

Reg. No. : .....

Name : .....

**Eighth Semester 'Five Year M.B.A (Integrated)'  
Degree Examination, September 2022**

**DDCM 801: CROSS CULTURAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. Define culture? State its importance in doing business
2. List the primary characteristics of culture.
3. Why are language and culture closely related?
4. What is cultural universal?
5. What is group norm?
6. What is Guanxi?
7. State issues related to cross cultural management.
8. Write a note on colour and culture.

**(5 × 3 = 15 Marks)**

**PART – B**

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

9. Why do managers need to know about cultural influences?
10. How might national culture affect marketing function?
11. What factors have encouraged the convergence of national culture?

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12. Explain the dispute resolution and negotiation mechanism in organisation in case of cross culture conflict.
13. List some of the main factors that can cause a national culture to change over time.
14. How do you frame strategies for cross cultural management?
15. State the impact of globalisation on culture.
16. State the Anglo Model of Culture and Environment.

(5 × 5 = 25 Marks)

PART – C

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

17. "There is no point in an international business worrying about cultural differences because in the modern world all national cultures are becoming similar". Evaluate and discuss this statement.
18. Explain the Chinese model of 'Environment and Culture'
19. State the mechanism of managing culture by MNC's

(2 × 10 = 20 Marks)





(Pages : 2)

P – 5592

Reg. No. : .....

Name : .....

**Eighth Semester 'Five Year M.B.A (Integrated)'  
Degree Examination, September 2022**

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

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. What is Perception?
2. What is self awareness?
3. What do you meant by communication?
4. What is Assertiveness?
5. What is Transactional Analysis?
6. How time structure is relevant in Transactional Analysis?
7. Differentiate Anxiety from Stress.
8. What is Kinesics?

**(5 × 3 = 15 Marks)**

**PART – B**

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

9. Explain how an employee can increase his Self knowledge.
10. What is deception? Explain methods to detect deception.
11. Explain the importance and relevance of assertive training in organizational life.

P.T.O.





12. Discuss the Transactions Analysis tips for performance interview.
13. Explain the elements of counseling.
14. Discuss the check list for counselors.
15. Discuss one situation each where one should say 'yes' and 'no'
16. Explain the motives and strategies for self presentation.

**(5 × 5 = 25 Marks)**

**PART – C**

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

17. Discuss in detail how verbal and non-verbal communication helps in developing interpersonal skills.
18. What is Transactional Analysis? Explain different types of transactions that will help in personality development.
19. Discuss the role of counseling as a helping strategy to predict people's problems and deriving solutions for organizational development.

**(2 × 10 = 20 Marks)**





(Pages : 2)

P – 5595

Reg. No. : .....

Name : .....

**Eighth Semester 'Five Year M.B.A. (Integrated)' Degree Examination,  
September 2022**

**DDCM 803 : Specialized Elective**

**Human Resource Management :**

**8 H 2 : PERFORMANCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

**SECTION – A**

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

1. What do you mean by double loop learning?
2. What is counselling?
3. What are the features of an effective organisation?
4. What do you mean by job evaluation?
5. What is skill-based pay?
6. What do you mean by 360 – degree method of performance appraisal?
7. What is competency mapping?
8. Why is performance management training important?

**(5 × 3 = 15 Marks)**

P.T.O.



SECTION – B

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

9. Discuss the scope of performance management.
10. Explain the Torrington and Hall model of performance management.
11. Discuss the principles of performance management.
12. Explain the need for performance development planning.
13. Discuss the underlying implications of gain sharing and profit sharing.
14. What are the measurement issues in performance?
15. How will you conduct performance development reviews?
16. Discuss the strategies to develop and maintain performance management.

(5 × 5 = 25 Marks)

SECTION – C

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

17. Discuss the features of an effective performance management process.
18. Discuss the Deming's model of performance management cycle.
19. Discuss the new trends in performance management.

(2 × 10 = 20 Marks)



(Pages : 3)

Reg. No. : .....

Name : .....



**Eighth Semester Five Year M.B.Å. (Integrated) Degree Examination,  
September 2022**

**Elective – Finance**

**8 F 2 : 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. APT.
2. Flow theory.
3. Dematerialisation.
4. Risk return trade off.
5. Money market.
6. Hedge funds.
7. Random Walk Hypothesis.
8. Economic analysis.

**(5 × 3 = 15 Marks)**

**PART – B**

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

9. Define Markowitz diversification and also explain the statistical method used by Markowitz to reduce the risks.
10. How can securities be evaluated with the help of the CAPM theory?

P.T.O.





11. What do you mean by Portfolio Revision? Describe the major constraints in portfolio revision.
12. What are the objectives of listing of securities? Discuss the requirements for listing of securities in stock exchange.
13. What are the premises of technical analysis? What are the differences between technical and fundamental analysis?
14. What do you understand by investment? Discuss the different alternatives available to investors for making an investment?
15. Explain Dow Theory. Analyse the various charts and trends used by technical analysts to exercise the option of buying/selling securities in the stock market.
16. Define market efficiency. Describe the various forms of market efficiency and discuss the different tests of the weak form of efficient market hypothesis.

**(5 × 5 = 25 Marks)**

### PART – C

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

17. The returns of Security of Wipro and Security of Infosys for the past six years are given below:

Year	Security of Wipro Return %	Security of Infosys Return %
2003	9	10
2004	5	-6
2005	3	12
2006	12	9
2007	16	15

Calculate the risk and return of a portfolio consisting both where the proportion of funds invested in security of Wipro is 80%.





18. Given below is the information of market rates of returns and data from two companies A and B(%).

	Year 2005	Year 2006	Year 2007
Market	12.0	11.0	9.0
Company A	13.0	11.5	9.8
Company B	11.0	10.5	9.5

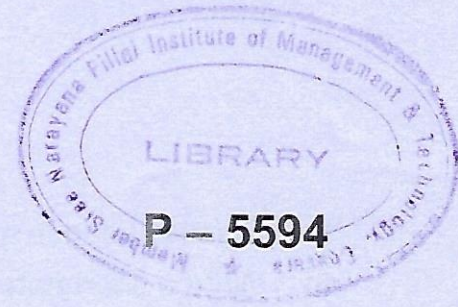
Determine the beta coefficients of the shares of Company A and Company B.

19. Discuss the General Valuation Framework for valuation of securities. Explain how the valuation of preferential share is done

**(2 × 10 = 20 Marks)**







(Pages : 2)

Reg. No. : .....

Name : .....

**Eighth Semester Five Year M.B.A (Integrated)  
Degree Examination, September 2022**

**Elective: Marketing**

**8M2: RETAIL MARKETING**

Time : 3 Hours

Max. Marks : 60

**PART – A**

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

1. Discuss database marketing.
2. Explain CRM.
3. Identify the need of retailing.
4. Elucidate international retailing.
5. Explain SCM.
6. List out any three merits of CSR.
7. What is mall management?
8. Identify the impact of logistics in retailing.

**(5 × 3 = 15 Marks)**

**PART – B**

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

9. Explain the theories of retailing.
10. Discuss the tools and techniques for inventory control.
11. Elucidate various pricing strategies in retailing.
12. State the motives of international retailing.

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13. Discuss various types of warehouse.
14. Write a short note on retail human resource management.
15. Enumerate the impact of globalisation on retail management.
16. Distinguish between organised and unorganised retailing.

(5 × 5 = 25 Marks)

#### PART – C

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

17. Explain franchisee operations. Briefly discuss different franchising models.
18. Discuss the recent trends in retail marketing.
19. Describe the process involved in merchandise buying and management.

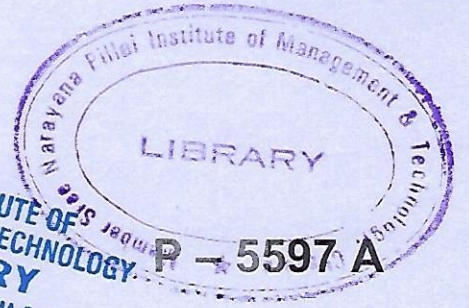
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**Eighth Semester Five Year M.B.A.(Integrated) Degree Examination,  
September 2022**

**Elective : International Business**

**8I3 : INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS**

Time : Three Hours

Max. Marks : 60

**SECTION – A**

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

Write short notes on the following

1. WTO
2. Free Trade Area
3. GSP
4. ATC
5. Technology Transfer
6. Common Market
7. Strategic Alliance
8. Regionalism Vs. Multilateralism

**(5 × 3 = 15 Marks)**

P.T.O.





SECTION – B

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

9. Discuss the features of International Economic System, in detail.
10. Explain about UNCTAD.
11. Write short notes on the structure and functioning of: (a) EU and (b) SAARC
12. Differentiate the Domestic Business and International Business operations.
13. Discuss about Regional Economic Integration.
14. What do you mean by MNCs? Explain their strategic connect with cross border business.
15. Outline the key benefits of International Collaboration in: (a) Education and (b) Health Research.
16. Write a detailed note on: (a) FTZ and (b) GATT

**(5 × 5 = 25 Marks)**

SECTION – C

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

17. Explain the role of IMF and World Bank in relation to international business.
18. Discuss about the major international Trading Agreements.
19. Critically appraise the rise and scope of Joint Ventures in India by referring two international Brands.

**(2 × 10 = 20 Marks)**



(Pages : 4)

Reg. No. : .....

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**Eighth Semester 'Five Year M.B.A. (Integrated)' Degree Examination,  
September 2022**

**DDCM 805 : CASE STUDY APPLICATION – GENERAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

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

**CASE 1 :** XYZ is a biscuit manufacturing Public Ltd. Co. well known for welfare activities and employee-oriented schemes. The company's HR motto is '**employee equality**'. For instance, the company provides the same uniform and the same refreshments for all level of employees. The company always had cordial relations with its management and Employee Union.

The Company recently had many issues in production and supply of biscuits like substantial decrease in speed of manufacturing, lack in quality mismatch in packaging etc. In response to issues the Company's HR department had investigated. Into this the HR department come to know that the reason behind the casual approach by the employees in their work are the following:

- The Company had new employees for the high level posts without considering the potential of internal employees.
- The newly hired employees were paid more than the existing employees of the same level.

Questions:

- (a) What do you think are the reasons behind the slow-down in production?
- (b) If you were the HR manager, what will be your immediate step to solve this case?

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CASE 2 : Tim has been appointed as the new CEO of an IT firm SMR Ltd, a market leader in providing gaming apps. The company's top managers were disappointed regarding the company's current performance. The Company's main committee comprising of its top management seemed unable to make innovative decisions that would allow the company to respond quickly to rapidly changing environment. SMR's recent gaming app called 'K-WAR' have been receiving a cold response from the market. Besides the company's external stakeholders are not confident regarding the capabilities of its newly arrived CEO.

Questions :

- (a) What do you think Tim must do to revamp the company?
- (b) What is your suggestion to Tim to improve his acceptability among stakeholders?

CASE 3: TPS Pvt. Ltd. is a Taiwan company in the FMCG segment. The speciality of the Taiwan culture is that cooperation among the members of a group is high or in short harmony is their norm. It is the same in the case of the company. TPS Pvt. Ltd.'s top management is planning to change it's logo. This plan of top management is put forth for discussion among a core committee comprising of employees from all levels of management. The issue is that one group in the committee wishes retain its old logo and another group is very much enthusiastic in adopting the new logo. Imagine that the core committee leader has appointed you as a negotiator for solving this problem.

Questions :

- (a) What will be your approach towards the members of the core committee? Will you negotiate individually or negotiate with the team? Substantiate your approach.
- (b) What is the importance of the negotiation process in this organisation?





CASE 4 : Razia works as a Customer Service representative with the Citi bank. Lalit walks in complaining about a cheque bouncing when he has a good account balance. He is very angry! But what he does not realise is that he has used his old signature and not the new one which he had updated in the bank records.

Lalit : Who is the manager?

Razia : Tell me?

Lalit : Are you the manager?

Razia : No sir. Tell me!

Lalit : Do you know that I issued a cheque for 5000 and it bounced when there is a balance of 50,000 in my account?

Razia : How is that possible?

Lalit : That's what I'm asking you!

Razia : I don't know. Calm down.

Lalit : How could I? My landlord is screaming at me.

Razia : I'm new here. Don't blame me.

Questions :

(a) What is the main issue felt in this conversation?

(b) If you were Razia, how would you handle this customer?





CASE 5 : Consider you are a marketing advisor. Your client, **Fysikum Ltd.**, is an operator of squash centres in Sweden. The squash centres include spa, pool, gym and of course the squash courts. Due to the extreme success in Sweden, the company is considering expanding to other countries of Europe, in particular to Germany. Therefore, they asked you to evaluate this possible expansion. Also consider that the competitor is using a cost leadership strategy and offers a very cheap, but low-quality service.

Questions :

- (a) How can you beat the competitor using the cost leadership strategy?
- (b) What immediate marketing steps can Fysikum Ltd. take in order to expand its service to Europe?

CASE 6 : The Kannada Development Authority (KDA) recently protested against the conducting of Staff Selection Commission Recruitment Exam in Karnataka and Kerala to fill the posts of clerks assistants and data entry operators as exam was conducted only in English and Hindi. KDA felt that it would put the local aspirants at a disadvantage as they wouldn't be able to attempt it in their mother tongue. SSC countered by saying that the jobs being central government based would be subject to transfer to other states, where they would be at a disadvantage. The conducting of a language test before moving to other states is not feasible. Hence candidates should know Hindi to attempt the test.

Questions :

- (a) What is the problem in this situation?
- (b) What is the reasoning provided?
- (c) Is the reasoning strong or weak? Why?

