



K21P 0026

Reg. No. :

Name :

**IV Semester M.B.A. Degree (CBSS – Reg./Supple) Examination, April 2021
(2014 Admission Onwards)
MBA4C18 : STRATEGIC MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any one** of the following :

1. Distinguish ranging from Mission, Objectives and goals. Formulate the mission, objectives and goals of the organization in which you intend to run the business.
2. Enumerate Porter's Five Forces Model with suitable illustration.
3. Describe the need for ETOP for strategic analysis and choice. **(1×14=14)**

SECTION – B

Answer **any six** of the following :

4. Connect the need for supportive culture for strategic formulation.
5. Point out the reasons for the statement Mckinsey matrix is well advanced than BCG matrix.
6. Point out the essentials of effective evaluation systems.
7. Assess the SWOT analysis for strategic formulation.
8. Ethics are an essential to reach upon strategic decisions. How far do you agree with this statement ?
9. Implementation of strategy is a process that cuts across the hierarchies of the organization. Summarize.

P.T.O.



10. Give a detailed account on various human resources activities that contribute to the effective strategy implementation.
11. Do a SWOT Analysis for Reliance Gio 4G services in Indian Market and analyse the strategic approach of Reliance Communication in this regard.
12. Describe strategic management process.
13. Describe in detail about balanced score-card.
14. Discuss GE 9 Cell model in detail.
15. How would you design strategic control system ?

(6×11=66)



K21P 0027

Reg. No. :

Name :

IV Semester M.B.A. Degree (CBSS – Regular/Supplementary)
Examination, April 2021
(2014 Admission Onwards)
MBA4C19 – ENTREPRENEURSHIP DEVELOPMENT AND PROJECT
MANAGEMENT

Time : 3 Hours

Total Marks : 80

SECTION – A

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

1. The owner of a chain of fast food restaurants is considering a new computer system for accounting and inventory control. A computer company sent the following information about the computer system installation.

Activity	Activity Description	Immediate predecessor	Time (days)		
			Optimistic	Most Likely	Pessimistic
A	Select the computer model	–	4	6	8
B	Design input/output system	A	5	7	15
C	Design monitoring systems	A	4	8	12
D	Assemble computer hardware	B	15	20	25
E	Develop the main programs	B	10	18	26
F	Develop input/output routines	C	8	9	16
G	Create database	E	4	8	12
H	Install the system	D, F	1	2	3
I	Test and implement	G, H	6	7	8

You are required to :

- Construct PERT network diagram for this problem.
- Determine the critical path and compute the expected completion time.

P.T.O.



2. Discuss various project valuation techniques.
3. Great India Ltd. (GIL) is considering buying an equipment for of Rs. 5,00,000/-. The equipment is expected to produce each year 20000 units, 15000 units, 20000 units and 8000 units of product called X101 over its estimated life of four years. The unit selling price of X101 is Rs. 50/-. The cost of sale per unit in the first year is Rs. 20/-. The opportunity cost of capital for GIL is 10%. The applicable tax rate is 40%. Assume the depreciation can be charged on straight line basis. You are required to advise whether GIL should procure the equipment. (Use NPV and IIR to base your decision).

SECTION – B

Answer **any six** questions in this Section. Each question carries **11** marks. **(6×11=66)**

4. Who is an entrepreneur ? Discuss the support system available for entrepreneurial initiatives in India.
5. Write short notes on :
 - a) PERT
 - b) CPM
 - c) Critical path.
6. What are the roles of SIDBI in supporting SSIs ?
7. Write short notes on :
 - a) Time value of money
 - b) Opportunity cost of capital
 - c) SSIs.
8. Write short notes on :
 - a) Free float
 - b) Independent float
 - c) Dummy activity.
9. What is crashing of an activity ? What are the costs and benefits on crashing an activity.
10. What is meant by project life cycle ? What are its various phases ?



11. What is meant by project feasibility study ? Explain the various factors considered under a project feasibility study.
12. Explain the techniques of project control.
13. How is a project proposal prepared ? Explain with a hypothetical example.
14. A project requires a capital investment of Rs. 2,00,000/- and generates the following net cash flows :

Year 1	Rs. 70,000/-
Year 2	Rs. 70,000/-
Year 3	Rs. 80,000/-
Year 4	Rs. 30,000/-

Calculate the pay-back period.

15. Discuss the challenges faced by women entrepreneurs in India.
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K21P 0036

Reg. No. :

Name :

**IV Semester M.B.A. Degree (CBSS-Reg./Supple.) Examination, April 2021
(2014 Admission Onwards)**

Elective – III : HUMAN RESOURCES

MBA4E21 : Strategic and International Human Resources Management

Time : 3 Hours

Total Marks : 80

SECTION – A

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

1. What is strategic human resources management ? Briefly explain its need and importance.
2. Elaborate the scope and challenges of a HR Manager in the current global business environment.
3. Discuss the importance of cross cultural dimensions in International human resource management.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **11** marks. **(6×11=66)**

4. Briefly explain the concept and process involved in HR planning.
5. What are the major activities involved in a HR Department ?
6. What is the role of HR in ensuring work force diversity ?
7. What is employee engagement ? How is it ensured ? How can it benefit an organization ?
8. Briefly explain the concept and challenges involved in international human resources management.
9. Briefly explain the process of global human resources planning and international staffing.

P.T.O.



10. Elaborate the role of HR Department in ensuring organizational ethics in International context.
 11. Discuss strategic HRM as a tool for competitive advantage.
 12. Discuss the cross cultural theories.
 13. Discuss the contemporary performance management models in international organizations.
 14. Write short notes on :
 - a) Workforce diversity
 - b) Cultural convergence and divergence.
 15. Write short notes on :
 - a) Knowledge management
 - b) Talent management.
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K21P 0037

Reg. No. :

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**IV Semester M.B.A. Degree (CBSS – Reg./Supple.) Examination, April 2021
(2014 Admission Onwards)
Elective – III : HUMAN RESOURCES
MBA4E22 : Organizational Development**

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. What is Organizational Development ? Briefly explain the role of HR department in Organizational Development.
2. "Change plays a very important role in Organizational Development". Discuss.
3. Briefly explain the future trends expected in the area of Organizational Development.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **11** marks : **(6×11=66)**

4. Briefly explain the nature and characteristics of Organizational Development.
5. Elaborate the competence required for an OD practitioner.
6. What are the main challenges in diagnosis in the context of OD intervention ?
7. Briefly explain the process of diagnosis at individual and group level in the context of OD intervention.
8. Briefly explain the concepts :
 - a) Sensitivity Training
 - b) Third Party Intervention.

P.T.O.



9. What are the factors to be considered while designing an intervention process ?
 10. Briefly explain the characteristics of an effective feedback system ?
 11. How can team building help an organization ?
 12. Elaborate the terms :
 - a) Employee Empowerment
 - b) MBO.
 13. Briefly explain the ingredients of a Performance Management System.
 14. Elaborate the concept of Total Quality Management.
 15. Briefly explain the ethical issues lined with Organizational Development.
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Reg. No:

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IV SEMESTER M.B.A. Degree (C.B.S.S. - Reg./Supple.)
Examination, April 2021
(2014 Admission Onwards)
Elective – 1 : MARKETING
MBA4E08: Services Marketing

Time: 3 Hours

Total Marks: 80

SECTION — A

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

(1 x 14 = 14)

1. What is services marketing? Briefly explain the scope of services marketing in India.
2. What is services marketing mix ? Explain the 7 Ps involved in services marketing.
3. Discuss the typical characteristics of services marketing as against the product marketing.

SECTION – B

Answer **any six** questions in this section. **Each** question carries **11** marks : **(6x11=66)**

4. What is a service ? Briefly explain the classification of services.
5. Briefly explain the customer decision making process in services industry.
6. How will you measure service quality and customer satisfaction?
7. Elaborate SERVQUAL model.
8. What is service blueprint ? How will it help in services marketing ?
9. “Employees and Customers Role in Service Delivery” – Elaborate.

10. Give a brief explanation about the services marketing strategies involved in tourism industry.
11. “People play a major role in services marketing” – Elaborate.
12. Write short notes on :
 - a) House of quality
 - b) GAPs model.
13. Discuss the contemporary marketing applications in baking industry.
14. Write short notes on :
 - a) Servicescape
 - b) Communication mix.
15. Write short notes on :
 - a) Service recovery
 - b) Service marketing mix.



K21P 0028

Reg. No. :

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IV Semester M.B.A. Degree (C.B.S.S. – Reg./Supple.)

Examination, April 2021

(2014 Admission Onwards)

Elective 1 : Marketing

MBA4E05 : RETAIL MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer any one in the Section. Question carries 14 marks : (1×14=14)

1. What is retailing ? Briefly explain the evolution and growth of retail sector in India.
2. Briefly explain the concept of retail pricing. What are the elements affecting retail price ?
3. Discuss the challenges and opportunities in retail business with the emergence of ecommerce.

SECTION – B

Answer any six questions in this Section. Each question carries 11 marks : (6×11=66)

4. Elaborate the factors that determine retail shopping behavior of a customer.
5. How can store location and store design play an important role in retail business ?
6. What is retail merchandising ? Differentiate between Own Brand and Manufacturers Brand.
7. What is marketing research ? How can you use marketing research in retail business ?
8. What are the pricing strategies available in retail business ?

P.T.O.



9. Briefly explain the tools and models available in measuring retail performance.
 10. What is visual merchandising ? How can it help in retail business ?
 11. Briefly explain the latest developments in retail business in India.
 12. How is store design and store image important for a retail outlet ?
 13. What are the considerations for selecting a retail store layout ?
 14. What is vendor selection ? Discuss the process of selecting a vendors.
 15. Discuss the process of selecting a store location.
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K21P 0033

Reg. No. :

Name :

**IV Semester M.B.A. Degree (CBSS-Reg./Supple.) Examination, April 2021
(2014 Admission Onwards)
Elective – II : FINANCE
MBA4E14 : International Financial Management**

Time : 3 Hours

Total Marks : 80

SECTION – A

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

1. Briefly explain the nature, scope, structure and regulatory framework of FOREX market in India.
2. Give an overview of global financial environment and the major parties involved in global financial market.
3. Discuss the instruments used for raising funds in the international markets. What are GDRs, ADRs and IDRs.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **11** marks. **(6×11=66)**

4. Give a brief note about international monetary system.
5. Elaborate how balance of payment affects the financial equilibrium of a nation.
6. What is exchange rate ? Briefly explain the types of exchange rate regimes.
7. Briefly explain the role of economic and monetary unions in the context of global financial management.
8. What are the types of risk associated with FOREX market ?
9. What are the steps involved in international project appraisal ?
10. Elaborate the role of FDI and FII in international finance.

P.T.O.



11. What is cost of capital ? Elaborate the significance of cost of capital in international joint ventures.
 12. Write short notes on :
 - a) Euro bond
 - b) IMF.
 13. Explain the models for exchange rate determination.
 14. Write short notes on :
 - a) Currency futures
 - b) Options contract.
 15. What is a interest rate SWAP ? Explain how the parties can benefit in a contract of interest rate swap.
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Reg. No:

Name:

IV SEMESTER M.B.A. Degree (CBSS-Reg./Supple.) Examination, April 2021
Elective – II : FINANCE
MBA4E13: Financial Derivatives
(2014 Admission Onwards)

Time: 3 Hours

Max. Marks: 80

SECTION — A

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

(1 x 14 = 14)

1. What is a financial derivative? Briefly explain the growth of derivatives market in India.
2. What is an option contract? What are the types of option contracts available in the market ?
3. Discuss the variables affecting the option prices.

SECTION — B

Answer **any six** questions in this Section. **Each** question carries **11 marks**. **(6x11=66)**

4. Enumerate the similarity and dissimilarities of forwards and futures contract.
5. Briefly explain the role of hedgers, arbitragers and speculators in derivatives market.
6. What is a futures contract ? What are the types of futures contract ?
7. Briefly explain the theories available in pricing a future contract ?
8. What is a swap contract ? What are the types of swap contracts ?
9. Briefly explain black schools option pricing model.

K21P 0032

10. What are the major option trading strategies that can be used for trading option contracts ?
11. Briefly explain the regulatory framework of derivatives market in India.
12. Calculate the theoretical price of a call using the Binomial option pricing model.
 - The spot price of the underlying asset is Rs. 20.
 - The strike price is Rs. 22.
 - The assumed volatility is 20%
 - The risk free return is 10%.
 - The contract is of three months.
 - No dividend is expected on the underlying asset during the tenure of the contract.
13. Discuss the regulatory framework for derivatives trading in India.
14. Explain the cost of carry model for pricing futures contract.
15. Differentiate between a forward contract and a futures contract.



K21P 0064

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IV Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, April 2021
(2014 Admission Onwards)
Elective – V : Health Care Management
MBA4E37 : HOSPITAL PLANNING AND ENGINEERING

Time : 3 Hours

Max. Marks : 80

SECTION – A

Each question carries 13 marks.

(2×13=26)

1. a) Discuss the various functional departments in a large health care organization/hospital.

OR

- b) How do we analyse the location to set up large health care units/hospitals ? Discuss.

OR

- c) Discuss the health care challenges and facilities in Kerala.

2. a) Discuss the accreditation standards and its requirements for hospitals.

OR

- b) How do we determine the optimal size (in terms of patient beds) for a hospitals ? Discuss.

OR

- c) How do you evaluate the viability of a hospital project ? Discuss.

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 is Gastroenterology ?
b) What is a general hospital ?
c) Discuss the ethical dilemmas in health care sector.

P.T.O.



4. a) What is ENT ?
b) What is patient bed ratio ?
c) Give an overview of laboratory services in hospitals.
5. a) What is endocrinology ?
b) What is life style diseases ?
c) Discuss the challenges faced by the health care sector in overcoming the COVID 19 pandemic.
6. a) What is a cardiothoracic surgery ?
b) What is community medicine ?
c) Discuss the legal formalities for setting up a hospital.
7. a) What is oncology ?
b) Who is a hospital consultant ? What is his role ?
c) What are extended care facilities in hospitals ?
8. a) What is ophthalmology ?
b) Outline the importance of radiology services in health care.
c) Discuss the challenges in managing a hospital.
9. a) What is Urology ?
b) What are the environmental regulations applicable for a hospital ?
c) What are the important support services in a hospital ?
10. a) What is general medicine ?
b) What is dietary services ?
c) Discuss the importance of housekeeping in hospitals.
11. a) What is an emergency service department in hospital ?
b) Discuss the role of front desk/office in hospitals.
c) What is meant by infection control in a hospital ? Why is this task very critical ?



12. a) What is a specialty hospital ?
b) Write a short note on the billing function in a hospital.
c) Discuss the role of medical records department in a hospital. Discuss their importance in providing health care services.
 13. a) What is a mortuary ?
b) Discuss the typical challenges in patient relationship management in a hospital.
c) Discuss the considerations in developing a hospital site design.
 14. a) What is epidemiology ?
b) Discuss the challenges in managing the human assets in a hospital.
c) How do we plan the human resource requirement for a hospital ?
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K21P 0065

Reg. No. :

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IV Semester M.B.A. Degree (CBSS – Reg./ Supple.)

Examination, April 2021

(2014 Admission Onwards)

Elective – V : Health Care Management

MBA4E 38 : PATIENT BEHAVIOUR AND CARE

Time : 3 Hours

Max. Marks : 80

SECTION – A

Each question carries 13 marks.

(2×13=26)

1. a) What are the challenges in managing the patient behaviour ? Discuss the popular patient behaviour models.

OR

- b) Why is studying patient behaviour important in hospital management ? How can hospitals serve the patients better, if patient behaviour is well studied ?

OR

- c) Discuss the ethical dilemmas faced by hospital administrations while dealing with patients matters.

2. a) What is meant by patient rights ? Discuss.

OR

- b) What are the complication is a hospital administration ? How are they different from other business houses ?

OR

- c) Discuss the challenges and complications in managing the human assets in a hospital.

P.T.O.



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 is patient counselling ?
b) How is press relations important for a hospital ?
c) Discuss the information search process of a patient for a health service provider.
4. a) Who is a resident medical officer ?
b) Discuss the role of guest relations in hospitals.
c) Discuss collection, segregation and disposal of medical waste.
5. a) What is endocrinology ?
b) What is life style diseases ?
c) Discuss how COVID 19 pandemic has challenged the health care system.
6. a) What is meant by counseling protocols ?
b) Discuss the importance of counseling for surgical procedures.
c) Discuss the legal formalities for establishing hospital.
7. a) What is meant by incineration facility in a hospital ?
b) Discuss the guidelines of Pollution Control Board for hospitals.
c) Discuss how patient feed backs should be collected. How are patient feed backs important for hospital administration ?
8. a) What is meant by reference group influence ?
b) Discuss the role of family in decision making during treatment stages.
c) Discuss the scope of quality audit in hospitals.



9. a) What is opinion leadership ?
b) How does personality traits influence patient behaviour ?
c) Who is a medical superintend ? Discuss his role in a hospital.
 10. a) What is meant by 'hospital policies' ?
b) Discuss the role of medical insurance in health care industry.
c) Discuss the broad legal responsibilities of a hospital towards the patient.
 11. a) What are investigational drugs ?
b) What is patient motivation ? How does it help the patient corporate better with the treatment procedure ?
c) What is infection control task in a hospital ? How is it important for the safety of the patients ?
 12. a) What is a specialty hospital ?
b) What is meant by patient information ? How is this gathered ?
c) Discuss the role of medical records department in a hospital.
 13. a) What are the challenges during night duties in hospitals ?
b) Discuss the challenges in training medical support staffs.
c) Discuss the considerations in developing a sound hospital administration system.
 14. a) How are life styles related to health conditions ?
b) How is attitude of health workers important in determining the quality of health service ?
c) What is Psychographics ? How can psychographics be used in hospitals ?
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