

(Pages : 2)

MSN INSTITUTE OF
MANAGEMENT & TECHNOLOGY
K-4646
LIBRARY
MUKUNDAPURAM P.O.
CHAVARA, KOLLAM-691585

Reg. No. :

Name :

Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated BM – MAM'
Degree Examination, November 2020

DDCM 801 : CROSS CULTURAL MANAGEMENT

Time : 3 Hours

Max. Marks : 60

PART – A

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

1. Differentiate cross-culture and home-culture.
2. What is informal relationship? Give examples.
3. What are the features of Globalisation?
4. What is work force diversity?
5. What is a Multinational company? Give examples.
6. How is Culture and Communication related?
7. What is 'Guanxi'? Explain its importance.
8. What is Dispute Resolution and Negotiation?

(5 × 3 = 15 Marks)

PART – B

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

9. Discuss the factors influencing the need for Cross-cultural Management.
10. How the informal systems shape the Cross-cultural Management?

P.T.O.



11. How to implement diversity strategies in the workplace?
12. Throw a debate for and against the Chinese model of Cross-cultural Management.
13. Critically evaluate the implication of Emergent Strategy in Cross-cultural Management.
14. Discuss the role of subsidiaries in Cross-cultural Management.
15. Evaluate from an organisational perspective that how multicultural teams can impact on work group effectiveness?
16. Discuss the implications of values of a society in Cross-cultural Management.

(5 × 5 = 25 Marks)

PART – C

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

17. Explain the different models of Cross-cultural Management with critical evaluation.
18. Discuss various cultural issues crises in business organizations and possible remedy for that with sufficient illustrations.
19. 'Despite the fact that using expatriates for international assignment is costly, still companies use them', why? Substantiate your answer.

(2 × 10 = 20 Marks)

(Pages : 2)

MSN INSTITUTE OF
MANAGEMENT & TECHNOLOGY
LIBRARY
MUKUNDAPURAM P.O.
CHAVARA, KOLLAM-691585

Reg. No. :

Name :

**Eighth Semester 'Five Year MBA (Integrated)'/Integrated BM – MAM'
Degree Examination, November 2020**

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 perception?
2. What is interpersonal communication?
3. Differentiate assertiveness and aggressiveness.
4. What are the various ego states in Transactional Analysis (TA)?
5. What is paralanguage?
6. What is clinical intervention counseling?
7. What is stress? Give examples.
8. What is script analysis?

(5 × 3 = 15 Marks)

PART – B

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

9. Why is self-knowledge important in interpersonal relationships?
10. Discuss the qualities of a good speaker.

P.T.O.



11. Discuss the importance of assertive training.
12. Discuss the disadvantages of transactional. Analysis.
13. How can transactional analysis be used in the selection of employees?
14. Discuss the stages involved in counseling.
15. Discuss the importance of training for an effective counseling.
16. Discuss the various counselling interventions.

(5 × 5 = 25 Marks)

PART – C

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

17. Discuss the various strategies for self-monitoring.
18. "Transactional Analysis is an inevitable tool in interpersonal communication"- substantiate the statement.
19. Discuss the various types of non-verbal communication.

(2 × 10 = 20 Marks)



Reg. No. :

Name :

**Eighth Semester 'Five Year M.B.A(Integrated)'/ 'Integrated BM-MAM'
Degree Examination, November 2020**

DDCM 803 – SPECIALIZED ELECTIVE

MARKETING

8M2 : RETAIL MARKETING

(2013 Admission Onwards)

Time : 3 Hours

Max. Marks : 60

PART – A

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

Write short notes on :

1. Wheel of Retailing theory
2. Location Analysis
3. Visual Merchandising
4. Inventory Control
5. International Retailing
6. Retail informations systems
7. CSR
8. Retail Database Marketing.

(5 × 3 = 15 Marks)

P.T.O.



MSM INSTITUTE OF
MANAGEMENT & TECHNOLOGY
LIBRARY
KOLLAM-691 302

PART – B

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

9. Explain the need to understand consumer behaviour.
10. Briefly describe the features of Mall Management.
11. Explain the retail scenario in developing countries.
12. List down and explain about different store formats.
13. Explain the various elements of CRM.
14. Elucidate about warehouse management.
15. Enumerate various retail statutory obligations.
16. Describe the important specialized trainings in retail human resource domain.

PART – C

(5 × 5 = 25 Marks)

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

17. Discuss the characteristics and nature of store positioning and store design.
18. Discuss about consumerism and ethics in retailing.
19. Write detailed notes on :
 - (a) Cross-docking
 - (b) Franchising model
 - (c) Merchandise buying
 - (d) Big data in retailing.

(2 × 10 = 20 Marks)



Reg. No. :

Name :

**Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated B.M. – M.A.M.'
Degree Examination, November 2020**

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. Investment alternatives.
2. Futures and options.
3. Dematerialisation.
4. Book building process.
5. Efficient market hypothesis.
6. C A P M.
7. Portfolio revision.
8. Rights shares.

(5 × 3 = 15 Marks)

P.T.O.

PART – B

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

9. Discuss the nature and scope of investment decisions.
10. Write an explanatory note on secondary market.
11. Explain Binomial option pricing model.
12. Explain fundamental analysis.
13. Discuss the flow theory of security analysis.
14. Examine the nature of investment risks.
15. Critically examine Markowitz Portfolio theory.
16. An investor purchases a bond at Rs. 900 with Rs. 100 as coupon payment and sells it at Rs. 1,000. What is the holding period of return?
If the bond is sold for Rs. 750 after receiving Rs. 100 as coupon payment, what is the holding period return?

(5 × 5 = 25 Marks)

PART – C

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

17. You are given the following information and asked to choose the best portfolio for your client.

Portfolio	Beta	Correlation of return with index return
A	1.3	1.0
B	-0.7	-0.8
C	1.1	0.7

- (a) Advise your client on which portfolio has unsystematic risk
- (b) Suggest the highest yielding return portfolio in normal market conditions based on CAPM and explain your choice.

18. Stocks of L and M have yielded the following returns for the past two years.

Years	Returns %	
	L	M
2016	12	14
2017	18	12

- (a) What is the expected return on portfolio made up of 60% of L and 40% of M?
 - (b) What is the co-variance and co-efficient of correlation between stocks L and M?
 - (c) What is the portfolio risk of a portfolio made up of 60% of L and 40% of M?
19. Discuss the qualitative factors that affect a company's performance. How would you analyse the qualitative factors?

(2 × 10 = 20 Marks)



(Pages : 2)

MSN INSTITUTE OF
MANAGEMENT & TECHNOLOGY
LIBRARY
MUKUNDAPURAM P.O.
CHAVARA, KOLLAM 691585

Reg. No. :

Name :

Eighth Semester 'Five Year MBA (Integrated)'/Integrated BM – MAM'
Degree Examination, November 2020

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. Explain performance management system.
2. What is double loop learning?
3. Explain performance related pay.
4. Explain MBO.
5. What do you mean by gain sharing?
6. Explain coaching.
7. What are the objectives of performance review?
8. What do you mean by competence?

(5 × 3 = 15 Marks)

P.T.O.



PART – B

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

9. Explain the evolution of performance management process.
10. Explain Deming's performance management cycle.
11. Elaborate various incentive schemes applicable in manufacturing industries.
12. What are advantages and disadvantages of 360 degree feedback system?
13. What are the elements of good counseling?
14. Explain the benefits of performance management training.
15. What are the steps in conducting performance development reviews?
16. Elaborate Key performance indicators and its relevance.

(5 × 5 = 25 Marks)

PART – C

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

17. Explain competency analysis and its relevance in modern day organizations.
18. Elaborate various job evaluation methods.
19. Elaborate how a performance management system can be implemented in an organization.

(2 × 10 = 20 Marks)

(Pages : 4)

MSN INSTITUTE OF
MANAGEMENT & TECHNOLOGY
LIBRARY
MUKUNDA PURAM P.O.
CHAVARA, KOLLAM-691585

K – 4651

Reg. No. :

Name :

**Eighth Semester 'Five Year M.B.A. (Integrated)' / 'Integrated BM – MAM'
Degree Examination, November 2020**

DDCM 805 : CASE STUDY APPLICATION – GENERAL MANAGEMENT

Time : 3 Hours

Max. Marks : 60

Answer **any four** cases by answering the cases given under each case each carries 15 marks :

1. Mr. Ram Swaroop is an energetic MD of a medium scale manufacturing firm in Bhubaneswar, He has been recently gone for a T-Group training. He was mighty impressed. He wanted to introduce his training to his own managers. Mr. Swaroop called his GM (Personnel) Mr. Patnaik and directed him to take steps so that T-Group training can be introduced as an in house management development programme. GM (P) was somehow or other not very enthusiastic. He postponed the programme with some reason or other. When there was an opportunity the M.D got Mr. Patnaik transferred to another unit. In his place, he promoted Mr. Vineeth as GM (P). The first task he gave to Mr. Vineeth was to organise T-Group training. In fact Mr. Vineeth was also exposed to T- Group training elsewhere. Mr. Swaroop thought it is an added advantage to introduce such training as a regular in house programme. Ms Vineeth however had different views. He suggested to MD that T-Group training as in house programme is not a good thing to do. Instead he proposed to send only selected managers to undergo T-Group training.

Questions:

- (a) Why were both the GM (P) against T- Group training?
- (b) Why is the MD insisting on T-Group training?

P.T.O.

2. Field, Bell and Weiss, a consulting firm, has been engaged by the Fizzle Beverage Company to determine possible methods for expanding their warehouse facilities. The current warehouse has 16' ceilings with a possible 10' clear stacking height. At the 10' level, the obstructions are steam pipes, lighting fixtures and air ducts. Fizzle Beverage currently receives all pallets by truck. Each pallet load is 6' high (including the pallet). In order to take full advantage of all available height the, second level pallet in each stack must be broken down.

Question:

How could Fizzle increase storage capacity?

3. Sachin and Virag are two enterprising youth. They have passed out from IIM, Bangalore. They thought instead of doing a job, they will launch fresh vegetables in the Indian markets. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms. Mushrooms are known to be the best alternative food for vegetarians. For Sachin and Virag fund raising was a serious handicap for mass production. However, the first trial batch of mushrooms that they produced was bought by Star Hotel in Bangalore. Further, the hotel placed orders for supply of 20 kgs every day. Now the mushroom industry is run by small entrepreneurs, like Sachin and Virag. Another big player M/s Ashtavinayak Mushrooms, equipped with cold storage facility was more interested in the export market. Sachin and Virag have set their sights high. They aim to sell mushrooms in a very big way all over India. Mushrooms have a great market potential and is a perishable food.

Questions:

- (a) How will you advise Sachin and Virag, as how to increase the consumer awareness about this new food?
- (b) What are your suggestions regarding the appropriate distribution channel for mushrooms?

4. CHEMCO CASE Started in 1965 it is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder-owner of the firm. In 2015, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Marek was appointed the Senior Vice President of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily. Mr. Marek wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old-fashioned Mr. Jones. At present, the firm is losing heavily in the fork-lift batteries business and its market share in car batteries is also on a decline. Mr. Jones has asked Mr. Marek to show a turnaround in the company within a year.

Questions:

What steps should Mr. Marek take to take the company out of its troubles?

5. Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP -Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet asked Satish to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably. Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position or should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly

closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after a few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions:

- (a) Was it at all necessary for George to apologise to such a junior employee like Satish?
 - (b) If you were in Satish's place, how would you respond to George's apology?
 - (c) Was George correct in saying that Satish is there to correct the "stupid mistake" of his boss and George?
 - (d) Would you employ George in your company?
6. A fertilizer company, Pizza and Urea, is located near a village, Pazhamudirsholai on the banks of river Pamba. One day, the villagers find fish dying due to the fluid waste from the fertilizer plant. The community makes a representation to the Government through their local MLA and fishing being the main source of income for these villagers, Government issues an order whereby the fertilizer company is to be closed down and they also have to pay compensation to the villagers, the even though fertilizer company's contention is that it is not due to their fault. The company manages to get a stay order against the Government order ruling from the High Court. While, the social activists go to Supreme Court and hope for justice, common villagers suffer due to the death of fish.

Question:

Suggest a solution to the problem in the case.

(4 × 15 = 60 Marks)