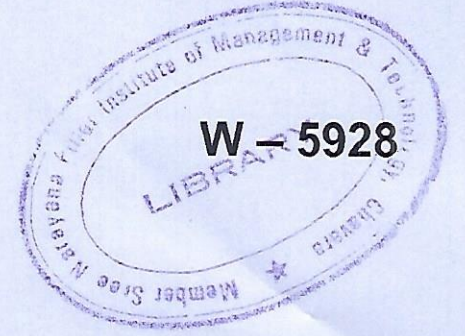


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Reg. No. :

Name :

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,
December 2025**

Elective: Finance

8F2: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

SECTION – A

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

1. Discuss the concept of Investment planning.
2. Define money market. What are money market instruments?
3. Briefly discuss: (a) Primary market, (b) Secondary market.
4. Discuss the concept of Listing. What are its major features?
5. Compare and contrast: Futures and Options.
6. Describe the concept of Technical analysis and its features.

P.T.O.



7. From the following particulars relating to Portfolio-A and Portfolio-B, find out which one should be preferred. Give your comments clearly.

Portfolio	Average Return	Risk free return	Standard Deviation (SD)
A	15 per cent	9 per cent	3 per cent
B	20 per cent	9 per cent	3 per cent

8. What is meant by mean variance criterion (MVC)? Discuss briefly.

(5 × 3 = 15 Marks)

SECTION – B

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

9. Discuss the investment process.
10. Briefly explain the Black Scholes option model.
11. Discuss the concept of Dematerialisation and its main features.
12. What are Depository services? Which agencies offer such services?
13. Discuss Valuation models. What are Discounted Cash Flow models?
14. Explain CAPM and its salient features.
15. Steady Growth Ltd. wants to find the rate of return on its two assets, (i) Asset I, and (ii) Asset II. Asset I was purchased a year ago for Rs.4,00,000. Since then it has generated cash inflows of Rs. 16,000. At present, it can be sold at Rs.4,30,000. Asset II was purchased a few years ago. Its market price in the beginning and at the end of the current year are Rs.2,40,000 and Rs.2,36,000 respectively. Asset II has generated cash inflows of Rs.34,000 during the year. You are required to find out the rate of return on Asset I and Asset II, both.
16. Explain briefly the Efficient Market hypothesis.

(5 × 5 = 25 Marks)



SECTION – C

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

17. 'Striking a tradeoff between risk and return is the essence of investment management'. Critically comment on statement. Give your views clearly.
18. Discuss the concept, features and methodology of Fundamental Analysis.
19. The returns and their probabilities of Securities X and Y are as follows:

Security X		Security Y	
Probability	Return (%)	Probability	Return (%)
0.05	6	0.10	5
0.15	10	0.20	8
0.40	15	0.30	12
0.25	18	0.25	15
0.10	20	0.10	18
0.05	24	0.05	20

Find out the Expected Return and Risk of Security X and Security Y.

(2 × 10 = 20 Marks)



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W – 5930

Reg. No. :

Name :

**Eighth Semester Five Year MBA (Integrated) Degree Examination,
December 2025**

Elective: Human Resource Management

8H2 : PERFORMANCE MANAGEMENT

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

SECTION – A

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

Write short notes on the following:

1. Performance Appraisal
2. Organizational Learning
3. Personal Development Planning
4. Profit Sharing
5. Balance Scorecard
6. EFQM Model
7. Coaching Vs. Counselling.
8. Contribution Related Pay

(5 × 3 = 15 Marks)

P.T.O.



SECTION – B

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

9. Give an account of the history of Performance Management.
10. Write a note on the concept of MBO, highlighting its merits and demerits.
11. Explain about personal development planning, in detail.
12. Elaborate about Torrington & Hall Model of Performance Management.
13. Write short notes on: (a) Shoop Floor Incentive Schemes, and (b) Graded Pay Structure
14. List down and explain the major approaches to Competency Analysis.
15. Design a rating scale for assessing the effectiveness of a performance review meeting.
16. Discuss the key aspects to be considered, when an HR manager is evaluating the PM process, in general.

(5 × 5 = 25 Marks)

SECTION – C

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

17. *“Managing performance of employees is easier said than done.”* Is it true? Discuss the challenges in realizing performance management in reality.
18. Elaborately discuss the framework of *Performance Related Pay (PRP)*.
19. Design the *performance management process* for a *management consultant firm*.

(2 × 10 = 20 Marks)



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Reg. No. :

Name :

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,
December 2025**

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

Time : 3 Hours

Max. Marks : 60

Answer any **four** questions. Each question carries **15** marks.

1. Levitt-Safety Limited is Canada's largest specialist supplier of safety equipment and services. Like many Canadian companies, it looked to emerging foreign markets for growth opportunities. However, globalization and outsourcing are no longer a one-way street. Foreign competitors are eyeing the Canadian market, because barriers to entry such as the North American regulatory and approval bodies are easier to navigate in Canada. To be successful in the Canadian marketplace, foreign companies need to spend a lot of time and money to build up their brands. Or they could form an alliance with a company like Levitt-Safety to piggyback on a brand that is already established and well known after years of business. Increased competition has led to downward pressure on profit margins. To counter this, CEO Bruce Levitt created an intermediary company to import their product and resell it to their distribution business. The company sales teams now have a much better understanding of inventory carrying costs, stock-outs, dead stock, and other often hidden costs. Levitt Safety also has a separate manufacturing business, NL Technologies, run by Heidi Levitt, which has become a world leader in the manufacturing and design of mining technology. Levitt-Safety has created an effective organizational structure, with an intermediary and a separately managed company. Levitt-Safety is looking at adding another brand that they can sell to others in the industry.
 - (a) Should Bruce Levitt set up another company or, instead, set up an alliance with a foreign company that would sell their product under the Levitt-Safety name?
 - (b) Summarize the strategies to be proposed for Bruce Levitt.

2. Cisco Canada has embedded social media within its broader marketing strategy to drive brand awareness and engage customers and partners. Cisco started at the top with a social media governance strategy and provides ongoing social media training to staff. It created a team to manage content and its social media community. The team

P.T.O.



runs separately, but is integrated with public relations and marketing in order to leverage best practices. Tim Husband, digital marketing manager at Cisco Canada, emphasizes the importance of a local angle on its shared global content. "What's really important for us in Canada is that we're driving Canadian relevant content." The Cisco road show is held in four cities across the country, and social media allows managers to engage customers before, during, and after the events. Social media also serves to enhance Cisco's corporate culture and recruiting efforts. Results from the 2011 Cisco Connected World Technology report suggests that college students would either choose not to work with a company that banned access to social media or would not follow the policy. Cisco has launched more visual collaboration solutions to support the increasing business needs for video conferencing and the growth of the bring-your-own-device (BYOD) trend. Richard McLeod, Cisco's senior director of business development, told Network World Canada that 90 percent of enterprises have begun or plan BYOD initiatives. By 2015, 200 million workers globally will take advantage of company supplied desktop video conferencing solutions. The mobile environment and social media have Cisco envisioning a world where a user can move from IM to voice to video with a click or a swipe, both on a network and in the cloud.

- (a) Other than the number of fans and followers, what metrics can Cisco use to track the success of its social media campaigns?
 - (b) How can Cisco use social media for market intelligence and discovering sales opportunities? Substantiate.
3. Stanfield's underwear in Nova Scotia used social media to connect an established and older brand with a new generation. The family-run business has been churning out reliable underwear but was not connecting with millennials. Stanfield's gamble was an online reality show stunt with an actor named Mark McIntyre who was confined to his apartment, wearing nothing all day but a fresh pair of the company's underwear. For every Facebook "like" that Stanfield's received, the company pledged \$1 to the Canadian Cancer Society. As President Jon Stanfield notes, the stunt was a natural fit for a company in the business of protecting its customers' family jewels. CBC and other media were very receptive to the campaign, which led to 50,000 likes on Facebook, advertising awards, and people talking about Stanfield's underwear in a new and exciting way. Wille Cromack, a principal with John Henry Bikes of North Vancouver, was skeptical about how Facebook and Twitter could be used to successfully retain **clients** and engage new customers. In keeping with the store's mission statement, Live to Ride, Cromack views **the** local community as a collection of clients. The company hosts events, biking excursions, and adventure camps for kids to build that community. However, a company Facebook and Twitter presence is boosting the company's community-building efforts. Its 12,000 Twitter followers are a "virtual club." Customer photos are posted on Facebook, and the client community is further enhanced when customers tweet about their experiences. Pythian, an Ottawa database services and consulting company, has succeeded in using social-media channels to bring skilled people to its doors, cutting out costly head-hunters and recruiting agencies. Pythian needs highly skilled programmers and taps into them through its company blog and social media site LinkedIn. Employees contribute to Pythian's popular tech blog, a



discussion about the database management sector that features real people and their stories, in order to forge a real connection with readers. Pythian uses the blog and employee LinkedIn profiles to generate potential recruits. It has over 6000 participants in two LinkedIn groups used for networking and database discussions.

- (a) Pick a small business that you know well and indicate how you would use social media to help it grow its business.
 - (b) What kind of information would the business owner need to make a decision on your recommendation? How could a local food bank use social media effectively?
4. Montgomery Gisborne, a graduate of Ryerson University in Toronto, Ontario, with a rich history in electric vehicles. Since 1994, Gisborne has served on the executive of the Electric Vehicle Society, Canada's largest electric vehicle organization. In 1996, he constructed an electric car to compete in the 1997 American Tour de Sol Solar & Electric Car Rally and placed tenth out of 50 entrants. His electric car placed first in 2003. Gisborne formed the Tamarack Lake Electric Boat Company in 2005 to bring electric boats to the market. The Loon was a custom-designed, six-metre pontoon-style prototype—a boat designed with 738 watts of solar panels overhead, serving as both a source of solar energy and a roof. With a cruising speed of 5 knots (9.3 km/h), the six-metre, eight passenger Loon weighed in at 1000 kilograms, slightly heavier than a gas-powered version. Today, Tamarack Lake Electric Boat Company offers the commercial version of the Loon (6.7 metres, 1000 watt [peak] solar array, with a top speed of 8 knots [14.8 km/h]) and the Osprey (9.75 metres, 2000 watt [peak] solar array, with the same top speed as the Loon). Montgomery Gisborne has a lot of money riding on the successful commercialization of the electric boat—over a quarter of a million dollars to be more precise. At \$35 000 per Loon, almost twice the price of a comparable gasoline engine—powered equivalent, it could be a tough sell, requiring a seasoned sales professional. The trouble is, Gisborne is not only the salesperson, but he is also the production engineer, the web page designer, and the advertising and promotions manager: it's a one-person show. No small surprise that when he received his first order for twelve boats, his eighteen hour days were not long enough! Personally scrambling to come up with enough materials to construct twelve Loons was a challenge. But Gisborne's efforts were followed by disappointment when the buyer who ordered the boats was restricted to purchasing only five boats by his foreign government. Gisborne recognized that he could no longer do it all himself, so he hired some local talent to assist in the production of the boats and a part-time publicist to promote his creations. The publicity work has paid off, generating a significant order from Australia as well as deals coming in on the Internet. Now the question is: Which organizational structure will Tamarack Lake Electric Boat Company is a start-up company.
- (a) Many contemporary organizational designs do not lend themselves to the reality of startups. In your view, which of the contemporary organizational designs are inappropriate? Explain.
 - (b) Which approach to decision making—centralized or decentralized—would be most beneficial for Tamarack Lake
 - (c) Electric Boat Company? Support your answer. best suit the Tamarack Lake Electric Boat Company?



5. Customer-centricity. That concept is the new strategic focus that Brad Anderson, CEO of Best Buy, is betting on to keep the company from becoming a retailing casualty like Woolworth or Kmart. What is customer-centricity? Simply put, it is figuring out which customers are the most profitable and doing whatever it takes to please them so they want to come back often and spend money. As the biggest consumer electronics retailer in North America, Best Buy has a lot at stake. Its 100000-plus employees will play a crucial role in this new approach, which shifts the focus from "pushing gadgets to catering to customers." "At Best Buy, People Are the Engines That Drive Our Success." That sentence is the up-front-and-central slogan on the company's web-based career centre. To Best Buy, it is not just an empty slogan either. The company has tried to create an environment in which employees, wherever they are, have numerous opportunities to learn, work, play, and achieve. One-way Best Buy can do that is by providing facts and figures to employees on everything from new technology to industry changes to company actions. At store meetings or on the intranet, employees can get the information they need to do their jobs and do them well. Like many other companies, Best Buy has "struggled to meet the demands of its business—how to do things better, faster, and cheaper than its competitors—with an increasingly stressed-out workforce." Its culture has always rewarded long hours and sacrifice. One manager used a plaque to recognize the employee "who turns on the lights in the morning and turns them off at night." However, that approach has been taking its toll on employees. Best Buy is having difficulty retaining its best and brightest managers and executives. Anderson wants to know why the company does not have an "innovative incentive program to foster our innovative culture."

—He has come to you for advice. What is the best way for the company to get employees on board so that they will be more customer-centric in their approach?

6. The Ontario Realty Corporation (ORC) manages real estate for the Ontario public service. Greg Dadd was CEO when the decision was made to build up his team's abilities in delivering top-notch customer service. Dadd held a three-day retreat for his managers to "take look at what they wanted to accomplish at ORC, involve people in sharing information, and develop solutions that we all owned." The retreat was used to facilitate discussions on continuous improvement and involved people across every region and all functional areas. Break-out groups were used to brainstorm, look at issues from fresh perspectives, and build networks with other colleagues. ORC made the retreat even more tactical by inviting a key client to discuss what they were looking for in customer service. The client's perspective was used as a litmus test when solutions were proposed during the retreat. Dadd was able to build a stronger team as a result of the retreat.

—He put together all the customer service solutions in a work plan during the retreat so that momentum was not lost and the ORC team was committed to following through. ORC recently merged with Infrastructure Ontario as a cost savings measure. Is it time for another retreat?

(4 × 15 = 60 Marks)



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W – 5929

Reg. No. :

Name :

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,
December 2025**

Elective : Marketing

8M2 – RETAIL MARKETING

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

PART – A

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

1. Define retail marketing.
2. Explain the concept of Mall Management.
3. What is meant by Store Location?
4. Write a short note on Store Format.
5. Define Supply Chain Management in retailing.
6. What is Merchandise Buying?
7. What do you mean by Consumerism?
8. What is Retail Human Resource Management?

(5 × 3 = 15 Marks)

PART B

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

9. Discuss the management of service and quality in retailing with suitable examples.
10. Explain the need and scope of retailing in India.
11. Discuss the importance of effective communication in enhancing customer satisfaction in retailing.

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12. Describe the key elements of store design and visual merchandising.
13. Explain the functions and importance of store operations management.
14. Discuss the importance of inventory control in retail operations.
15. Explain the significance of Retail Information Systems in decision-making.
16. Discuss the role of technology in non-store retailing.

(5 × 5 = 25 Marks)

PART – C

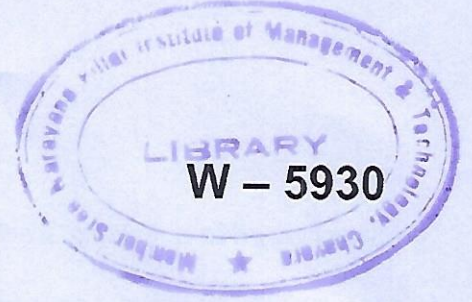
Answer **any two** questions. Each question carries **10** marks.

17. "The success of Retail marketing depends on an integrated approach combining product, price, place and promotion." Discuss this statement in detail with examples.
18. Critically evaluate the impact of consumerism and ethical practices on retail business strategy.
19. Discuss the major issues and challenges faced by HR managers in the retail sector.

(2 × 10 = 20 Marks)



(Pages : 2)



Reg. No. :

Name :

**Eighth Semester Five Year MBA (Integrated) Degree Examination,
December 2025**

Elective: Human Resource Management

8H2 : PERFORMANCE MANAGEMENT

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

SECTION – A

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

Write short notes on the following:

1. Performance Appraisal
2. Organizational Learning
3. Personal Development Planning
4. Profit Sharing
5. Balance Scorecard
6. EFQM Model
7. Coaching Vs. Counselling.
8. Contribution Related Pay

(5 × 3 = 15 Marks)

P.T.O.



SECTION – B

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

9. Give an account of the history of Performance Management.
10. Write a note on the concept of MBO, highlighting its merits and demerits.
11. Explain about personal development planning, in detail.
12. Elaborate about Torrington & Hall Model of Performance Management.
13. Write short notes on: (a) Shop Floor Incentive Schemes, and (b) Graded Pay Structure
14. List down and explain the major approaches to Competency Analysis.
15. Design a rating scale for assessing the effectiveness of a performance review meeting.
16. Discuss the key aspects to be considered, when an HR manager is evaluating the PM process, in general.

(5 × 5 = 25 Marks)

SECTION – C

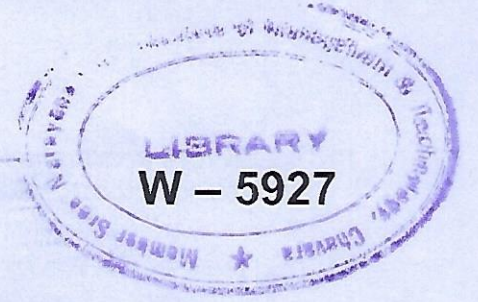
Answer any **two** questions. Each question carries **10** marks.

17. “*Managing performance of employees is easier said than done.*” Is it true? Discuss the challenges in realizing performance management in reality.
18. Elaborately discuss the framework of *Performance Related Pay (PRP)*.
19. Design the *performance management process* for a *management consultant firm*.

(2 × 10 = 20 Marks)



(Pages : 2)



Reg. No. :

Name :

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,
December 2025**

DDCM 802 MANAGEMENT OF INTER – PERSONAL EFFECTIVENESS

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

SECTION – A

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

1. Define "Self" How it ensures Interpersonal Effectiveness?
2. Enumerate the qualities of a good speakers
3. Differentiate between "Assertion and Aggression"
4. What are the ego states? How they are classified?
5. State the contents of the "Check list for Counsellors.
6. Write a note on: merits of oral communication.
7. What do you mean by "exclusion in TA"
8. What is deception in non- verbal communication?

(5 × 3 = 15 Marks)

SECTION – B

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

9. Highlight the strategies involved in impression management of a theatre artiste
10. What are the symptoms which help in detecting deception? Give corporate examples.



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11. "Assertive training has to be relevant to the organizational life" — Critically examine by providing corporate illustrations.
12. Discuss the TA tips for the selection in a MNC. How it is different between the selection of workers and executives?
13. Illustrate how the anxiety and stress counselling help in developing organizations.
14. "Kinesics improves your emotional intelligences" comment on this.
15. Write short notes on (a) Para language, and (b) Self knowledge.
16. Discuss the various training methods for counselors.

(5 × 5 = 25 Marks)

SECTION – C

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

17. (a) Describe how the process of gaining self knowledge helps in becoming effective counsellor? 5
- (b) Illustrate how the assertive training aids in the development planning of the subordinates? 5
18. (a) Explain how the variants of body language facilitate transaction analysis? Give examples. 5
- (b) Explain how the Self-effectiveness facilitate effectiveness in the field of paralanguage?
19. (a) Detail how the various facts of communication help in imparting various counselling trainings? 5
- (b) Discuss, with examples, the strategies involved in enhancing the assertiveness of individuals? 5

(2 × 10 = 20 Marks)





(Pages : 2)

W – 5926

Reg. No. :

Name :

**Eighth Semester Five Year M.B.A. (Integrated) Degree Examination,
December 2025**

DDCM 801 – CROSS CULTURAL MANAGEMENT

(2015 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

SECTION – A

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

1. State the circumstances under which Cultural shifts happen.
2. What is Patronage? Why it is important?
3. Enumerate the features of globalization.
4. Why emergent strategy is important?
5. What are the 3 cultural dimensions used in the development of models?
6. What do you understand by 'Organization culture'?
7. List down 6 factors influencing managerial decision making.
8. Explain informal systems.

(5 × 3 = 15 Marks)

SECTION – B

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

9. Detail the implications for the manager due to the adoption of cross culture in an organization.
10. What are the items comprising the bureaucratic culture scale?

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11. Trace the roots of globalization.
12. What are the benefits of the cross-cultural management? Give examples.
13. Discuss, using examples, the necessity for analysing the resources and competition in an organization which is Pan World.
14. Enumerate the major impact of globalization on cross cultural management.
15. What strategies can be used to address cross- cultural challenges?
16. Write short note on (a) Formal strategy planning and (b) Family run companies.

(5 × 5 = 25 Marks)

SECTION – C

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

17. “There is a rapid change in the culture across the world in the recent past. The MNCs have to use newer strategies to manage the cross-cultural issues” — Critically examine. Justify with suitable illustrations.
18. Discuss the possibility of adopting “Guanxi” by all companies in the world which has cross-cultural management issues.
19. Which model — Anglo or Chinese, is practically good to position a company as a global market leader in the pharmaceutical industry? Give examples.

(2 × 10 = 20 Marks)

