



**K22P 0001**

Reg. No. : .....

Name : .....

**Fourth Semester M.B.A. Degree (CBSS – Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)**

**MBA4C18 : STRATEGIC MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** question in this Section. Question carries **14** marks. **(1×14=14)**

1. a) “Strategic alliance most of the time leads to hindrances of competitive approach in the market”. Elucidate with appropriate examples.

OR

- b) Compare and contrast BCG and GE approach to strategic management.

**SECTION – B**

Answer **any six** questions from this Section. **Each** question carries **11** marks.

**2** marks for Part (a), **3** marks for Part (b) and **6** marks for Part (c). **(6×11=66)**

2. a) What is premium plus strategy ?  
b) How to establish strategic business relations ?  
c) Elaborate Porter’s value chain approach.
3. a) What do you mean by ivory tower planning ?  
b) What makes business strategies successful ?  
c) Explain three levels of strategic management.

P.T.O.



4. a) What do you mean by competitive advantage ?  
b) What are the factors that lead to strategic failure ?  
c) Explain the process of developing a mission statement.
  5. a) What is ETOP analysis ?  
b) What are the objectives of business vision and mission ?  
c) Explain corporate diversification strategy.
  6. a) What is integration ?  
b) State the process of internal analysis.  
c) Explain Porter's five force model with examples.
  7. a) What is milestone review ?  
b) What are the building blocks of competitive advantage ?  
c) Explain the process of strategic choice.
  8. a) What do you mean by devils advocacy ?  
b) Describe Able's framework.  
c) Explain functional level strategies.
  9. a) What is cost leadership ?  
b) Explain the role of structure in implementation of strategy.  
c) Elaborate the mechanism for strategic control.
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**K22P 0002**

Reg. No. : .....

Name : .....

**Fourth Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)**

**MBA4C19 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** question in this Section. Question carries **14** marks. **(1×14=14)**

1. a) Explain how entrepreneurship has influenced economic development and productivity in recent years.

**OR**

- b) What are the tests of a financial feasibility study? Explain their relevance in the evaluation of projects.

**SECTION – B**

Answer **any six** questions from this Section. **Each** question carries **11** marks (2 marks for Part (a), 3 marks for Part (b) and 6 marks for Part (c)).

2. a) What is Project Management ?  
b) Difference between detailed project report and feasibility report.  
c) Justify the need for significance of entrepreneurs in an economy like India.
3. a) What do you mean by project appraisal ?  
b) What are the objectives of EDP?  
c) Bring out the difference between CPM and PERT.
4. a) Who is an Intrapreneur ?  
b) Explain project feasibility study.  
c) Explain entrepreneurship and the characteristics of entrepreneurs.

**P.T.O.**



5. a) What is the meaning of social entrepreneur ?  
b) Explain the role of SIDBI.  
c) Discuss the approaches used in conducting a project feasibility study.
6. a) What is project organisation ?  
b) State the difference between an Entrepreneur and Intrapreneur.  
c) Explain the reasons for ineffective project control.
7. a) What is a Gantt chart ?  
b) How is leadership relevant for entrepreneurship ? What are the major differences between the two ?  
c) What are the usual assumptions underlying CPM analysis ?
8. a) Define Entrepreneurial motivation.  
b) Why a project report is made ? Explain.  
c) What are the recent trends in the development of women entrepreneurship in India ?
9. a) Give the meaning of entrepreneurship.  
b) Differentiate between quantifiable and non-quantifiable projects.  
c) "Developing countries need imitative rather than innovative entrepreneurs".  
Comment.

**(6×11=66)**

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**K22P 0010**

Reg. No. : .....

Name : .....

**Fourth Semester M.B.A. Degree (C.B.S.S.– Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)  
Elective – III : Human Resources  
MBA 4E21 : STRATEGIC AND INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** question in this Section. Questions carries **14** marks.

1. a) Explain in detail the factors influencing International Compensation Policy.  
What are the techniques used in international compensation management ?

OR

- b) Discuss the significance of SHRM and its challenges at present scenario.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **11** marks  
(**2** marks for Part (a), **3** marks for Part (b) and **6** marks for Part (c)).

2. a) What do you mean by expatriate failure ?  
b) What is the selection process of expatriates ?  
c) Discuss the approaches to International staffing with their merits and demerits.
3. a) Define differentiation and integration in IHRM.  
b) What is the importance of training of family members ?  
c) Summarise the factors affecting expatriate performance.
4. a) What is the significance of virtual assignment ?  
b) What is the importance of language training ?  
c) Explain in detail the performance appraisal of international employees.

**P.T.O.**



5. a) What is expatriate re-entry ?  
b) Write a note on cross cultural study of Hofstede.  
c) Discuss the role of culture in IHRM.
  6. a) What are the obstacles of international staffing ?  
b) Discuss the different phases of repatriation.  
c) Describe the key components of International Compensation.
  7. a) What are the HR strategies ?  
b) How competencies are useful in HR strategies ?  
c) Explain the need for SHRM in modern business.
  8. a) What do you mean by human side of merger and acquisition ?  
b) Explain the strategy for improving organizational effectiveness.  
c) Describe strategic partner model with Dawid Ulrich model.
  9. a) What is employee engagement ?  
b) Explain the strategy for managing workforce diversity.  
c) Illustrate career planning perspective with organizational and individual centered career planning.
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**Fourth Semester M.B.A. Degree (CBSS – Regular/Supplementary)**  
**Examination, April 2022**  
**(2018 Admission Onwards)**  
**Elective – III : Human Resources**  
**MBA4E22 : ORGANISATIONAL DEVELOPMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** question in this Section. Question carries **14** marks. **(1×14=14)**

1. a) Explain the theories of planned change.

OR

b) Explain with suitable example the organisational development process.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **11** marks. **2** marks for Part (a), **3** marks for Part (b) and **6** marks for Part (c).

2. a) What do you mean by learning organisation ?

b) Explain the importance of quality circles.

c) What are the advantages of self-designed organisation ?

3. a) What is socio technical system ?

b) Explain MBO.

c) How performance management system can be made effective in OD ?

4. a) What is large group intervention ?

b) What is the purpose of goal setting ?

c) Explain career planning process.



5. a) What is intergroup relation ?  
b) Explain the importance of confrontation meeting.  
c) Bring out major HRM interventions.
  6. a) What is feedback survey ?  
b) State the characteristics of effective feedback.  
c) What is the role of OD practitioner in change management ?
  7. a) What is process consultation ?  
b) Explain diagnosis process of individuals.  
c) Elaborate the challenges in diagnosis.
  8. a) What do you mean by values ?  
b) Explain techno structure of an organisation.  
c) Describe characteristics of organisational development.
  9. a) What is culture change ?  
b) State the significance of third party intervention.  
c) Compare and contrast organisational development and management development.
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**K22P 0005**

Reg. No. : .....

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**Fourth Semester M.B.A. Degree (CBSS – Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)  
Elective I : Marketing  
MBA 4E08 : SERVICES MARKETING**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** in this Section. Question carries **14** marks.

1. A) Discuss the importance of marketing mix in services marketing. **(1×14=14)**  
OR  
B) Explain the challenges faced by service managers in marketing of services.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **11** marks. **2** marks for Part (a), **3** marks for Part (b) and **6** marks for Part (c).

2. a) Enumerate the need for services marketing.  
b) Mention the special characteristics of a service marketing.  
c) Explain the marketing management process with reference to services.
3. a) Define consumer behaviour.  
b) What do you understand by decision making ?  
c) Briefly explain the consumer decision making process.

**P.T.O.**



4. a) What is service quality ?  
b) What are service quality dimensions ?  
c) Identify the gap that occurs in service quality and the steps that service marketer takes to prevent them.
5. a) What is price discrimination ?  
b) State the different methods of pricing in services.  
c) Explain the strategies relating to services pricing.
6. a) Define service positioning.  
b) What are the elements of communication mix ?  
c) Explain the impact of word of mouth communication in services.
7. a) What is physical evidence ?  
b) What are the different physical evidence in different service settings ?  
c) Explain the reasons as to why physical evidence is so crucial in the case of services.
8. a) Define customer satisfaction.  
b) Explain the concept 'Zone of Tolerance' with examples.  
c) Discuss the importance of understanding of consumer behaviour in the marketing of services.
9. a) What is hospital marketing ?  
b) What are the main products in health care marketing ?  
c) Explain the planning and development of product in health care services.

**(6×11=66)**

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**K22P 0003**

Reg. No. : .....

Name : .....

**Fourth Semester M.B.A. Degree (CBSS – Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)  
Elective – I : Marketing  
MBA 4E05 : RETAIL MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

**Note :** Answer **any one** in this Section. Question carries **14** marks.

1. A) Discuss in detail the emerging trends in Indian retailing. What impact you expect it will have on traditional stores ?

OR

- B) In what way is the knowledge of consumer behaviour essential for the success of retail strategies ? Discuss. **(1×14=14)**

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **11** marks. **2** marks for Part (a), **3** for Part (b) and **6** marks for Part (c).

2. a) What is a retail format ?  
b) What are the various types of retail formats ?  
c) Critically evaluate the life cycle theory of retailing.
3. a) What is store based retailing ?  
b) What are the advantages of store based retailing ?  
c) Explain the environmental theory of retailing.
4. a) What is market research ?  
b) Mention the steps involved in market research.  
c) Explain the use of market research in understanding the consumers and markets.

P.T.O.



5. a) What do you mean by store location ?  
b) What are the benefits of locating a store in the urban area ?  
c) Explain the steps involved in choosing the store location.
6. a) What is a pricing strategy ?  
b) What are the different methods of pricing retailers follow ?  
c) Explain the factors affecting pricing strategy.
7. a) What is retail merchandising ?  
b) State the functions of retail merchandising.  
c) Explain the process of merchandising buying.
8. a) What is retail performance ?  
b) How is retail performance measured ?  
c) Critically evaluate the profit model as a measure of financial performance.
9. a) What do you understand by retail store design ?  
b) Is there any relationship between store design and store image ?  
c) Explain in detail the components of store design.

**(6×11=66)**

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**K22P 0014**

Reg. No. : .....

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**Fourth Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary)**

**Examination, April 2022**

**(2018 Admission Onwards)**

**Elective – V : HEALTH CARE MANAGEMENT**

**MBA 4E38 : Patient Behaviour and Care**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any two** questions in this Section. **Each** question carries **13** marks. **(2×13=26)**

1. a) What is patient behaviour ? Explain models of patient behaviour.

OR

b) Explain the principles and role of medical superintendent in hospital administration.

2. a) What are the responsibilities of medical staff in patients care ? Explain.

OR

b) Elaborate general policies and procedures of the hospitals for patients.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **9** marks.

(1 mark for part (a), 3 marks for part (b) and 5 marks for part (c))

**(6×9=54)**

3. a) What do you mean by patient behaviour ?

b) What are the rights of a patient related to health care ?

c) Explain policies and procedures of the hospitals for patients' care.

**P.T.O.**





4. a) What is reference group influence ?  
b) How patient information is gathered ?  
c) Bring out the importance of improving the quality care of patients.
  5. a) What do you understand by opinion leadership ?  
b) What are the challenges in managing patient behaviour ?  
c) Write a detailed note on patient counselling.
  6. a) What is Psycho graphic test ?  
b) Explain the life styles related to health conditions.  
c) Describe the role of family in decision making during surgical treatment.
  7. a) What is patient behavior audit ?  
b) How does motivation help better treatment in hospitals ?  
c) Explain the personality traits influence patient behaviour.
  8. a) What is patient motivation ?  
b) Explain Medicare Standards to be followed in hospitals.  
c) Evaluate the importance of guidelines issued by Pollution Control Board for hospitals.
  9. a) What is infection control task ?  
b) What are the uses of investigational drugs ?  
c) Explain disposal dumping procedure in hospitals.
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**K22P 0013**

Reg. No. : .....

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**Fourth Semester M.B.A. Degree (CBSS – Regular/Supplementary)  
Examination, April 2022  
(2018 Admission Onwards)**

**Elective – V : HEALTH CARE MANAGEMENT  
MBA 4E37 : Hospital Planning and Engineering**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

**Each** question carries **13** marks.

**(2×13=26)**

1. a) Elaborate in detail the significance of hospital planning in health care sector.

OR

b) Explain voluntary and mandatory standards to be followed in hospitals.

2. a) Prepare a detailed plan for general hospital with all amenities.

OR

b) Discuss in detail functional plans for hospital construction.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **9** marks. (1 mark for part (a), 3 marks for part (b) and 5 marks for part (c)). **(6×9=54)**

3. a) What do you mean by logical centres ?

b) How to determine the size of hospital services ?

c) Explain human resource requirement planning in hospitals.

4. a) What do you mean by casualty ?

b) Explain the importance of supportive services.

c) Briefly explain the requirements of a operation theatre.

**P.T.O.**



5. a) What do you mean by dietary services ?  
b) Write a note on 'hospital site selection'.  
c) Enumerate the departments of the hospital service zone.
  6. a) What is hospital accreditation ?  
b) What are the physical facilities required in mortuary of hospitals ?  
c) Explain the functions, location and design of critical zone in hospitals.
  7. a) What do you mean by surgical services ?  
b) What are the physical facilities required in oncology department ?  
c) Explain the code of ethics followed in hospitals.
  8. a) What is hospital construction cost ?  
b) How to decide on medical specialities ?  
c) Briefly explain the legal formalities in hospital construction.
  9. a) What is 5S of housekeeping in hospitals ?  
b) How to decide on the kind of hospital services ?  
c) Briefly explain about functional hospital organization.
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Reg. No. : .....

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**IV Semester M.B.A. Degree (CBSS – Regular/Supplementary)**  
**Examination, April 2022**  
**(2018 Admission Onwards)**  
**Elective – II : Finance**  
**MBA4E14 : INTERNATIONAL FINANCIAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

## SECTION – A

Answer **any one** question in this Section. This question carries **14** marks. **(1×14=14)**

1. a) Elucidate the determinants of exchange rate.

OR

b) Explain the structure of international monetary system.

## SECTION – B

Answer **any six** questions in this Section. **Each** question carries **11** marks. **2** marks for Part **(a)**, **3** marks for Part **(b)** and **6** marks for Part **(c)**. **(6×11=66)**

2. a) What do you mean by international finance ?

b) Explain balance of payments.

c) Explain the components of balance of payment.

3. a) Define monetary union.

b) Bring out the advantages of monetary union.

c) Explain the Bretton Woods system of exchange rates.

4. a) What is exchange rate quotation ?

b) Differentiate between spot and forward rates.

c) Explain the structure of foreign exchange market.

5. a) What do you mean by exchange rate forecasting ?

b) Explain arbitrage operations.

c) Explain the nature of foreign exchange market in India.



6. a) What is a currency futures ?  
b) Explain risk exposure.  
c) Bring out and explain different types of risks.
7. a) What do you mean by foreign investment ?  
b) Differentiate between FDI's and FII's.  
c) Explain the advantages of FDI's.
8. A French multinational has an Indian subsidiary. The total translation exposure is estimated to be Indian Rs. 10 million. The exchange rates are as follows :

Spot	12 – Months
Rs. 6.000/FFr	Rs. 6.0600/FFr

The French company anticipate a depreciation of 6 per cent of the Indian rupee over the period of a year and anticipated rate is Rs. 6.3600/FFr.

- a) What is covering a consolidation exposure ?  
b) What is the translation loss ?  
c) How to compensate the loss ?
9. a) What is direct quote ?  
b) Differentiate between bid price and ask price.  
c) Suppose the rates are quoted as follows in Paris :  
\$ 1.5537-50 for Pound Sterling and \$ 0.1982-98 for FFr. What is the direct Quote for Pound sterling in Paris ?
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**K22P 0006**

Reg. No. : .....

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**Fourth Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary)**

**Examination, April 2022**

**(2018 Admission Onwards)**

**Elective-II : Finance**

**MBA 4E13 : FINANCIAL DERIVATIVES**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any one** question in this Section. Question carries **14** marks. **(1×14=14)**

1. a) Elucidate the features and uses of derivatives.

**OR**

b) Mr. Sekar wants to earn by writing call option on a stock. The current market price of the stock is Rs. 28 and Sekar wants to write a 4 month call option with the strike price of Rs. 30. Sekar wants to determine the appropriate premium to charge for call option, the stocks standard deviation is Rs. 3. The riskless rate of interest is assumed to be 10 percent. Determine the option price value.

**SECTION – B**

Answer **any six** questions in this Section. **Each** question carries **11** marks.

**2** marks for Part(a), **3** marks for Part(b) and **6** marks for Part(c). **(6×11=66)**

2. a) What is profit or loss in futures trading ?

b) Explain market to market loss.

c) Rajaram sold one January NIFTY futures contract for Rs. 2,69,000 on 15<sup>th</sup> January. For this, he had to pay an initial margin of Rs. 21,520 to his broker. Each NIFTY futures contract is for delivery of 200 NIFTYs. On 25<sup>th</sup> January, the index closed at Rs. 1,390 in the spot market. How much profit or loss did he make ? Comment on the result.

**P.T.O.**



3. a) What is fair value of the futures contract ?  
b) Explain contract settlement.  
c) A one month future contract trades on the NSE. The cost of financing is 5 percent and the dividend yield on NIFTY is 10 percent annualised. The spot value of NIFTY is Rs. 1,500. What is the fair value of the futures contract ?
  4. a) What is forwards price ?  
b) Bringout the features of forwards contracts.  
c) Consider a three month long forwards contract of a non-income paying security. The risk free rate of interest is 8 percent. The stock price is Rs. 40 and the delivery price is Rs. 35. Compute the value of forward contract and comment on the results.
  5. a) Define derivatives.  
b) What is swaps ?  
c) Explain different types of derivative products.
  6. a) What is financial forward contracts ?  
b) Explain arbitrageurs.  
c) Differentiate between exchange traded and OTC derivatives.
  7. a) Define options.  
b) Differentiate between American and European option.  
c) Explain the factors influencing option price.
  8. a) What is spreads ?  
b) What is in the money option ?  
c) Explain the pay-off of a call option buyer with example.
  9. a) What is straddle ?  
b) Bringout SEBI guidelines for derivative markets.  
c) Explain the regulation of financial derivatives in India.
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