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Reg. No. : .....

Name : .....

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,  
October 2024**

**DDCM 802 : MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS**

**(2015 Scheme)**

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. Define Self-awareness.
2. What is meant by Kinesics?
3. Write a note on Assertive Training.
4. What is meant by counselling?
5. Explain Ego States.
6. Point out the various life positions.
7. What is meant by Impression Management?
8. Discuss the qualities of good speaker.

**(5 × 3 = 15 Marks)**

**PART – B**

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

9. Discuss the factors influencing the perception.
10. Explain in detail the barriers to communication.
11. Briefly discuss the strategies to enhance individual assertiveness.

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12. Explain the process of counseling in organizations.
13. Discuss the advantages of Transactional Analysis.
14. Briefly explain various types of transactions in Transactional Analysis.
15. What are the different methods of non-verbal communication?
16. Explain the ways of overcoming the barriers of Interpersonal communication.

**(5 × 5 = 25 Marks)**

### PART – C

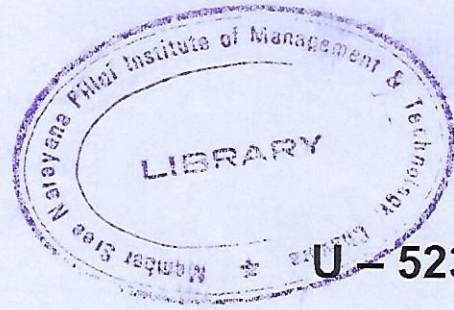
Answer any **two** questions. Each question carries **10** marks.

17. Explain the role of Transactional Analysis in Performance Interviews.
18. Counselling is the helping Strategy in predicting people's problems in the journey of life space. Discuss the role of counselling in the current scenario.
19. The success of the business depends on effective communication. Explain.

**(2 × 10 = 20 Marks)**







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Reg. No. : .....

Name : .....

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,  
October 2024**

**Elective : Finance**

**8 F 2 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(2015 Scheme)**

Time : 3 Hours

Max. Marks : 60

**PART – A**

Write short notes on any **five** questions. Each question carries **3** marks.

1. What do you mean by Government Securities? Give examples.
2. What are Mutual Funds? Briefly explain.
3. Briefly discuss the concept of Duration of a Bond.
4. Briefly explain the Binomial Pricing model.
5. Briefly, explain the Black Scholes option model.
6. Discuss briefly Fundamental Analysis and its basic features.
7. Describe briefly the Markowitz Portfolio theory.
8. What is Portfolio Performance evaluation?

**(5 × 3 = 15 Marks)**

P.T.O.





## PART – B

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

9. Describe the various investment alternatives.
10. Discuss the concept of Commodity Futures.
11. What is Online Trading? Discuss its major benefits.
12. Discuss Diversification and its significance.
13. What is CAPM? Discuss its major features.
14. Discuss Efficient Market hypothesis.
15. Describe the Arbitrage Pricing Theory. What are its assumptions?
16. What is meant by Beta? What does it mean if Beta is (a) Less than 1, (b) Equal to 1, (c) More than 1, and (d) Less than 0? Find the Beta value if risk-free rate is 2%, stock's rate of return=7%, and market rate of return is 8%. Offer your comments on the Beta value clearly.

**(5 × 5 = 25 Marks)**

## PART – C

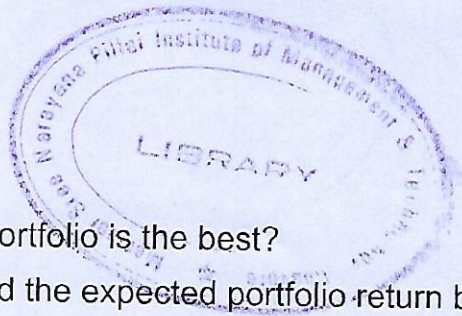
Write short essays on any **two** questions. Each question carries **10** marks.

17. 'Risk-Return tradeoff is the essence of investment management'.
18. The policy committee of Alpha Ltd. recently used reports from various security analysts to develop inputs for the single-index model. Output derived from the single-index model consisted of the following efficient portfolios:

Portfolio	Expected Return (ER)	Standard Deviation (SD)
1	08 per cent	03 per cent
2	10 per cent	06 per cent
3	13 per cent	08 per cent
4	17 per cent	13 per cent
5	20 per cent	18 per cent







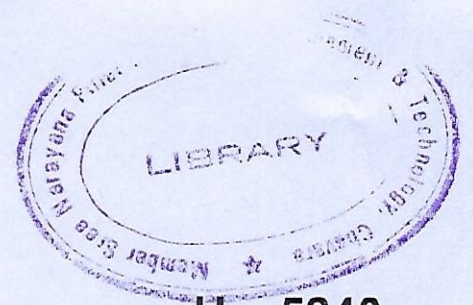
- (a) If the prevailing risk-free rate is 6% which portfolio is the best?
  - (b) If a SD of 12% were acceptable, what would the expected portfolio return be and how would Alpha Ltd. achieve it?
  - (c) Assume that the policy committee would like to earn an expected 10% with a SD of 4%. Is this possible?
19. Discuss the various kinds of investment opportunities in India.

**(2 × 10 = 20 Marks)**

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Reg. No. : .....

Name : .....

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,  
October 2024**

**Elective : Human Resource Management**

**8H2 – PERFORMANCE MANAGEMENT**

**(2015 Scheme)**

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. Define Performance Management and briefly outline its concerns and scope.
2. What are the features of an effective organization in the context of Performance Management?
3. What are the key principles of performance management?
4. Briefly explain Deming's model in the context of the performance management cycle.
5. What are the key methods used in job evaluation, and briefly explain one of them?
6. Define pay structures and provide an example of how they can be organized within an organization.
7. What are the types of measures used in performance management, and how do they differ in terms of organizational, team, and individual levels?
8. Briefly explain the importance of a systematic approach to performance management training.

**(5 × 3 = 15 Marks)**

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## PART – B

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

9. Evaluate the critical techniques involved in Performance Management.
10. How has the concept of performance management evolved over time, particularly with the introduction of merit rating and MBO?
11. Compare and contrast Torrington and Hall's model with Deming's model in the context of performance management.
12. Explain the concept of a learning organization and how it relates to organizational learning. Provide examples of single and double-loop learning.
13. Compare and contrast graded pay structures with job family structures, highlighting their respective advantages in managing employee compensation.
14. Discuss the differences between competence-related pay and skill-based pay, providing examples of each.
15. Explain the criteria used for performance measures in organizations. How do these criteria contribute to effective performance management?
16. Outline the key steps involved in developing a performance management system.

**(5 × 5 = 25 Marks)**

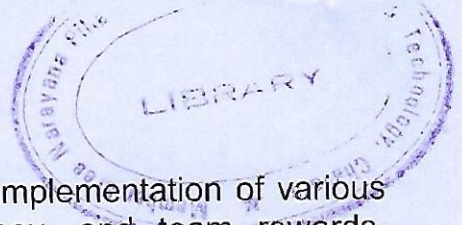
## PART – C

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

17. Provide a comprehensive overview of the history of performance management, highlighting the evolution from merit rating to modern approaches like Management by Objectives (MBO). Discuss the impact of this evolution on organizational effectiveness.







18. Analyze the role of performance management in the implementation of various pay systems, such as PRP, competence-related pay, and team rewards. Highlight the challenges organizations may face and suggest strategies to address them.
19. Evaluate the advantages and disadvantages of different performance measurement types (organizational, team, and individual). Provide examples of situations where each type may be most effective. Discuss the overall impact on organizational effectiveness

**(2 × 10 = 20 Marks)**

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Reg. No. : .....

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**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,  
October 2024**

**Elective – Marketing**

**8M2 – RETAIL MARKETING**

**(2015 Scheme)**

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. Define Retailing.
2. What are the factors influencing retail pricing?
3. Write a note merchandise buying.
4. Discuss CRM.
5. Explain cross docking.
6. Point out the meaning of retail promotion.
7. What is Retail Inventory?
8. State the meaning of unorganized retail sector.

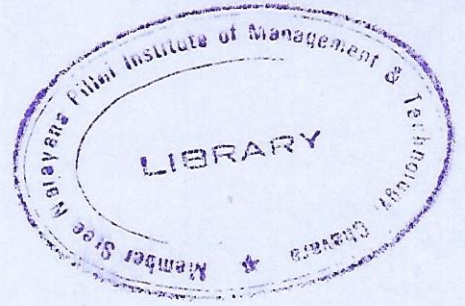
**(5 × 3 = 15 Marks)**

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PART – B



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

9. Distinguish between organised and unorganised retail sector?
10. Explain in detail about the different types of pricing strategies followed in retailing.
11. Briefly discuss the process in buying Merchandise.
12. List down various methods of retail promotion communication with customers.
13. What are the factors influencing a good retail location?
14. What are the strategies used for Inventory Management for retailing?
15. Discuss on retail information system.
16. Explain the franchising model.

(5 × 5 = 25 Marks)

PART – C

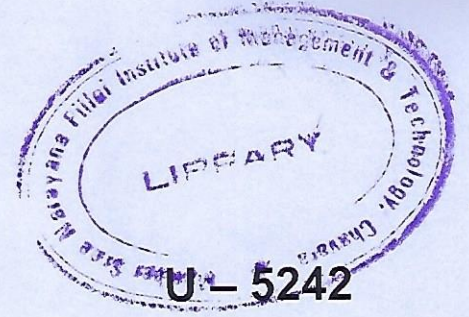
Answer any **two** questions. Each question carries **10** marks.

17. Explain the process of merchandise management.
18. Discuss the challenges faced by Retail industry in India.
19. State the impact of globalisation on retail management.

(2 × 10 = 20 Marks)







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Reg. No. : .....

Name : .....

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,  
October 2024**

**DDCM 805 – CASE STUDY APPLICATION – GENERAL MANAGEMENT  
(2015 Scheme)**

Time : 3 Hours

Max. Marks : 60

Answer any **four** cases.

1. Case I

On 15 February, 2024 at about 6.45 PM, the Duty Officer (Security), Mahesh, at the Works gate informed Xavier, Electrical Engineer on telephone that one Akbar, supervisor of his department has been caught red-handed at the Works gate while attempting to steal one small electric motor and certain other spare parts used in the Electrical Dept. Xavier was requested to come to the Security Control Room, where a preliminary enquiry was to be held.

During the preliminary enquiry, it came to light that Akbar, Personnel No. 2563. Foreman, came to the Works gate at 6.15 PM on his Activa motor cycle bearing registration No.TNR 1221 (the number was not clearly visible). The works guard on duty, Subbash Naik asked Akbar to stop and open the tool-box that was hanging on the right side of the rear wheel. When it was opened, only one empty tiffin-box was found. Since the driver's seat appeared to be thicker and of unusual size, the works guard enquired about the same from Akbar, and not being satisfied with the reply, gave it a jerk. It was found that Akbar had constructed one box under the seat where a 0.50 hp motor and eight 5 amps switches belonging to the company were concealed.

On being asked, Akbar replied that he had attended a break-down after 5 PM in the Mill and replaced one 0.50 hp motor. The motor that was recovered was the defective one, but he could not return it as the store issuer had already left for home after his duty which ended at 5 PM. He thought he would return the motor next day, as he had done many times in the past. But, he could not explain why

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he was carrying the 5 amps switches. Nor did he give any satisfactory reason for not keeping the materials in the tool-box that was visible from outside, rather than where these were kept. On checking up at the Security Control Room, it was found in the presence of Akbar, that the electric motor recovered was in working condition.

As per the Company's Certified Standing Order No. 53 (v), 'theft, fraud or dishonesty in connection with company's business or property' is a misconduct.

Questions:

- (a) Discuss the main issues of the case.
- (b) Are the explanations given by Akbar convincing? Why?
- (c) Give your suggestions for solving the present issue.
- (d) Offer your opinion about the security system in the company. Does it need any change?

## 2. Case II

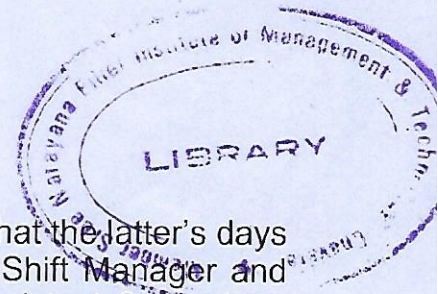
The Deluxe Textile Printing Works Ltd. is a company that conducts business in high quality printing of superior textiles. It has a good reputation in the market. The Company employs about 500 workers and works in three shifts a day. There is no Union in the plant. The chief executive of the works is the General Manager who is assisted by three Shift Managers, six Supervisors and twelve Assistant Supervisors.

For the past few months, the General Manager had been receiving frequent complaints from Shift Managers that a large number of pieces of customer's cloth were missing from the plant and they could not account for the losses. The General Manager took a serious view of the losses because it meant not only payment of damages to the customers but also the company's reputation in the market. He, therefore, ordered a close search of workers at the time of their leaving the work-place for home. As a result of these searches, a couple of workers were caught with pieces of cloth hidden inside their dresses. They were charge sheeted for theft and subsequently dismissed after the domestic enquiry.

Some day's back, during lunch interval, Arun, a worker in the folding department, saw an Assistant Supervisor taking a piece of cloth and putting it in his brief case. Arun immediately reported the matter to the Shift Manager who came to the department and found the said piece of cloth in the briefcase of the Assistant Supervisor. Without any discussion, he asked the Assistant Supervisor to see him in his office. A week passed, and the concerned Assistant Supervisor continued to attend to his work.







During this period, the Assistant Supervisor threatened Arun that the latter's days here were numbered. This upset Arun. He approached the Shift Manager and enquired of him as to what action was taken against the Assistant Supervisor. The Shift Manager politely replied, "I am thankful to you for whatever you did; it is none of your business to know what action we are taking against him. Remember that after all, he is your officer." Arun felt irritated, but left the Shift Manager's office without a word.

On the same day, when the watchman was about to search Arun while he was leaving the plant. Arun shouted at the watchman saying "I will not allow myself to be searched unless the officers are also searched. They are the real thieves." The watchman detained Arun at the gate and reported the matter to the General Manager, who called Arun to his office. On being questioned by the General Manager, Arun told him all about the piece of cloth in the Assistant Supervisor's briefcase and subsequent events and repeated what he had said to the watchman. The General Manager thereupon, asked him angrily, "Do you mean to say that we are thieves?" Arun replied, "You can take it that way, if you like." The General Manager recorded the incident along with Arun's reply to his question and took Arun's signature on it. Next day Arun was served with a suspension order for his "act of insubordination and indecent behaviour." Thereafter, the General Manager referred the case to the HR Manager.

Questions:

- (a) Give a summary of the issues in the present case.
- (b) How far is the action of the General Manager justified?
- (c) As the HR Manager, how would you deal with this case?
- (d) Give your suggestions to curb such issues, and also to protect the honest employees.

### 3. Case III

Captain Saxena, a retired man from the army, joined as the MD in Marvel Ltd., when the company was passing through a very bad period with declining production and productivity, heavy losses and low morale of the employees. Captain Saxena, after having made in-depth, logical and strategic studies of the situation, immediately flagged on what he called 'Operation Rejuvenation' with exclusive thrust on production and productivity related issues. People-related matters were of no consequence for him, for he believed that people, by and large, are dull, lazy, shirkers and non-starters and as such work should be extracted from them only through constant watch, close supervision, complete and rigorous command and control. His style of functioning did yield some results, but before any impact could be seen, he abruptly left the organisation, having got a better assignment in the USA.





Captain Saxena was immediately succeeded by Mr. Vasisht, a man who had made a name for his balanced approach to people and production through participative style of management in his immediate position as the Deputy MD of a large organisation in a similar product line. He was, in fact, commanded for his maximum concern for both people and production, and for bringing about an ideal integration and harmony between the needs of the employees and those of production.

In the present company viz. Marvel Ltd. also, Mr. Vasisht continued his policies of participative management with equal concern for both production and people. With a view to reviving the company back to health, he instituted some major changes. First of all, he decentralised the organisation so that the subordinates could exercise their discretion and initiative in decision-making, as also their imagination and creativity in performing other managerial functions. Further he empowered the junior managers to incur expenditure upto an approved limit without seeking prior approval of the higher management. The communication system was also improved to facilitate free flow of upward and downward communication.

Mr. Vasisht also adopted several measures to reduce costs and wasteful expenditure. He banned donations to charitable institutions, but increased the amount being spent on the welfare activities of the employees.

Will Mr. Vasisht's managerial style prove to be effective in ensuring a bright future of the company? Some employees are of the view that a lot of things are being done, but they might not be effective in the long run. Others disagree with them, and say, 'Okay, we will give it a trial'.

Questions:

- (a) Was Captain Saxena a theory 'X' or a theory 'Y' Manager? Explain with reasons.
- (b) Will you advise Mr. Vasisht to change his presumptions about the nature of people at work? Give reasons in support of your advice.
- (c) How do you describe Mr. Vasisht's managerial style in the light of 'Managerial Grid' of Blake and Mouton? Can it be called the best management style?
- (d) Give your own views regarding the best management style in this case. Substantiate your views suitably also.





4. Case IV :

Beside every big industrial complex, we can find these days a satellite industrial area with a number of medium and small-scale ancillary- units manufacturing a variety of products. Alpha Ltd. is a factory which manufactures paints for use by other industries. It has about 155 employees including 4 officers and 13 supervisory staff. The factory runs in two shifts: Morning (6 AM to 2 PM) and Evening (2 PM to 10 PM). M/s. Alpha does not provide any housing accommodation to most of its workers who come from the nearby villages.

On Jan. 25, 2024, David, a mechanical fitter, was scheduled to work in the morning shift. Since his son was not well, he wanted to take him to a doctor. His house is situated at a distance of about 4 km from the factory. At about 5 AM, he came to the house of Kali Prasad, a warehouse Khalasy who lives in the same village and gave him an application addressed to his Foreman for one day's casual leave. He requested Kali Prasad to personally meet the Foreman and explain to him the reason for the application. Kali Prasad went to the Foreman's office at 8:30 AM during tea-break and learnt that because of a serious breakdown in the pump-room, all the mechanical staff including Alex, Foreman, were busy there. Kali Prasad left David's application on the Foreman's table and came back to work. The breakdown was set right after 2 PM. When the Foreman came to his office at 3 PM, he found the leave application of David. He regretted his request and ordered to mark him absent for the day.

On the next day (Jan. 26, 2024) during tea-break after 8 AM, Alex called David and reprimanded him in the Foreman's cabin. There was some altercation between the two, and attracted by the loud voices, others around came inside the Foreman's cabin. Apart from the others, Viswas (Assistant Foreman), Vinil (Timekeeper), Aliyar (Helper), Appu and Venu (Mazdoors) also came there. All these employees heard David telling the Foreman that if this leave for Jan. 25, 2024 was not sanctioned, the Foreman would face the consequences. As per the Company's Standing Order No. 23(i) "Absenting without information/permission" is a misconduct. Also, as per Standing Order No. 23(iv), "Threatening or intimidating any employee within the boundaries of the works or company's premises" is a misconduct. The works manager is the competent authority to take disciplinary action.

Questions:

- (a) What are the major issues emerging out of this case?
- (b) If you were a decision-making officer, how would you respond to the critical incidents?
- (c) Critically evaluate the pros and cons of the disciplinary actions.
- (d) Give your suggestions for improving the present system of availing leave, granting leave, and allied aspects of leave, in the light of the present case.



5. Case V

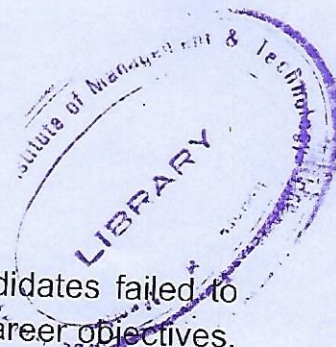
A few years ago, the top executives of a well-managed PSU decided to organise an early Management Awareness Programme for the first line supervisors. This PSU had long been in the forefront of human resource development (HRD) and was quite ready to listen to the advice of HRD consultants. Based on its own past experience, it was noted that many young people, professionally trained, were leaving the company for private employment, where they got better rewards. So, this PSU could get only 'less than the best' supervisors. So, a career development programme was worked out. The development of the candidates comprised of:

- (i) a week of formal supervisory training;
- (ii) assigning to an Internal supervisor who acts as a teacher and guide, advising the candidate on a Course of Reading (and enrolling in college courses wherever available) discussing the theory and practice of management with the candidate, and evaluating his progress;
- (iii) work on task-force assignments as available and appropriate. Often, they were appointed to supervisory positions before they finished their programmes; if not, they would either stay within the programme until assigned or resign from it to resume a technical career.

Several advantages emerged from this programme. The candidates were pleased that their careers were a matter of interest and concern to the higher level executives. The candidates could more easily bring themselves to the attention of their superiors; the company was provided with a group of youthful candidates for supervision. The brain drain from the company almost stopped. Gradually more vigour in management levels became evident and young men and women could establish a broader base of experience from which to decide whether they really wanted to be managers.







Certain disadvantages also became apparent. Many good candidates failed to apply for the program because they were not sure of their own career objectives, they did not want to move away from their domiciled places or they felt too busy to undergo the training described (it was in addition to their full-time jobs). Some complained of inadequate counselling. Many who failed to apply were later disgruntled when they found themselves no longer among the candidates for supervisory appointments. The company is now in a mood to reassess its experience with the programme.

Questions:

- (a) Discuss the characteristics emerging point of this training programme.
- (b) Was the new programme really successful in your opinion? Give your views.
- (c) Suggest specific measures to address the adverse impact due to the new programme.
- (d) Suggest any innovative measures to further fine-tune the programme.

6. Case VI :

Hindustan Engineering Industries Limited (HEIL) is a major manufacturer of industrial machinery besides other engineering products. It has enjoyed a considerable market preference for its machinery because of limited competition. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, HEIL faced problems in marketing its products with the usual profit margin. Sensing the likely issue, the CEO appointed Mr. Ashok Gupta as the General Manager (GM) to monitor the operations of HEIL's industrial machinery division. Mr. Gupta had a similar assignment abroad before returning to India.

Mr. Gupta had a discussion with the CEO about the nature of the problems being faced by HEIL so that he could fix his priorities. The CEO advised him to consult the heads of the departments (HODs) to have first-hand information. The CEO emphasised that HEIL lacked an integrated planning system (IPS) while members of the Board of Directors (BOD) insisted on introducing an IPS in HEIL in many meetings, both formally and informally.





After joining as HEIL's GM, Mr. Gupta got briefings from all the HODs. Mr. Gupta asked the HODs to identify their major problems and issues. The Marketing Manager pointed out that to achieve higher sales, he needed more Sales Managers and Sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. HEIL had enough engineers but they were spread under three separate engineering groups. Sales people had no central organisation with the responsibility to provide sales support. So, some jobs were outsourced at higher costs but with lower quality. Besides, he needed a generous budget for demonstration systems which could be sent on a trial basis to customers to win business.

The Production Manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, HEIL neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce costs, it was essential to automate production lines by installing new equipment. The Director of Research and Development (R&D) did not have any specific problem and therefore, did not indicate any change. However, a principal scientist in R&D indicated one day that the Director, R&D, though very nice in his approach, did not emphasise on short-term research projects which could easily increase production efficiency to the extent of at least two per cent within a very short period. Moreover, such projects did not involve any major capital outlay. Mr. Gupta was convinced about the management process in the division and the problems that it faced.

Questions:

- (a) Discuss the nature and characteristics of the management process followed in HEIL.
- (b) What are the real problems of the Industrial Machinery Division of HEIL?
- (c) What steps should be taken by Mr. Gupta, the GM, to overcome these problems?
- (d) Discuss your suggestions for further improving the functioning of HEIL.

(4 × 15 = 60 Marks)

