



K21P 0013

Reg. No. :

Name :

**III Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
Elective : HUMAN RESOURCES
MBA3E18 : Training and Development Systems and Practices**

Time : 3 Hours

Max. Marks : 80

Instruction : Answer *all* questions.

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks :

1. a) Explain the types of Management Development Programmes.

OR

b) Discuss the various approaches for evaluating training. If you are the training manager, what criteria would you adopt for organising a training programme for your own company ?

2. a) Training is an expensive undertaking for any organization, yet its benefits may not be immediate and obvious. Explain four reasons why organisations undertake employee training despite its limitation.

OR

b) Explain the considerations in designing effective training programmes.

(2×13=26)

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) :

3. a) Give the meaning of symposia.

b) What is experiential learning technique and how it can result in improved employee behaviour ?

c) What are the approaches to employee development ? Explain.

P.T.O.



4. a) What do you mean by Vestibule Training ?
b) State the difference between Career management and Career development.
c) Explain the models of Career Development.
5. a) Give the meaning of Dual career path.
b) Explain the objectives of Training Need Assessment.
c) What process is followed to evaluate training and development programme ?
6. a) What is sensitivity training ?
b) Explain the role of training in organisations.
c) Explain the process and approaches of Training Need Analysis.
7. a) What is career management ?
b) Evaluate the effectiveness of management development programmes.
c) What factors will help and hinder transfer of training ? Explain.
8. a) What is simulation ?
b) What are the advantages and disadvantages of on the job training ?
c) Explain the training challenges in the present scenario.
9. a) What is cross-functional training ?
b) Discuss the importance of usage of visual aids in training.
c) Define training. How are training needs determined in an industrial organisation ?
10. a) What is reinforcement ?
b) Explain the importance of pre-training communication.
c) Explain the significance of training investment leaders.

(6×9=54)



K21P 0005

Reg. No. :

Name :

**III Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
Elective : MARKETING
MBA3E02 : Sales and Distribution Management**

Time : 3 Hours

Max. Marks : 80

Instruction : Answer all the Sections.

SECTION – A

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

1. What is sales quota ? Discuss the types and importance of sales quota. Also discuss the methods of setting sales quota.

OR

Discuss the criteria on which the performance of a channel member should be evaluated by an organization.

2. Explain the ethical and legal issues in sales and distribution management.

OR

Explain the role and methods of training the sales personnel.

SECTION – B

Answer **any six** questions, **each** question carries **1** mark for Part **a)**, **3** marks for Part **b)** and **5** marks for Part **c)** :

(6×9=54)

3. a) What is prospecting ?
b) What are the importance of sales territory design ?
c) Explain the role of IT in sales management.

P.T.O.



4. a) Define job description.
b) What are the types of distribution channel intermediaries ?
c) Write a note on integration of sales and distribution strategy.
 5. a) What is channel design factor ?
b) What are the major reasons of channel conflicts ?
c) Write the focus areas of logistics and supply chain management.
 6. a) What is retail structure ?
b) Write the role of channel intermediaries for consumer goods.
c) Explain external sources of recruitment utilized by the sales managers.
 7. a) What is a sales budget ?
b) Write a note on logistic planning.
c) Explain factors affecting the selection of channel members.
 8. a) What is channel conflict ?
b) How the performance of channel members are evaluated ?
c) Write a note on sales forecasting.
 9. a) Define motivation.
b) Write a note on inventory decisions.
c) Write the process of personal selling.
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K21P 0008

Reg. No. :

Name :

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

Examination, October 2020

(2014 Admission Onwards)

Elective : Finance

MBA3E09 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. Explain the tools of industry analysis.

OR

An investor desires to purchase the equity shares of company from secondary market. The investor prefers to hold it for four years and dispose of the share after four years. In the past the company paid Rs. 6 as dividend and he expects it to grow at 10 percent for the four year period and after that at 8 percent forever. He expects a return of 15 percent on his investment considering the level of risk associated with it. Calculate the present value of the share to the investor and offer your comment.

2. Elucidate different investment avenues and their characteristics in terms of risk and return.

OR

Compare the following two portfolios on the basis of Sharer Ratio and Treynor Ratio and comment on the result. Assume a risk free rate of return of 8 percent.

Portfolio	Return from the Portfolio	Standard deviation (%)	Beta
A	10%	14	0.80
B	15%	22	1.40
Market Portfolio	12%	16	1.00

P.T.O.



SECTION – B

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

3. a) What do you mean by security analysis ?
b) Bring out the objectives of security analysis.
c) Explain the functions of security market.
4. a) What do you mean by secondary market ?
b) Differentiate between primary and secondary market.
c) Explain the role of stock exchanges in an economy.
5. a) What is price band ?
b) Differentiate between intrinsic value and market value.
c) Explain the pricing of securities in IPO.
6. a) What is technical analysis ?
b) How technical analysis is useful to investors ?
c) Explain the process of technical analysis.
7. a) What is portfolio revision ?
b) Differentiate between constant rupee plan and rupee cost average plan.
c) Revise an investor's portfolio assuming constant rupee plan with a constant level of Rs. 50,000 each in the equity and debt market.

The initial portfolio consists of 2000 equity shares of Rs. 25 and debenture of Rs. 50,000.
Equity price Change : Rs. 24, Rs. 22, Rs. 26, Rs. 28, Rs. 29, Rs. 31.
8. a) What is optimum portfolio ?
b) Explain the cut of rate in portfolio selection.



- c) The following risk return combination of portfolios are available to an investor. Assume the risk tolerance level for the investor is 30 percent, rank the portfolios and select the best portfolio that fits investor's requirements.

Portfolio	A	B	C	D	E	F	G	H	I
Return (%)	10	18	25	28	30	27	27	30	35
Risk (%)	15	20	25	24	29	25	23	28	30
Risk Penalty	7.5	13.33	20.83	19.2	28.03	20.83	17.63	26.13	30
Portfolio Utility	2.5	4.67	4.17	8.8	1.97	6.17	9.37	3.87	5

9. a) What is arbitrage pricing theory ?
b) Bring out the assumptions of arbitrage pricing theory.
c) The risk free rate of return is 8 percent and the expected market return is 20 percent. The estimated rates of following securities and their respective Beta coefficients are as under :

Security	Estimated rate of return	Beta Coefficient
1	15	1.10
2	18	1.16
3	20	1.20
4	29	1.70
5	25	1.90

Using CAPM, identify the securities that are correctly priced, overpriced and under-priced.



K21P 0014

Reg. No. :

Name :

**III Semester M.B.A. Degree (CBSS – Reg./Supple.) Examination, October 2020
(2014 Admission Onwards)
Elective : Human Resources
MBA3E19 : PERFORMANCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

Instruction : Answer *all* questions.

SECTION – A

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

1. a) Explain the appraisal and management practices in Indian organisations.

OR

b) Explain the strategies for performance management.

2. a) If you were to audit an existing performance management system, what criteria would you use to judge its effectiveness ?

OR

b) "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance.

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 Competency Mapping ?

b) Explain the significance of 360 degree appraisal.

c) Explain the role of HR professionals in Performance Management.

4. a) Define Performance standards.

b) Explain the significance of Performance Management.

c) How do you design performance appraisal forms ? Explain.

P.T.O.



5. a) What is Potential Appraisal ?
b) State the essential features of an effective appraisal system.
c) Explain the process of performance management.
 6. a) What is job description ?
b) Differentiate between performance appraisal and performance management.
c) What are the characteristics of effective performance metrics ?
 7. a) Give the meaning of Balanced scorecard.
b) Discuss the merits and demerits of critical incident technique.
c) How to construct BARS ? Explain.
 8. a) What is Human Resource Accounting ?
b) Explain the significance of e-appraisal.
c) How to improve the quality of performance ratings ?
 9. a) What is Checklist method of performance appraisal ?
b) Write a short note on Annual stock taking.
c) Explain the prerequisites of effective performance management.
 10. a) What is Performance planning ?
b) Write a short on Performance Review Discussion.
c) Explain the features of Coaching, Counselling and Mentoring.
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K21P 0001

Reg. No. :

Name :

**III Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
MBA3C15 : INDIAN MANAGEMENT ETHOS AND PRACTICES**

Time : 3 Hours

Max. Marks : 80

Instruction : Answer to ***all*** the Sections.

SECTION – A

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

1. Explain the evolution of business ethics as a field of study.

OR

Elucidate the quality of work life in Indian philosophy.

2. Critically evaluate ethical dilemmas and value systems in management.

OR

Explain the role of legislation in enforcing ethical business behavior.

SECTION – B

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

3. a) What is self discipline ?

b) Write a note on code of ethics.

c) Explain competition law in India.

4. a) What is courage ?

b) Explain separatists view.

c) Write the basic principles of management as per ancient Indian wisdom.

P.T.O.



5. a) What is corporate governance ?
b) Write the Indian value for elders.
c) Write ethics in work life as per Bhagavatgita.
 6. a) What is organizational culture ?
b) Explain man-machine equation in management.
c) Explain the relationship between law and ethics.
 7. a) What is Dharma of management ?
b) Write the arguments against business ethics.
c) Write a note on business ethics and profit.
 8. a) What is deontology ?
b) Write the characteristics of business ethics.
c) Explain the Indian values for the workplace.
 9. a) What is universalism ?
b) Explain the concept of value driven management.
c) Write a note on corporate social responsibility.
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Reg. No. :

Name :

III Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
Elective : HEALTH CARE MANAGEMENT
MBA 3E33 – Health Care Management

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Explain the external environment forces relevant to the health care segment.

OR

b) Explain the different departments in a health care institution.

2. a) What do you mean by primary, secondary and tertiary care ? Explain.

OR

b) Explain the salient features of the health policy of India.

SECTION – B

Answer **any six** questions. **Each** question carries **9** marks. (1 mark for Part **(a)**, 3 marks for Part **(b)** and 5 marks for Part **(c)**).

3. a) What is WHO ?

b) What is the role of IMA ?

c) Explain the health care regulations.

4. a) Define epidemiology.

b) Describe the aims and principles of descriptive epidemiology.

c) Explain the methods used in experimental epidemiology.



5. a) Define environment in the context of hospitals.
b) Describe the internal environment for a health care institution.
c) How will the environmental influence vary for different types of health care institutions ?
 6. a) What do you mean by out-patient service ?
b) Explain the institutional settings in the context of Casualty and Emergency services.
c) What are the institutional settings required for the surgical services ?
 7. a) What do you mean by preventive care ?
b) Explain general and specialist hospitals.
c) Give an overview of health care sector in India.
 8. a) What do you mean by paramedical staff ?
b) What is the relevance of a population policy ? Explain.
c) Describe the medical education policy of India.
 9. a) What do you mean by health care regulation ?
b) Explain the role of State Medical Council Bodies.
c) Explain the different health care delivery systems in India.
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K21P 0053

Reg. No. :

Name :

**III Semester MBA Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
Elective : HEALTH CARE MANAGEMENT
MBA 3E36 : Hospital Administration**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Explain role of a hospital administrator. What are the challenges faced by them ? Elaborate.

OR

- b) What are the different types of hospitals ? Elaborate the pros and cons of each type.

2. a) Describe the classification of management in hospitals.

OR

- b) Explain the systems approach to hospital administration.

SECTION – B

Answer **any six** questions. **Each** question carries **9** marks. (1 mark for Part (a), 3 marks for Part (b) and 5 marks for Part (c)).

3. a) What do you mean by public relation ?
b) Describe the measures of employee-welfare practised in hospitals.
c) What are the different training methods that can be used to train the nursing professionals ?

P.T.O.



4. a) Define conflict in the context of a hospital.
b) Explain some of the stress management techniques for medical professionals.
c) Explain the conflict management techniques used in hospitals.
 5. a) Define hospital administration.
b) Describe the qualities required in a hospital administrator.
c) Elaborate the peculiarities and factors influencing hospital care.
 6. a) What do you mean by hospital ?
b) Trace the history of development of hospitals.
c) Explain the various types of ownership in hospitals.
 7. a) Briefly describe the profile of a hospital administrator.
b) Describe the organisation structure of a hospital.
c) Elaborate the research activities carried out in a hospital.
 8. a) What do you mean by systems approach ?
b) Explain the components of the systems theory in the context of a hospital.
c) Elaborate the advantages and disadvantages of systems approach in hospital administration.
 9. a) What do you mean by training and development ?
b) What are the benefits of training employees in a hospital ?
c) What are the different training methods that can be used to train the paramedical staff in hospitals ?
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K21P 0002

Reg. No. :

Name :

**III Semester M.B.A. Degree (CBSS – Reg/Supple.) Examination, October 2020
(2014 Admission Onwards)
MBA 3C16 : BUSINESS LAW**

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. a) “All agreements are not contracts, but all contracts are agreements”. Discuss the statement explaining the essentials of valid contract.

OR

- b) Define a condition and warranty. Explain implied conditions and warranties in a contract of sale.
2. a) “Promotion is the first stage in the formation of a company”. Explain the several stages involved in the formation of a company.

OR

- b) Bring out the salient features and objectives of Consumer Protection Act, 1986.

SECTION – B

Answer **any six** questions. **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 a void agreement ?
b) When is a contract said to be having a free consent ?
c) What are the remedies available for breach of contract ?
4. a) Define ‘goods’ as per Sale of Goods Act, 1930.
b) Differentiate between condition and warranty.
c) Explain the exceptions to the doctrine of ‘caveat emptor’.
5. a) What is memorandum of Association ?
b) Explain the rule of constructive notice.
c) Explain the various kinds of Resolutions as per Companies Act, 1956.

P.T.O.



6. a) What is non-negotiable instrument ?
b) Differentiate between cheques and demand drafts.
c) What are the qualifications and privileges of holder in due course ?
 7. a) Who is consumer as per Consumer Protection Act, 1986 ?
b) State the procedure for disposal of complaints.
c) Discuss in detail about district consumer forums.
 8. a) What is mutilation of a cheque ?
b) State different methods of crossing of a cheque.
c) Explain the situations when payment of a cheque be refused by a bank.
 9. a) What do you mean by quasi contracts ?
b) Differentiate between indemnity and guarantee.
c) Explain contract of agency.
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K21P 0007

Reg. No. :

Name :

III Semester M.B.A. Degree (CBSS – Reg./Supple.)
Examination, October 2020
(2014 Admission Onwards)
Elective : Marketing
MBA 3 E04 : INTERNATIONAL MARKETING

Time : 3 Hours

Max. Marks : 80

Instruction : Answer to *all* the Sections.

SECTION – A

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

1. Describe the product standardization v/s adaptation debate. Discuss the various ways of product adaptation in brief.

OR

Discuss the various bases of segmentation in international marketing. Segment the market for an Indian bicycle manufacturer in international market.

2. Describe the International Product Life Cycle (IPLC) theory and its marketing implications.

OR

Elucidate the difficulties which could occur while conducting an advertising campaign across national boundaries.

SECTION – B

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

3. a) What is market positioning ?
b) Explain EPRG approach.
c) Briefly explain the components of international marketing environment.

P.T.O.



4. a) What is contract manufacturing ?
b) How can an effective pricing strategy be developed ?
c) How are the products for foreign markets designed ?
 5. a) What is multilateralism ?
b) Explain the role of international distribution channel.
c) Explain the advantages of online channels for international marketing.
 6. a) What is new product ?
b) Write a note on trade blocks.
c) Discuss the role and significance of trade fairs and exhibitions in promoting exports.
 7. a) What is strategic alliance ?
b) Write a note on terms of sale.
c) Explain the importance of marketing research for an export house.
 8. a) What are the Major Constituents of Indian Exports ?
b) Write the role of IMF in international marketing.
c) Discuss various market entry strategies for entering foreign markets.
 9. a) What are the components of international promotion mix ?
b) Write the advantages of regionalism in international market.
c) How are logistics important in international marketing ?
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K21P 0009

Reg. No. :

Name :

III Semester M.B.A. Degree (CBSS – Reg./Supple.) Examination, October 2020
(2014 Admission Onwards)

Elective : Finance

MBA3E10 : FINANCIAL MARKETS AND INSTITUTIONS

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. Describe the components of financial market.

OR

Elucidate the functions of merchant bankers.

2. Describe the powers and functions of SEBI.

OR

Explain the role of efficient financial market in a developing economy.

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 a certificate of deposit ?

b) Explain e-trading.

c) Explain the significance of private placement.

4. a) What is a public issue ?

b) Differentiate between public issue and right issue.

c) Explain the advantage of primary market.

P.T.O.



5. a) Define non-performing asset.
b) Distinguish **between e-banking and universal banking**.
c) Explain the problems of NPAs in Indian banking.
 6. a) What do you mean by banking sector reforms ?
b) Explain the need for banking sector reforms.
c) Bring out the provisions of **Narasimham committee reports**.
 7. a) Define mutual funds.
b) What are open ended mutual funds ?
c) Explain the calculation of NAV.
 8. a) What is monetary policy ?
b) What is asset under management ?
c) Explain the techniques of monetary policy.
 9. a) What is a credit rating ?
b) Bring out the uses of credit rating.
c) Explain the process of credit rating.
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