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P.O. Pavannoormotta, Kannur - 670602

K25P 2101

Reg. No. :

Name :

Fourth Semester M.B.A. Degree (CBSS – Regular) Examination, April 2025
(2023 Admission Onwards)
MBMBA04C19 : STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

(Answer **any five** questions. **Each** question carries **4** marks.)

1. Discuss components of a company's external environment.
2. What are the characteristics of a good organisational vision ?
3. Explain cost leadership strategy with an example.
4. What is portfolio analysis ?
5. Explain the criteria for evaluating strategic alternatives.
6. Differentiate Horizontal Integration and Vertical Integration. (5×4=20)

SECTION – B

(Answer **any three** questions. **Each** question carries **8** marks.)

7. Discuss the nature and significance of strategic management.
8. Explain ME Porter's 'Five Forces Model' and its relevance in strategic management.
9. What are the functional level strategies ? Explain with examples.
10. Explain the importance of leadership and culture in implementation of strategy.
11. What is value chain analysis ? Briefly explain the advantages of value chain approach. (3×8=24)

P.T.O.



SECTION – C

(Answer **any three** questions. **Each** question carries **12** marks.)

12. Discuss the growth strategies of an organization to increase their profits.
13. What are the reasons for a company to form strategic alliance ? Explain with examples.
14. Explain PESTEL framework and illustrate with suitable examples.
15. Briefly describe the strategic alternatives given by Glueck. Give examples.
16. What are the reasons for the failure of M and A ? Explain with examples.

(3×12=36)



K25P 2102

Reg. No. :

Name :

**Fourth Semester M.B.A. Degree (CBSS – Regular) Examination, April 2025
(2023 Admission Onwards)
MBMBA04C20 : ENTREPRENEURSHIP AND START-UPS**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. Define entrepreneurship and explain its key attributes.
2. What is the role of Commercial Banks in entrepreneurship development ?
3. List the formalities involved in setting up a Small or Medium Enterprise (SME).
4. Define venture capital and explain its role in financing Start-ups.
5. What are the objectives of Entrepreneurship Development Programs (EDPs) ?
6. Discuss the key problems faced by women entrepreneurs in rural areas.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. Explain the types of entrepreneurs and provide examples for each type.
8. Write a note on any 2 institutional support systems available for small entrepreneurs in India.
9. Discuss the various steps involved in setting up an enterprise.
10. Elaborate on the steps involved in obtaining a patent for an invention.
11. Discuss the importance and objectives of Start-up policies in promoting entrepreneurship.

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

(3×12=36)

12. Discuss the challenges and opportunities in rural Entrepreneurship, with a focus on its contribution to economic growth.
 13. Analyse the role of global entrepreneurship development indicators and compare India's position with global standards.
 14. Examine the considerations for evaluating business opportunities and how they influence the success of a new or acquired enterprise.
 15. Write a detailed note on the role and challenges of Entrepreneurs during the growth phase of an Entrepreneurial venture.
 16. Explain Schumpeter's Innovation Theory of Entrepreneurship. Discuss its key components and analyse its significance in understanding the role of innovation in economic development.
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K25P 2103

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Name :

**Fourth Semester M.B.A. Degree (C.B.S.S. – Regular) Examination, April 2025
(2023 Admission Onwards)
Elective I : MARKETING
MBMBA04E05 : Retail Management**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4 =20)**

1. What is retail management ? Explain principles of retail management.
2. What is a category store ? What is non-traditional retailing ?
3. What is service retailing ? State the functions of a retailer.
4. Write the significance of brand management in retailing.
5. What are the merits and demerits of 'Single Brand Store' ?
6. Explain omnichannel retailing. Give example.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. Write difference between speciality stores and discount stores.
8. Explain the types of retail location.
9. Describe the importance of digital marketing and social media in retailing.
10. Bring out the factors influencing retail shoppers.
11. How to implement the advertising programs in retail management ?

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

(3×12=36)

12. Discuss the evolution of retail, drivers of retail change and the recent trends.
 13. Elucidate the present Indian retail scenario and future prospects.
 14. Elaborate the elements of exterior and interior store design.
 15. Explain the different types of organized retail format with suitable examples.
 16. Elaborate the reasons for survival of retailing in this highly competitive market in India.
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K25P 2109

Reg. No. :

Name :

**Fourth Semester M.B.A. Degree (CBSS – Regular) Examination, April 2025
(2023 Admission Onwards)
Elective – I : MARKETING
MBMBA04E06 : Advertising and Brand Management**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. What do you understand by consumer funnel ?
2. Bring out the advertising ecosystem in India.
3. Write a note on content marketing.
4. Explain consumer lifetime value approach towards measuring ROI of advertising budget.
5. Distinguish between brand positioning and repositioning.
6. Bring out the need for advertising effectiveness. **(5×4=20)**

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the hierarchy of effects model in advertising.
8. Describe the role of advertising agencies as an interface between client and media.

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9. Explain the financial aspects of advertising.
10. Explain the process of brand development.
11. Explain the Kapferer's brand identity prism.

(3×8=24)

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Explain the classical methods for measuring Ad effectiveness.
13. Bring out and explain the significance of Digital advertising.
14. Elaborate on 'how to prepare a media plan'.
15. Describe the strategic brand management process.
16. Bring out and explain the organisation of advertising agencies.

(3×12=36)



K25P 2105

Reg. No. :

Name :

Fourth Semester M.B.A. Degree (C.B.S.S. – Regular)
Examination, April 2025
(2023 Admission Onwards)
Elective II : FINANCE
MBMBA04E13 : Financial Derivatives

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. Write a note on exchange traded derivatives.
2. What do you understand by non-dividend paying stocks ?
3. Explain the payoff for futures.
4. Distinguish between speculation and arbitrage.
5. Bring out the factors influencing option price.
6. Write a note on structure of swap trading system.

(5×4=20)

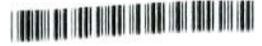
SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Describe the requirements for successful derivatives market.
8. Minners Inc. enters a forward contract with a financial intermediary to buy 80 kilos of gold at USD 53,000 per kilo. The spot price of gold is USD 52,780 per kilo. How much will Minners Inc. pay (receive) to (from) the financial intermediary ?
9. Show the payoff of the profit from buying a European put option with the following details: Option price = Rs.14, Strike price = Rs.140. Assume appropriate probable prices to explain the payoff.
10. Explain the key features of futures contract.
11. Describe the operation of forward swaps.

(3×8=24)

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Bring out and explain the features of forward contracts.
13. Explain the L C Gupta and J R Varma committee on derivative market.
14. Discuss the mechanics and settlement of a futures contract.
15. Compute the value of a call option using B-S model given the following information.
Current Market Price Rs.75
Volatility of the share return 45 percent
Exercise Price Rs.80
Risk free rate 12 percent
Time to expiration 6 months.

16. Describe regulation of financial derivatives in India.

(3×12=36)



Reg. No. :

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Fourth Semester M.B.A. Degree (C.B.S.S. – Regular)
Examination, April 2025
(2023 Admission Onwards)
Elective II : FINANCE
MBMBA04E14 : International Financial Management

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. Define BoP disequilibrium and briefly mention its types.
2. What were the key features of the Gold Standard ?
3. What are the different types of foreign exchange transactions ?
4. What is the role of the International Monetary Fund (IMF) in the global financial system ?
5. Define the Foreign Exchange Market in India and its key functions.
6. Explain the significance of the Bretton Woods System in international finance.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. How do international financial institutions like the IMF and World Bank help in managing global financial stability ?
8. Explain the importance of the Spot and Forward Market in managing exchange rate risk.
9. Compare the role of SEBI and RBI in regulating foreign exchange transactions in India.



10. Explain the factors influencing foreign investment decisions in India and their impact on the economy.
11. How does the IMF assist countries facing a Balance of Payments crisis? Provide examples.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks. **(3×12=36)**

12. Evaluate the different methods of BoP adjustments in detail and compare their effectiveness.
 13. Explain the evolution of the International Monetary System.
 14. Analyse the role of arbitrage in foreign exchange trading with examples of two-point and three-point arbitrage.
 15. Discuss the importance of foreign investment in India and the factors influencing Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI).
 16. Discuss the exchange rate determination models and how they apply to the Indian Rupee.
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K25P 2111

Reg. No. :

Name :

Fourth Semester M.B.A. Degree (C.B.S.S. – Regular)
Examination, April 2025
(2023 Admission Onwards)
Elective III : HUMAN RESOURCE
MBMBA04E21 : Strategic and International Human Resources
Management

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. What does Human Resource Strategy in an international context involve ?
2. Write a brief note on the evolution of Strategic Human Resource Management.
3. Explain Human Capital Bridge Framework Model of SHRM.
4. What are the potential cross-cultural problems in IHRM ?
5. Explain recruitment and retention as complementary HR strategies.
6. Differentiate between domestic and international HRM.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. Describe the behavioural issues in SHRM.
8. Explain HR's new role in global business and strategy implementation.
9. Explain cultural convergence and divergence concepts with examples.
10. What are the non-traditional approaches of HR strategies ? Explain.
11. Explain the process of international staffing along with a diagram.

P.T.O.

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SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

(3×12=36)

12. Elaborate human side of mergers and acquisitions in the context of SHRM.
 13. Bring out the role of HRM in organisational performance in the international context.
 14. 'Human resource is emerging as a key resource for competitive advantage'. Evaluate the statement.
 15. Enumerate the role of SHRM in creating and managing global workforce.
 16. Explain any two models of people management in different cultures.
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K25P 2112

Reg. No. :

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**Fourth Semester M.B.A. Degree (CBSS – Regular) Examination, April 2025
(2023 Admission Onwards)**

Elective III : Human Resource

MBMBA04E22 : ORGANIZATIONAL CHANGE AND DEVELOPMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. What strategies can be employed to improve communication during an internal change process ?
2. How can Lewin's Force Field Analysis be applied to diagnose resistance to change within an organization ? Give example.
3. What are the challenges faced by third-parties during interventions in organizations ?
4. What is the role of intergroup collaboration in achieving successful organizational development ?
5. Enlist challenges in measuring the success of organizational development interventions.
6. Explore the impact of diversity and inclusion initiatives on intergroup collaboration and organizational development.

(5×4=20)

P.T.O.



SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the importance of employee readiness and resistance as determinants of successful organizational change.
8. Analyse the role of employee engagement initiatives in boosting morale during change processes.
9. What are the limitations and challenges of implementing the Action Research Model in a dynamic business environment ?
10. How does sensitivity training help in developing emotional intelligence among employees ?
11. Explain the role of observational learning in behavioural modelling and its application in the workplace. (3×8=24)

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. "Resistance to change, if handled effectively, can lead to innovation and growth." Explain.
 13. "Institutionalization of OD interventions is achieved through continuous reinforcement and evaluation." Explain with examples.
 14. Explain the future trends in digital collaboration tools and their potential impact on fostering intergroup relationships.
 15. How organization mirroring can foster transparency and trust during a period of major organizational change ?
 16. Explain the effectiveness of third-party peace-making interventions in improving collaboration between different departments during organizational restructuring. (3×12=36)
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K25P 2113

Reg. No. :

Name :

Fourth Semester M.B.A. Degree (C.B.S.S. – Regular) Examination, April 2025
(2023 Admission Onwards)
Elective IV : HEALTH CARE
MBMBA04E29 : Hospital Planning and Engineering

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. (5×4=20)

1. What is the relevance of NABH accreditation ?
2. How is the size of the hospital considered for bed ratio ?
3. What is the importance of remodeling of hospitals ?
4. Why is financial feasibility important in hospital planning ?
5. How is housekeeping administration made ?
6. How is infection control made ?

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. (3×8=24)

7. What are the principles of hospital planning ?
8. Design a building requirement of diagnostics zone of a hospital.
9. How transport facility is planned in a hospital ?
10. Explain about the equipment planning in hospital.
11. Discuss the planning and management of casualty and emergency services.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks. (3×12=36)

12. Explain voluntary and mandatory standards followed in hospitals.
 13. Elucidate the planning and maintenance of waste management in hospitals.
 14. Explain the best practices in ergonomic and sustainable hospital design.
 15. Explain the planning and designing of operation theater.
 16. Explain the functions and layout of clinical laboratories in hospitals.
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K25P 2118

Reg. No. :

Name :

**Fourth Semester M.B.A. Degree (CBSS – Regular) Examination, April 2025
(2023 Admission Onwards)
Elective – IV : Health Care
MBMBA04E30 : Patient Behaviour and Care**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. State the importance of cultural sensitivity and patient-centred care in addressing diverse patient behaviours.
2. What is the significance of auditing patient compliance with prescribed medication ?
3. How can hospital policies influence patient behaviour ?
4. What is the role of technology in enhancing geriatric care and monitoring patient behaviour ?
5. Identify the challenges healthcare providers face when offering grief counseling in a multicultural setting.
6. Present the stages in medical waste incineration. **(5×4=20)**

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the importance of training healthcare staff in patient behaviour management to enhance overall care quality.
8. Explain how understanding a patient's personality can help healthcare providers deliver personalized care.
9. Explain the significance of communication skills in altering negative patient attitudes toward treatment.

P.T.O.



10. How do adherence and non-adherence to the protocols influence the care environment ?
11. Examine the role of training and development programs for human resources in enhancing patient care. (3×8=24)

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. How can opinion leadership be utilized to improve patient compliance with treatment protocols ?
 13. How can understanding the stages help healthcare providers offer more effective grief counseling ?
 14. Explain how patient behaviour audits can identify trends in patient non-compliance.
 15. Explain the importance of training the staff on biomedical waste disposal protocols.
 16. Elaborate how booklets can empower patients to take responsibility for their health and well-being. (3×12=36)
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