been working there for 15 years. During this period he had developed a good rapport with the subordinates. The subordinates commonly sought his help for their personal problems. Frank was a clerk and had been working with the bank for the past 20 years. One day, Frank went to John and confessed to him an event of his past. He said that when he was a teenager, he was caught stealing and had been sentenced to prison for 2 years. But he escaped from the prison, when 6 months were left. This had been a secret since, but he often had nightmares and he asked John to help him. John expelled Frank from the bank and handed him over the police. When the Vice-President came to know about John's actions, he sacked John on the grounds that he had breached the faith of the employee. John wrote a letter to the President explaining that he was not a priest and so he cannot be expected to behave so. Since Frank was a runaway convict, he had done his social duty by handing him over to the police. Moreover, it was company's policy not to employ any ex-convicts. Since all his actions were justified, he should be reinstated.

Question:

What should the president do?



5. There is a private rail company 'Aage Nahin Jayenge'. Its trains aren't running on time. So, there is a lot of criticism in newspapers. The manager appoints a person as in-charge of a 'Punctuality Cell' and gives him all the powers and asks him to deliver the results. The person tries to coordinate everything. Drivers who don't run the train on time are asked to report to the manager. But the drivers and station masters say that it's not their fault. The tracks are bad and motor engines used are quite old.

Question:

What is the manager supposed to do? Justify your answer.

6. Adam, fresh from school was newly recruited as HR practitioner. During his, one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed processes everything according to the established. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Roy's assigned mentor was not around hence. Adam was unable to make an official introduction for Roy with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy. Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy. Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly.



One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how he is doing and if he has adapted well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy. On the very same day, a buddy- Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor. Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect.

The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the



system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week. Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Questions:

- (a) On an HR practitioner point of view, what should Adam do to resolve the issue?
 - (b) Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something?
 - (c) What role does Roy's manager play in this issue and should he be implicated?
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