

**R6153**

**Sub. Code**

**641101**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**First Semester**

**Management**

**MANAGEMENT THEORY AND PRACTICE**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. Highlight the advantages of management.
2. State the meaning of planning.
3. What is called delegation of authority?
4. Enumerate the situational theories.
5. List out the objective of control.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Enumerate the contributions of Peter F. Drucker to the management.

Or

- (b) Explain the evolution of management thought.

7. (a) Discuss the importance of planning.

Or

(b) Explain the various types of decision making.

8. (a) Elaborate the nature of an organization.

Or

(b) Distinguish between delegation and decentralization.

9. (a) Describe the principles of direction.

Or

(b) Enumerate the Herzberg's theory of motivation.

10. (a) Explain in detail the process of control.

Or

(b) Discuss the significance of Business Process Re-engineering.

**Part C** (1 × 10 = 10)

Compulsory.

11. "Management is getting things done through others" – Discuss.

**R6154**

**Sub. Code**

**641102**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**First Semester**

**Management**

**BUSINESS ENVIRONMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Define business environment.
2. Write a short note on political stability.
3. Define GD.
4. What is meant by social environment?
5. Write a note on secondary capital market.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the fundamental issues captured in PESTLE.

Or

- (b) What are the dynamic factors that are influence in business environment? — Explain.

7. (a) Explain the various role of government in regulating the business in India.

Or

- (b) Discuss the role of small-scale industry in economic development of India.

8. (a) Critically evaluate fiscal policy of India. What suggestions would you give for reforms in fiscal policy of India?

Or

- (b) Explain the various functions of RBI.

9. (a) Describe the various technology development phase, and how it is created an opportunity for business?

Or

- (b) Discuss Make in India” technology trends in India.

10. (a) What are the legal framework to be followed while start a flew business? — Explain.

Or

- (b) Explain the causes of carbon footprint, and how reduce carbon footprint in business environment?

**Part C**

(1 × 10 = 10)

Compulsory

11. How far the new Economic Policy of India has been helpful in the country’s economic development? Point out its defects and give suggestion to remove them.

**R6155**

**Sub. Code**

**641103**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**First Semester**

**Management**

**ACCOUNTING FOR MANAGERS**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Enlist the uses of accounting.
2. What do you mean by general insurance?
3. Write the importance of ratio analysis.
4. What is called funds flow statement?
5. Mention the objectives of providing depreciation.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Journalise and prepare ledger:
  - (i) Started business with Rs.25,000
  - (ii) Deposited into Bank Rs.23,500
  - (iii) Purchased furniture by issuing cheque Rs 2,000
  - (iv) Cash purchases Rs. 5,000
  - (v) Sold goods to Ramu Rs.150
  - (vi) Goods worth Rs.250 taken from the shop for personal use

Or

- (b) From the under mentioned balances, prepare a Trial Balance as on 31.3.2007.

	Rs.		Rs.
Capital	20,000	Machinery	6,000
Cash in hand	5,000	Sundry Debtors	8,000
Building	20,000	Repairs	400
Stock	3,000	Wages	1,700
Sundry Creditors	6,000	Insurance premium	300
Commission paid	700	Sales	90,000
Rent and Taxes	300	Sales returns	400
Purchase	60,000	Carriage	200
Purchase returns	750	Telephone charges	250
Furniture	1,000	Salaries	600
Loan to Ram	1,000	Discount earned	100
Discount allowed	50	Bank overdraft	4,300
Drawings	5,000	Reserve fund	900
Bills Receivable	8,600	Motor car	5,200
Bad debts	350	Bills payable	6,000

7. (a) Briefly explain the guidelines for the preparation of balance sheet of the life insurance company.

Or

- (b) Explain the guidelines for preparing balance sheet of banking company.

8. (a) Sudeesh & Co. Ltd., furnishes its balance sheet for the years 2009 and 2010 and requests you to prepare a comparative balance sheet for those years.

Balance Sheet					
Liabilities	2009	2010	Assets	2009	2010
	Rs.	Rs.		Rs.	Rs.
Equity share capital	80,000	80,000	Land and building	80,000	74,000
8% Debentures	80,000	90,000	Plant and machinery	60,000	54,000
Retained earnings	40,000	49,000	Furniture	20,000	28,000
Sundry creditors	50,000	70,000	Inventory	40,000	60,000
Bills payable	10,000	15,000	Debtors	40,000	80,000
			Cash	20,000	8,000
	<u>2,60,000</u>	<u>3,04,000</u>		<u>2,60,000</u>	<u>3,04,000</u>

Or

- (b) Given :

Current ration = 2.8, Acid-test ratio = 1.5, Working capital = Rs. 1,62,000

Calculate :

- (i) Current assets
- (ii) Current liabilities
- (iii) Liquid assets
- (iv) Stock.

9. (a) Prepare a funds flow statement from the following Balance sheets :

Liabilities	2009 Rs.	2010 Rs.	Assets	2009 Rs.	2010 Rs.
Share capital	50,000	50,000	Fixed assets	18,000	28,000
10% debentures	10,000	20,000	Investments :		
Bills payable	18,000	6,000	Non-trading	10,000	10,000
Outstanding expenses	6,000	9,000	Trading	8,000	9,000
Trade creditors	33,000	40,000	Inventories	12,000	18,000
			Trade Debtors	40,000	48,000
			Accrued interest	4,000	6,000
			Unexpired insurance	–	3,000
			Cash at bank	17,000	2,000
			Cash in hand	8,000	1,000
	<u>1,17,000</u>	<u>1,25,000</u>		<u>1,17,000</u>	<u>1,25,000</u>

Or

- (b) From the following Balance Sheets of Rajan Ltd., make out the statement of Cash flow:

Balance Sheets					
Liabilities	2003 Rs.	2004 Rs.	Assets	2003 Rs.	2004 Rs.
Equity share capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Redeemable pre.	1,50,000	1,00,000	Land & Buildings	2,00,000	1,70,000
Share capital			Plant	80,000	2,00,000
General Reserve	40,000	70,000	Debtors	1,60,000	2,00,000



Profit & Loss A/c	30,000	48,000	Stock	77,000	1,09,000
Proposed dividend	42,000	50,000	Bills Receivable	20,000	30,000
Creditors	55,000	83,000	Cash in hand	15,000	10,000
Bills payable	20,000	16,000	Cash at bank	10,000	8,000
Provision for taxation	40,000	50,000			

**Additional Information:**

- (i) Depreciation of Rs. 10,000 and Rs.20,000 have been charged on Plant account and land and buildings account respectively in 2004.
- (ii) An interim dividend of Rs.20,000 has been paid in 2004.
- (iii) Income tax Rs.35,000 was paid during the year 2004.

10. (a) Explain the concepts of accounting.

Or

(b) Explain the methods of analysing the financial statement.

**Part C**

(1 × 10 = 10)

Compulsory

11. The following are the balances extracted from the books of Thiru. Gokulnath as on 31.12.2007. Prepare Trading and Profit and Loss a/c for the year ended 31<sup>st</sup> December, 2007 and a Balance sheet as on that date.

Debit balance	Rs.	Credit balance	Rs.
Opening Stock	20,000	Capital	1,00,000
Machinery	40,000	Purchases returns	1,000
Purchases	70,000	Sales	90,000

Debit balance	Rs.	Credit balance	Rs.
Sales returns	1,000	Creditors	29,000
Wages	2,000		
Salaries	5,000		
Office rent	2,000		
Insurance	1,000		
Debtors	50,000		
Cash	4,000		
Bank	25,000		
	<u>2,20,000</u>		<u>2,20,000</u>

Adjustments:

- (a) Closing stock is valued at Rs. 20,000
- (b) Outstanding salaries Rs. 1,000
- (c) Prepaid Insurance Rs.500
- (d) Bad debts Rs.1,000
- (e) Provide 10% depreciation on Machinery

**R6156**

**Sub. Code**  
**641104/645104**

**M.B.A. (General/ Tourism Management) DEGREE  
EXAMINATION, NOVEMBER – 2021**

**First Semester**

**ORGANISATIONAL BEHAVIOUR**

**(Common for M.B.A. (General)/  
M.B.A. Tourism Management)**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

**(5 × 3 = 15)**

Answer **all** questions.

1. What are the elements of Organisational Behaviour?
2. List out the determinants of perception.
3. Who is an autocratic leader? Give an example.
4. Why do organizational politics emerge?
5. State the factors affecting organizational climate.

**Part B**

**(5 × 10 = 50)**

Answer **all** questions, choosing either (a) or (b).

6. (a) How has globalization affected organisations and what is the impact on behaviour of employees?

Or

- (b) Explain the various organizational behaviour models. What are the managerial implications of it?

7. (a) What do you understand by attitude? Discuss the various components of attitude with example.

Or

- (b) What is employee counselling? What are its objectives? How can it help in reducing stress?

8. (a) Explain the process of groups' formation in an organization.

Or

- (b) Discuss the theories of leadership. Give all the essential aspects.

9. (a) What are the contingencies of power and how does it moderate the effectiveness of power? Discuss in detail.

Or

- (b) Discuss the various techniques for managing political behaviour.

10. (a) What are the basic functions of organization culture? Describe the basic element and determinants of organization culture?

Or

- (b) What is OD Intervention? Discuss any two types of Intervention and their significance to the organization.

**Part C**

(1 × 10 = 10)

**Case Study**

11. Surviving Plant World's Hard Times.

In ten years, Plant World had grown from a one-person venture into the largest nursery and landscaping business in its area. Its founder, Myta Ong, combined a lifelong interest in plants with a botany degree to provide a unique customer service. Ong had managed the company's growth so that even with twenty

full-time employees working in six to eight crews, the organization culture was still as open, friendly, and personal as it had been when her only “employees” were friends who would volunteer to help her move a heavy tree.

To maintain that atmosphere, Ong involved herself increasingly with people and less with plants as the company grew. With hundreds of customers and scores of jobs at any one time, she could no longer say without hesitation whether she had a dozen arborvitae bushes in stock or when Mrs. Carnack’s estate would need a new load of bark mulch. But she knew when Rose had been up all night with her baby, when Gary was likely to be late because he had driven to see his sick father over the weekend, and how to deal with Ellen when she was depressed because of her boyfriend’s behaviour. She kept track of the birthdays of every employee and even those of their children. She was up every morning by five-thirty arranging schedules so that John could get his son out of day-care at four o’clock and Martina could be back in town for her afternoon high school equivalency classes.

Paying all this attention to employees may have led Ong to make a single bad business decision that almost destroyed the company. She provided extensive landscaping to a new mall on credit, and when the mall never opened and its owners went bankrupt. Plant World found itself in deep trouble. The company had virtually no cash and had to pay off the bills for the mall plants, most of which were not even salvageable.

One Friday, Ong called a meeting with her employees and levelled with them: either they would not get paid for a month or Plant World would fold. The news hit the employees hard. Many counted on the Friday pay check to buy groceries for the week. The local unemployment rate was low, however, and they knew they could find other jobs.

But as they looked around, they wondered whether they could ever find this kind of job. Sure, the pay was not the greatest, but the tears in the eyes of some workers were not over pay or personal hardship; they were for Ong, her dream, and her difficulties. They never thought of her as the boss or called her anything but “Myta.” And leaving the group would not be just a matter of saying good-bye to fellow employees. If Bernice left, the company softball team would lose its best pitcher, and the Sunday game was the height of everyone’s week. Where else would they find people who spent much of the weekend working on the best puns with which to assail one another on Monday morning? At how many offices would everyone show up twenty minutes before starting time just to catch up with friends on other crews? What other boss would really understand when you simply said, “I don’t have a doctor’s appointment. I just need the afternoon off?”

Ong gave her employees the weekend to think over their decision: whether to take their pay and look for another job or to dig into their savings and go on working. Knowing it would be hard for them to quit, she told them they did not have to face her on Monday; if they did not show up, and she would send them their checks. But when she arrived at seven-forty Monday morning, she found the entire group already there, ready to work even harder to pull the company through. They were even trying to top one another with puns about being “mall-contents”.

#### Case Questions

- (a) How would you describe the organization culture at Plant World?
- (b) How large can such a company get before it needs to change its culture and structure?

**R6157**

**Sub. Code**

**641105/  
645105**

**M.B.A. (General/Tourism Management) DEGREE  
EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Management/Tourism Management**

**MANAGERIAL ECONOMICS**

**(Common for M.B.A. (General)/M.B.A. Tourism  
Management)**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Define managerial economics. List out the three nature of managerial economics.
2. Write a short note on elasticity of demand.
3. What is cost reduction? List out the three benefits.
4. Define skimming price. Give the best two example of skimming price.
5. Write a short note on business cycle.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) What do you mean by business decisions? Explain the different types of business decisions.

Or

- (b) Describe the economic theory and Differentiate economic theory and managerial economics.

7. (a) Elucidate the types and determinants of demand.

Or

(b) Briefly discuss the significance and measure the supply.

8. (a) Explicate the Cost control and Cost reduction.

Or

(b) What is production functions? Discuss the Homogeneous and Homothetic production functions.

9. (a) Write a short notes on

(i) Monopoly

(ii) Duopoly

(iii) Monopolistic Competition

(iv) Perfect Competition.

Or

(b) What is risk? Discuss the risk and return relationship in the competitive market.

10. (a) Explicate the utility for business decision making.

Or

(b) What do you mean by inflation? How does it affect economic growth and employment?

**Part C**

(1 × 10 = 10)

Compulsory (Case study)

11. Gagan Pvt. Ltd. was established in 1995. The company started manufacturing of Water Geyser with a brand name of 'Ganga'. During initial 10 years, the company made good profits. But, its profits gradually declined due



to competition from national brands. The promoters of the company had a committed team of workers who were constantly working on Research and Development. Finally, they came out in the year 2006, with an innovative product, named Maha Ganga which runs even at very low voltage and consumes less electricity. Thus, the company is monopoly manufacturer of 'Maha Ganga'. The company is currently supplying its products in geographically separated markets of Karnataka and Tamil Nadu. The company is currently charging the same price in Karnataka and Tamil Nadu. The Chief Economist of the company has informed the top management that price elasticity of demand at currently-charged price is 3 in Karnataka and 5 in Tamil Nadu. The top management is planning to charge two different prices in Karnataka and Tamil Nadu. In order to make more profits.

Questions:

- (a) Will it be possible for the company to charge two different prices in Karnataka and Tamil Nadu? If yes, under what conditions? Explain.
- (b) Will it be profitable for the company to charge two different prices in Karnataka and Tamil Nadu? - Explain.
- (c) Given the volume of total production, supply will be transferred from Karnataka to Tamil Nadu or from Tamil Nadu to Karnataka. Why?

(Assume that transport cost for supplying the product in Karnataka and Tamil Nadu is the same for the company).

**R6158**

**Sub. Code**

**641301/  
645301**

**M.B.A. DEGREE EXAMINATION, NOVEMBER-2021**

**Third Semester**

**Management/Tourism Management**

**STRATEGIC MANAGEMENT**

**(Common for M.B.A. (General)/M.B.A. Tourism  
Management)**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Explain the meaning and importance of strategy.
2. How SWOT analysis is different from ETOP analysis?
3. Explain Hofer's product- market matrix.
4. What are core competencies of an organization?
5. Distinguish between Strategic control and operational control.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Elaborate strategic planning process and its importance with suitable illustration.

Or

- (b) "Strategic management is essential for Indian business". – Discuss

7. (a) Explicate porter's five forces industry analysis with suitable illustration.

Or

- (b) Elucidate Survival strategies adopted by businesses during COVID-19 lockdown with an example.

8. (a) Explain business level Strategies with respect to Differentiation, low cost and focus. According to you what are benefits and risk factor.

Or

- (b) Discover the role of core competence while framing the competitive strategies.

9. (a) Give a detailed account of strategy implementation in multinational business environment.

Or

- (b) The BCG matrix aids the company in deciding which product or units to either keep, sell or invest more. Do you agree? Discuss.

10. (a) What are the four perspectives of a balanced scorecard? How can a Balanced Scorecard help an organization?

Or

- (b) Strategic control is related to that aspect of strategic management through which an organization ensures whether it is achieving its objectives contemplated in the strategic action. Justify.

**Part C**

(1 × 10 = 10)

**Compulsory Question**

11. Facebook Inc. will invest \$5.7 billion to pick up 9.99% stake in the digital business of Reliance Industries Ltd. The investment from Facebook values the Jio Platform close to \$60 billion. What synergies the combined business will generate that propelled Facebook to pay this hefty amount? Make a comment in detail.

Discuss the costs and risks involved in this strategic alliance.

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**R6159**

**Sub. Code**

**641302**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Management**

**MANAGEMENT CONTROL AND INFORMATION  
SYSTEM**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Write the difference between data and information.
2. What is the purpose of transfer pricing?
3. What is the concept of management control?
4. What are the symbols used in data flow diagram?
5. What is multi project organisation?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) What are the characteristics of a good management control? How do you design an effective management control system?

Or

- (b) Explain the major areas of information system.

7. (a) What are the major steps in the control process? Explain in detail.

Or

- (b) Explain the difference between a profit center and an investment center. How can you evaluate the investment centre? Explain.

8. (a) Explain the steps in designing management information system.

Or

- (b) Explain structured Vs unstructured decisions.

9. (a) Briefly explain about system analysis and design.

Or

- (b) Explain the system documentation and user documentation.

10. (a) What are the different types of organisations? Explain in detail.

Or

- (b) What are control methods in management also explain four phases of management control.

**Part C** (1 × 10 = 10)  
Case study.

11. Information Systems at Mc Donald's

As of 2017, McDonald's was one of the world's largest restaurant chains. The company had its roots In a small fast food joint started by two brothers named Richard James McDonald and Maurice James McDonald in San Bernardino, California in 1940. A businessman Ray Croc was associated with the rapid growth of the fast food retail chain in the US and globally in the subsequent

years. It took 33 years for McDonald's to open its first 10,000 restaurants. While it touched the 20,000-restaurant mark in mid-1996, the total surpassed 23,000 by the end of 1997. McDonald's celebrated its 50th anniversary on April 15, 2005.

McDonald's controlled many of its self-operated and franchised restaurants globally, managing the marketing, restaurant operations, HR, real estate development training, as well as quality control. As a consequence, the network was huge and the amount of information was massive. The company encountered many challenges in developing and preserving the information needed for effective decision making. To solve this problem, McDonald's developed Information Systems to maintain and leverage the customers' information across the globe.

analysts felt that erratic electric power supply would pose a challenge to the functioning of the McDonald's restaurants as the total information systems relied on power supply, another challenge was the staff lacking technical knowledge in case of information system failure.

McDonald's used information systems to Increase efficiency and deliver quality food to its customers with advanced technology so that the food would be fresher, tastier, and hotter each time they delivered it. The information system was also leveraged to decrease the effort, cost, and time involved in the procedures

Questions:

- (a) Study and examine the information systems at McDonald's
- (b) Examine the issues and challenges faced by McDonald's in maintaining its information systems.

**R6160**

**Sub. Code**

**641311**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**WORKING CAPITAL MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. How would you determine the period of one operating cycle?
2. Identify the problems of cash management.
3. How would you evaluate the credit worthiness of a customer?
4. What do you mean by inventory carrying cost? Give example.
5. What are the services that are covered by factoring?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Discuss the various requirements of working capital.

Or

- (b) Analyze the various components of working capital.



7. (a) What do you mean by a security? What are the various marketable securities in which the cash can be invested temporarily?

Or

- (b) From the following data, forecast the cash position at the end of April, May and June 2019.

Month	Sales Rs.	Purchases Rs.	Wages Rs.	Miscellaneous Rs.
February	6,00,000	4,20,000	50,000	35,000
March	6,50,000	5,00,000	60,000	40,000
April	4,00,000	5,20,000	40,000	30,000
May	5,80,000	5,30,000	50,000	60,000
June	4,40,000	4,00,000	40,000	30,000

Additional Information:

- (i) Sales: 10% realized in the month of sales; balance realized equally in two subsequent months.
- (ii) Purchases: There are paid in the month following the month of supply.
- (iii) Wages: 10% paid in arrears following month.
- (iv) Miscellaneous expenses: Paid a month in arrears.
- (v) Rent: Rs.5000 per month paid quarterly in advance due in April, July etc.,
- (vi) Income Tax: First installment of advance tax Rs.1,50,000 due on or before 15<sup>th</sup> June.
- (vii) Income from investment: Rs.30,000 received quarterly in April, July etc.,
- (viii) Cash in hand: Rs.30,000 on 1<sup>st</sup> April 2019.

8. (a) Discuss the sources of credit information gathered about the credit applicant.

Or

- (b) What are the important dimensions of a firm's credit policy? Explain them in detail.
9. (a) Discuss the various factors determining the setting up of stock levels.

Or

- (b) The following information is available in respect of a Material X

Reorder Quantity	1,800 units
Maximum consumption	450 units per week
Minimum consumption	150 units per week
Normal consumption	300 units per week
Re-order period	3 to 5 weeks

Calculate the following: -

- (i) Re-order Level
- (ii) Minimum Stock Level
- (iii) Maximum Stock Level
- (iv) Normal Re-order Period
10. (a) Evaluate the recommendations of Chore Committee report on cash credit.

Or

- (b) Perfect Ltd. gives the following Balance sheet. You are required to compute the following ratios.  
 (i) Liquid Ratio (ii) Solvency Ratio (iii) Debt Equity Ratio (iv) Stock of Working Capital Ratio

Particulars	Rs.		Rs.
Equity share capital	1,50,0000	Fixed Assets	14,00,000
Reserve fund	1,00,000	Stock	5,00,000
6% Debentures	3,00,000	Debtors	2,00,000
Overdraft	1,00,000	Cash	1,00,000
Creditors	2,00,000		
	<u>22,00,000</u>		<u>22,00,000</u>

**Part C**

(1 × 10 = 10)

Compulsory Question.

11. From the following information of the last twelve months compute:

- (a) Reorder level  
 (b) Minimum level  
 (c) Maximum level  
 (d) Average stock level for the components X and Y

Particulars	X	Y
Maximum consumption in a Month	3,000	3,000
Minimum consumption in a Month	2,000	2,000
Average consumption in a Month	1,000	1,000
Re-order period in a month	8 to 12	4 to 8
Re-order quantity in units	8,000	12,000

**R6161**

**Sub. Code**

**641313**

**M.B.A. (Management) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**SECURITY ANALYSIS AND PORTFOLIO  
MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. What is primary market?
2. State the importance of economic analysis.
3. Highlight the assumptions of technical analysis.
4. What is portfolio management? List down its uniqueness.
5. Why do investors consider portfolio revision?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the different types of securities.
- Or
- (b) Briefly explain the recent trends in primary market.
7. (a) Discuss the important economic factors which affect investment.

Or

- (b) Explain the factors influencing the growth of industry in industry analysis.

8. (a) Differentiate between fundamental analysis and technical analysis.

Or

- (b) Discuss Dow theory in detail.

9. (a) Explain Markowitz model of portfolio management.

Or

- (b) Discuss briefly about Capital Asset Pricing Model (CAPM) model.

10. (a) Explain rules, advantages and disadvantages of formula plan.

Or

- (b) Describe the problems of portfolio revision.

**Part C**

(1 × 10 = 10)

(Compulsory)

11. Explain in detail about Sharpe's Treynor's and Jensen's performance measures of portfolio.
-

**R6162**

**Sub. Code**

**641316**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**FINANCIAL MARKETS AND INSTITUTION**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. What is derivative contract?
2. Illuminating the call money market.
3. Limitation of IL and SFS.
4. What you mean by venture capital funds?
5. Define treasury bill market. List out any three importance functions.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Describe the EXIM bank and transparently discuss with functions.

Or

- (b) Have the objectives of financial institutions been clearly indicated — Discuss.

7. (a) Discuss how the exchange rate is determined under fixed exchange rate regime. What are the merits of fixed exchange rate regime?

Or

- (b) Write a brief note on STDC's.

8. (a) Expound the International monetary funds and point out the merits and demerits.

Or

- (b) Elucidate the International development agency and discuss with these functions.

9. (a) Analyze the most recent data from India's national stock exchange.

Or

- (b) Briefly explain the process of NABARD.

10. (a) Elucidate the role of stock exchanges and their function.

Or

- (b) Explain the nature of futures as an important derivative financial instrument. How does it help in risk management?

**Part C**

(1 × 10 = 10)

**Compulsory Question.**

11. Briefly explain the origin and various stage of venture capital financing offered by the Indian Capital Companies.
-

**R6163**

**Sub. Code**

**641321**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**CONSUMER BEHAVIOUR**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. What is consumer behavior?
2. Define the term personality.
3. What do you understand by innovation?
4. List out the components of culture in consumer behavior.
5. What is meant by consumer decision making?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Discuss the various bases of marketing segmentation.

Or

- (b) Explain the various role of marketing in consumer behaviour.



7. (a) What is meant by attitude? Discuss the impact of various components of attitudes on purchasing pattern of consumers.

Or

- (b) Discuss the role of various stages of perceptual process on consumer buying decisions- Give examples.

8. (a) Write a detailed note on types, nature and characteristics of reference group in consumer behavior.

Or

- (b) Explain the traits and characteristics of opinion leaders.

9. (a) Discuss the impact of various role played by family members and their life cycle stages on purchase decisions of child products.

Or

- (b) Explain the features and benefits of consumer protection act 1986.

10. (a) Enumerate the steps involved in consumer decision making process with examples.

Or

- (b) Discuss the application of consumer behavior model for mission hospitals to attract their patients.

**Part C** (1 × 10 = 10)

Compulsory.

11. As an organized e-tailer, what are the strategies you will apply to increase your consumer repeat purchase rate? Justify your comments with examples.

**R6164**

**Sub. Code**

**641322**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**MARKETING COMMUNICATION**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. What is meant by online advertising?
2. What is layout?
3. Give an advantages of social media in marketing
4. "Advertisement is economically waste". Justify this statement.
5. What do you refer by the term social publicity?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Examine the various stages of evolution of advertising in India.

Or

- (b) Briefly explain the various types of advertising with examples.

7. (a) Explain in detail the various steps involved in the Advertising campaign planning process.

Or

(b) What is meant print media? Explain its strength and weakness.

8. (a) Describe the process of successful media planning.

Or

(b) Explain the factors to be considered while framing advertisement budget.

9. (a) Highlight the economic and social implications of fairness cream advertisements.

Or

(b) Explain the functions and structure of advertising agency.

10. (a) Discuss the dynamics of web based publicity possibilities to the current generation of consumers.

Or

(b) Highlight the importance of public relations activities in developing an effective Integrated Marketing Communication plan. Support your answer with relevant examples.

**Part C**

(1 × 10 = 10)

Compulsory.

11. The company wishes to launch a new herbal tooth paste which can be effectively prevent cavities and tooth decay. But the toothpaste market is highly crowded with multiple brands. Assume you were to evolve a Marketing Communication Strategy, What will be your communication strategy for Indian Market?

**R6165**

**Sub. Code**

**641333**

**M.B.A. GENERAL DEGREE EXAMINATION,  
NOVEMBER 2021.**

**Third Semester**

**LOGISTICS MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Write a note on logistics management.
2. State the need for materials management.
3. What is called distribution management?
4. How do you understand the logistics customer service?
5. Highlight the importance of logistics positioning.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Examine the functions of the logistics system.

Or

- (b) Discuss in detail about the global logistics.

7. (a) Explain the role of inventory management in logistics system.

Or

- (b) Discuss the role of packaging in logistics industry.

8. (a) Describe the strategic planning models for Location analysis.

Or

- (b) Explain the market channel structure in distribution management.

9. (a) Examine the role of government in international logistics.

Or

- (b) Explain E-logistics.

10. (a) Discuss the need for logistics positioning.

Or

- (b) Explain the role of railway networks and postal services in logistics.

**Part C**

(1 × 10 = 10)

Compulsory

11. “Logistics plays a key role in the economy in that it supports the movement and flow of many economic transactions”. Justify this statement.

**R6166**

**Sub. Code**

**641335**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**MODERN MANUFACTURING MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. What are the Characteristics of successful Product development?
2. What are the uses of REL chart?
3. List out the types of Production system.
4. What are the different production techniques?
5. Distinguish between Precision and accuracy.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the stages of Product development.

Or

- (b) Develop the Robust Design Process for making coffee. Explain.

7. (a) List out the factors involved in Formulating Location Strategy. Explain.

Or

- (b) Why is it necessary to calculate the Locational Break even analysis? Explain.

8. (a) Discuss the requirements for an effective system of Production Planning and Control.

Or

- (b) How do you calculate standard error of estimate? List out the uses of it.

9. (a) Distinguish between single machine scheduling and flow scheduling.

Or

- (b) Explain the Batch scheduling by run out method.

10. (a) Explain the types and Characteristics of Kanban with suitable examples.

Or

- (b) Sketch the eight pillars of TPM. Explain.

**Part C**

(1 × 10 = 10)

(Compulsory)

11. Sketch a production layout for manufacturing mobile phones and explain its process.

**R6167**

**Sub. Code**

**641341**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**ORGANIZATIONAL CULTURE AND DEVELOPMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Define organizational culture.
2. Enlighten operational components about theory and practice of organizational development.
3. List out the benefits of action research in an organization development.
4. What do you understand about team interventions?
5. Enumerate the organizational change.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Discuss in detail about characteristics of organizational culture.

Or

- (b) How do you manage critical organizational culture?



7. (a) Give explanation about the action plan Process for operational component in organizational development.

Or

- (b) Define organizational development and discuss about the components of organizational development process.

8. (a) Explain action research approach for organizational development.

Or

- (b) Discuss in detail how to use action research in organizational development.

9. (a) Type of organizational development interventions-discuss in detail.

Or

- (b) Explicate the factors affecting structural intervention in organizational development.

10. (a) Explain various type of the organizational change

Or

- (b) Discuss in detail the objective of organizational change.

**Part C** (1 × 10 = 10)

Compulsory

11. As a change agent, how will you prepare your employees to accept the change in the organization?

**R6168**

**Sub. Code**

**641342**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Management**

**ADVANCED BEHAVIORAL SCIENCE**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. What is Organization Development?
2. What is meant by Assertiveness training?
3. Explain the term 'Transaction Analysis'.
4. Give a short note on behavioral modification.
5. Describe the term 'stress'.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) What do you understand by Organization Development? Explain its features and objectives.

Or

- (b) Discuss the various dimensions of application of behavioural science principles in organization.

7. (a) Being Assertiveness of employees is the best form of communication in a organization – Justify this statement with examples.

Or

- (b) As a HR consultant, how will you apply the transactional analysis for the betterment of interpersonal communication in the organization?

8. (a) Write a detailed note on goal setting process.

Or

- (b) What do you meant by performance problem? How will you identify and solve the performance problem of employees in an organization?

9. (a) As a HR manager, how will you measure the effectiveness of employee behavior change program?

Or

- (b) Enumerate the various techniques of behavior modification and its applications.

10. (a) Explain the various techniques of counseling and its applications.

Or

- (b) What is anxiety? Explain its causes and symptoms.

**Part C**

(1 × 10 = 10)

(Compulsory)

11. As a HR manager of WIPRO Ltd., how will you identify the stressed employees in your organization? How will you help them to come out from stress?

**R6169**

**Sub. Code**

**641343**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**INDUSTRIAL RELATIONS**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Describe the significance of good industrial relations.
2. Why do workers organise the trade union?
3. State the functions of central industrial relation machinery.
4. Write a short notes on
  - (a) Living wages
  - (b) Minimum wages
5. Write down the various types of safety measures adopted by an organization.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Briefly explain the effects of poor industrial relations.

Or

- (b) What do you mean the term ILO? Describe the objectives and structures of ILO.

7. (a) What is trade union? Trace out the historical development of trade union in India.

Or

- (b) Discuss the aims and importance of industrial labour movement.

8. (a) Would you recommend labour participation in management? If so, at what level and to what extent?

Or

- (b) Why are grievences caused in an organization? How can these be redressed?

9. (a) Describe the requirements of a successful collective bargaining.

Or

- (b) What are the factors to be considered for maintaining effective disciplinary process?

10. (a) Briefly explain the principles and types of labour welfare services.

Or

- (b) State the tasks of mentor. Explain the process involved in mentoring.

**Part C**

(1 × 10 = 10)

Compulsory.

11. You are director of industrial relations in a large company with many plants scattered throughout the country. In going over your monthly report from one such plant you notice a significant increase in the accident rate. You plan to go to the plant and to look into the problem.

What are the possible explanations for this increase in accidents? Bearing in mind that you are staff man, describe in a step by step fashion how you plan to deal with this problem?

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**R6170**

**Sub. Code**

**641347**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2021**

**Third Semester**

**Management**

**ORGANISATIONAL STRESS AND CONFLICT  
MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

**(5 × 3 = 15)**

Answer **all** questions.

1. What are the consequences of stress?
2. List out the non-verbal indicators of stress.
3. What are the techniques for relaxation?
4. What are the factors that will lead to successful negotiation?
5. Distinguish between constructive and destructive conflict.

**Part B**

**(5 × 10 = 50)**

Answer **all** questions, choosing either (a) or (b).

6. (a) Define 'stress'. Discuss its nature and symptoms.

Or

- (b) Explain leadership styles in stressful and non-Stressful situations.

7. (a) Define personality. Discuss stress variables which contribute to the development of personality.

Or

- (b) Elaborate different stress-related disorders with the help of examples.

8. (a) Illustrate behavioural techniques for stress control.

Or

- (b) Explain the various physical and mental benefits of practicing yoga.

9. (a) 'There is a close relationship between conflicts and organizational performance'-Elaborate.

Or

- (b) What causes conflict in works situation? Explain task conflict, process conflict and relationship conflict.

10. (a) List the five stages of process of development of conflict. Explain the intention stage along with any other stage of your choice.

Or

- (b) Describe some of the ways to manage goals to overcome conflict.

**Part C** (1 × 10 = 10)

Case Study (Compulsory)

11. Stress Takes Its Toll

Larry Field had a lot of fun in high school. He was a fairly good student, especially in math, he worked harder than most of his friends, and somehow he ended up going steady with Alice Shiflette, class valedictorian. He worked summers for a local surveyor, William Loude, and when he graduated Mr. Loude offered him a job as number-three man on one of his survey crews. The pay



wasn't very high, but Larry already was good at the work, and he believed all he needed was a steady job to boost his confidence to ask Alice to marry him. Once he did, events unfolded rapidly. He started work in June, he and Alice were married in October, Alice took a job as a secretary in a local company that made business forms, and a year later they had their First child.

The baby came as something of a shock to Larry. He had come to enjoy the independence his own pay check gave him every week. Food and rent took up most of it, but he still enjoyed playing basketball a few nights a week with his high school buddies and spending Sunday afternoons on the softball field. When the baby came, however, Larry's brow began to furrow a bit. He was only 20 years old, and he still wasn't making much money. He asked Mr. Loude for a raise and got it-his first.

Two months later, one of the crew chiefs quit just when Mr. Loude's crews had more work than they could handle. Mr. Loude hated to turn down work, so he made Larry Field a crew chief, giving his crew some of the old instruments that weren't good enough for the precision work of the top crews, and assigned him the easy title surveys in town. Because it meant a jump in salary, Larry had no choice but to accept the crew chief position. But it scared him. He had never been very ambitious or curious, so he'd paid little attention to the training of his former crew chief. He knew how to run the instruments-the basics, anyway-but every morning he woke up terrified that he would be sent on a job he couldn't handle.

During his first few months as a crew chief, Larry began doing things that his wife thought he had outgrown. He frequently talked so fast that he would stumble over his own words, stammer, turn red in the face, and have to start all over again. He began smoking, too, something he had not done since they had started dating. He told his two crew members that smoking kept his hands from shaking when he was working on an

instrument. Neither of them smoked, and when Larry began lighting up in the truck while they were waiting for the rain to stop, they would become resentful and complain that he had no right to ruin their lungs too.

Larry found it particularly hard to adjust to being ‘boss,’ especially since one of his workers was getting an engineering degree at night school and both crew members were the same age as he. He felt sure that Alfonso Reyes, the scholar, would take over his position in no time. He kept feeling that Alfonso was looking over his shoulder and began snapping any time they worked close together.

Things were getting tense at home, too. Alice had to give up her full-time day job to take care of the baby, so she had started working nights. They hardly ever saw each other, and it seemed as though her only topic of conversation was how they should move to California or Alaska, where she had heard that surveyors were paid five times what Larry made. Larry knew his wife was dissatisfied with her work and believed her intelligence was being wasted, but he didn’t know what he could do about it. He was disconcerted when he realized that drinking and worrying about the next day at work while sitting at home with the baby at night had become a pattern.

Case Questions:

- (a) What signs of stress was Larry Field exhibiting?
- (b) How was Larry Field trying to cope with his stress? Can you suggest more effective methods?