BM6CPHC500 Reg. No.

St Aloysius (Deemed to be University)
Mangaluru

Semester I – P.G. Examination – M.B.A
January - 2025
PRINCIPLES OF ACCOUNTING

Time: 2 ½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Explain the importance of ethical conduct in accounting. **(4)**

   b) Define the term balance sheet and summarize the key information provided by a balance sheet. **(8)**

2. a) Describe the difference between an asset and a liability. **(4)**

   b) Chandra set up practice as an architect. After one month, the business had the following balances. Cash 20,000; Trade receivables ₹ 7,000; Office supplies ₹ 10,000; Office equipment ₹ 30,000; Trade Payables ₹9,000; Equity Capital ₹ 58,000. **(8)**

   The following transactions took place in the second month;

   a) Billed Clients for services ₹ 29,000
   b) Paid assistants salary ₹ 2,500
   c) Provided services and received cash ₹ 14,000
   d) Collected payments due from clients ₹ 26,000
   e) Bought equipment on credit ₹ 11,000
   f) Paid equipment supplier ₹ 3,000
   g) Paid electricity expenses ₹ 1,300
   h) Bought office supplies on credit ₹2,800
   i) Bought office equipment for cash ₹16,000
   j) Withdrew cash for personal use ₹12,000

   Analyse the effect of the transactions on the accounting equation.

3. a) Prepare the January 31 adjusting entries from the following information. **(4)**

   a) The company's inventory of office supplies on December 31 was ₹2,850. The company bought supplies costing ₹4,710 in January. The inventory of office supplies on January 31 totalled ₹1,930.
   b) The company paid rent for six months at ₹2,500 per month in advance on December 1 and charged it to Prepaid Rent.
   c) The company had not paid the January salary of ₹4,900 at the month end.
   d) On January 9, a customer paid an advance of ₹9,300 for future services. The company provided services worth ₹7,100 to the customer in January.
   e) Income tax payable for the year is estimated at ₹2,100.

Contd...2

b) Roshan Software Ltd. was engaged in the following transactions in June: **(8)**

1 Received cash from customers billed on May 15, ₹ 14,700.

3 Paid for computer bought on credit on May 4, ₹ 6,000.

10 Received cash for services provided, ₹ 2,300.

18 Paid telephone bill for June, ₹ 840.

20 Provided services for Rs 9,200 to the customer who had paid advance on May 23

27 Paid electricity bill for June, ₹ 310.

28 Paid salaries for June, ₹ 3,500.

29 Paid computer rental for June, ₹ 4,000.

30 Declared and paid dividend, ₹ 1,200

REQUIRED:

i) Prepare journal entries to record the transactions in the general journal.

ii) Post the journal entries to the ledger.

4. a) List out the benefits of preparing a worksheet. **(4)**

b) From the following details of Ashirvad Stationery, prepare a multiple step profit and loss account and comment on the performance of the statement: **(8)**

Sales	7,09,500
Sales returns and Allowance	72,600
Sales discount	6,450
Purchases	5,72,850
Purchases returns and allowance	23,400
Purchase Discount	1,650
Office Salaries	9,450
Sales Salaries	14,700
Store Rent	24,000
Freight In	13,950
Delivery expenses	2,700
Advertisement expenses	4,800

The beginning and Ending merchandise inventories were ₹34,650 and ₹70,350, respectively.

5. a) Summarize the concept of contingent liabilities. **(4)**

b) Explain buy back of shares and how to account for them. **(8)**

SECTION – B

6. **Case study:** **(12)**

The trial balance of Avinash Autocare Limited is as follows:

AVINASH AUTOCARE LIMITED: Trial Balance, November 30, 2024

Account	Debit	Credit
Equipment	25,000	
Accumulated Depreciation, Equipment		4,000
Supplies	6,920	
Cash	3,780	
Prepaid Insurance	6,000	
Creditors		2,410
Unearned Revenue		1,380
Share Capital		20,000
Retained Earnings		3,450
Dividends	3,500	
Revenue from Services		25,880
Salaries Expense	8,320	
Rent Expense	3,600	
Total	57,120	57,120

Required to:

i) Enter the trial balance amounts on a worksheet, and complete the worksheet using the following information:

a) Estimated depreciation on equipment, ₹ 2,000.
b) Inventory of supplies, ₹ 1,780.
c) Unexpired insurance, ₹ 1,200.
d) Services provided to clients that had been paid for in advance but not taken as revenue, ₹ 410.
e) Revenue earned but not yet billed, ₹ 230.
f) Unpaid salaries, ₹ 720.
g) Estimated income tax expense, ₹ 1,000.

ii) Prepare adjusting and closing entries.

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BM6CPHC501 Reg. No. [ ]

St Aloysius (Deemed To Be University)

Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

ORGANISATIONAL BEHAVIOUR

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Discuss the importance of diversity in an organisation (4)

   b) The organisational Behaviour (OB) model is a theoretical frameworks that help us to understand the behaviour of individuals, groups, and organisations in the workplace. Evaluate this statement narrating the OB model. (8)

2. a) Analyse, in brief, the two different types of stress. (4)

   b) Your attitude reflects the way you see the world and how you live in it. Examine this statement, highlighting the three components of attitude. (8)

3. a) Elaborate on attribution theory (4)

   b) Explain Maslow's Hierarchy of Needs theory and its relevance in understanding employee motivation. (8)

4. a) If you were a group manager, elaborate on how would you increase group cohesiveness. (4)

   b) Leadership is very prominent in an organisation. In this view, discuss the traits and roles of leaders. (8)

5. a) Distinguish between distributive and integrative bargaining strategies (4)

   b) Demonstrate how organisation culture has an impact on employee satisfaction and performance. (8)

SECTION – B

6. **Case study:** **(12)**

Rex Justice is a long-term employee of the Carfax Corporation, and for the last several years he has been a supervisor in the financial section of the firm. He is very loyal to Carfax and works hard to follow the company policies and procedures and the orders of the managers above him. In fact, upper-level management thinks very highly of him; they can always count on Rex to meet any sort of demand that the company places on him. He is valued and well-liked by all the top managers. His employees in the financial section have the opposite opinion of Rex. They feel that he is too concerned with pleasing the upper-level brass and not nearly concerned enough with the needs and concerns of the employees in his department.

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St Aloysius (Deemed To Be University), Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

ECONOMICS FOR MANAGERS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Discuss the relationship between scarcity and the need for rationing device **(4)**

   b) Rahul purchased a flat in FY 2002-03 for ₹15,00,000. He sold the flat in FY 2017-18 for ₹ 6000000. Cost of Inflation Index in 2002-03 and 2017-18 were 105 and 272 respectively. Applicable capital gain is 12.5 percent. Compute the capital gain tax after indexation. **(8)**

2. a) Differentiate between change in demand and change in quantity demanded. **(4)**

   b) Knowing the value of price elasticity allows us to understand what happens to a firm's revenue as it raises and cuts its prices. Explain. **(8)**

3. a) The following table shows total output (in tax returns completed per day) of the accounting firm Hoodwink and Finagle. Compute the marginal product of each accountant **(4)**

No. of Accountants	Total Product
0	0
1	10
2	25
3	43
4	50
5	55
6	55

   b) Examine the behaviour of short term costs as output rises. **(8)**

4. a) Discuss the features of oligopoly with suitable examples. **(4)**

   b) Elaborate how barriers to entry create and sustain monopoly power. Provide examples of different types of barriers and their effects on competition. **(8)**

5. a) Compute Personal Income from the following data (4)

(Values in billion $)

1	Wages and Salaries	450
2	Income from Rent	30
3	Net interest	40
4	Corporate profit	80
5	Indirect taxes	70
6	Depreciation	80
7	Net income from abroad	50
8	Transfer payments	100
9	Retained profit	20
10	Corporate profit tax	10
11	Contribution to social security	50

b) Estimate nominal and real GDP for the following data. Calculate and interpret GDP deflator for each year. (8)

(Base year is 2011. The price of rice and wheat in the base year is ₹ 15 and ₹ 10 respectively)

Year	Price of Rice(₹/kg)	Quantity of Rice (Kg)	Price of Wheat (₹/kg)	Quantity of Wheat (Kg)
2018	25	1000	15	1500
2019	30	1200	17	1800
2020	40	1500	22	2200
2021	44	1800	28	2500
2022	50	2000	35	3200

SECTION – B

6. **Case study:** (12)

Suppose that the market for milk can be represented by the following equations:

Demand: Qd =12 -5P Supply:Qs= -20+3P where P is the price per gallon, and Q represents quantity of milk, represented in millions of gallons of milk consumed per day.

i. Calculate the equilibrium price and quantity of milk.

ii. Suppose that the government supports the farmers with a minimum support price of $5.50 per gallon by purchasing any excess milk suppliers make available but are unable to sell to consumers at the MSP. How much milk must the government buy?

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St Aloysius (Deemed To Be University), Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

STATISTICS FOR BUSINESS DECISIONS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) A recent issue of Fortune Magazine reported that the following companies had the lowest sales per employee among the Fortune 500 companies. **(4)**

Company	Sales per Employee (Thousands of Rupees)	Sales Rank
Seagate Technology	42.20	285
SSMC	42.19	414
Russel	41.99	480
Maxam	40.88	485
Dibrell Brothers	22.56	470

a) How many elements, variables, and observations are in the above data set?

b) Name the variables and indicate whether they are qualitative or quantitative.

b) A quality characteristic of interest for a tea bag filling process is the weight of the tea in the individual bags. If the bags are underfilled, two problems arise. First customers may not be able to brew the tea to be as strong as they wish. Second, the company may violate the truth in labeling laws. Here, the label weight on the package indicates that, on average, there are 5.5 grams of tea in a bag. If the average amount of tea in a bag exceeds the label weight, the company is giving away the product. Getting an exact amount of tea in a bag is problematic because of variations in the temperature and humidity inside the factory, differences in the density of the tea, and the extremely fast filling operation of the machine (approximately 170 bags a minute). The following table provides the weight in grams of a sample of 50 tea bags produced in one hour by a single machine: **(8)**

5.65	5.44	5.42	5.53	5.34	5.54	5.54	5.45	5.52	5.41
5.57	5.40	5.53	5.55	5.62	5.56	5.56	5.46	5.44	5.51
5.47	5.40	5.47	5.53	5.32	5.32	5.57	5.29	5.49	5.55
5.77	5.57	5.42	5.58	5.50	5.50	5.32	5.50	5.53	5.58
5.61	5.45	5.44	5.56	5.56	5.63	5.50	5.57	5.67	5.36

Construct a frequency distribution with six class intervals of width 0.10 grams in the following pattern as below: 5.20-5.30, 5.30-5.40, 5.40-5.50, 5.50-5.60, 5.60-5.70, 5.70-5.80 and find:

a) Determine the average weight and the variation in weight, and explain why the company producing tea bags should be concerned about both the average and variation.

b) Based on the average weight of the tea bags calculated, is the company meeting the requirements set forth on the label?

Contd...2

2. a) A psychologist wanted to compare two methods A and B of teaching. He selected a random sample of 22 students. He grouped them into 11 pairs so that the students in a pair have approximately equal scores on an intelligence test. In each pair, one student was taught by method A and the other by method B and examined after the course. The marks obtained by them are tabulated below: **(4)**

Pair	I	2	3	4	5	6	7	8	9	10	11
A	24	29	19	14	30	19	27	30	20	28	11
B	37	35	16	26	23	27	19	20	16	11	21

Find the rank correlation coefficient and make inferences on the correlation between two methods of teaching.

b) In the realm of actuarial analysis and risk assessment, an insurance company endeavors to explore the potential linear relationship between the salary of employed individuals and the corresponding amount of life insurance they carry. An insurance company would like to determine if there is a linear relationship between the salary of an employed person and the amount of life insurance, he/she carries any person who does not have any life insurance is not considered in the study. The following table represents the salary and the corresponding life insurance in thousands of rupees for each of the seven employees selected at random. **(8)**

Salary ('000)	24	24	30	30	36	36	40
Life Insurance('000)	60	55	90	80	100	105	120

a) Identify the dependent and independent variable

b) Compute the regression equation and identify how much the life insurance increases for each extra increment of a thousand rupees in salary.

c) How much life insurance do you expect a person to carry if his salary is ₹50,000 per year?

3. a) A telephone company has launched a new series in a particular region. The company has estimated that the average monthly telephone bill is ₹1500 with a standard deviation of ₹ 715 in the region. Assume that monthly bills are normally distributed and a bill is randomly selected. Compute the probability that the bill amount is between ₹1300 to ₹1700 **(4)**

b) A manufacturing firm is engaged in the production of steel pipes in its three plants with a daily production of 1000, 1500, and 2500 units respectively. According to experience, it is known that the fractions of defective pipes produced by the three plants are respectively 0.04, 0.09, and 0.07. If a pipe is selected from a day's total production and found to be defective, find out **(8)**

a) What are the total chances of producing defective pipes?

b) What is the probability that the selected pipe is defective from the second plant?

c) Given the circumstance where a production manager must decide on immediate maintenance for the plant responsible for producing the largest defective pipes, analyze the situation and pinpoint which plant needs maintenance, providing a rationale for your decision.

Contd...3

4. a) A mobile app developer wants to analyze the relationship between user demographics (age groups: 18-24, 25-34, 35-44) and the frequency of app usage (daily, weekly, monthly). Set a hypothesis to test this claim. Suppose the Chi-Square test value is 16.369; at a 1% level of significance, make an inference on the claim. **(4)**

   b) Green Life, a new natural wellness brand, aims to assess the popularity of its flagship product based on customer ratings. To gauge the popularity of a specific item, Green Life conducts a customer survey, collecting ratings from a sample of 64 customers using a 10-point scale. **(8)**

      a) To gain insights into the popularity of the product, the sales team seeks to estimate the confidence interval. With a sample mean rating of 8.5 and a standard deviation of 4.75, the sales team seeks to identify the range of customer ratings at a 95% confidence interval. Interpret the confidence intervals.

      b) How do one-tailed and two-tailed tests differ in terms of their application in hypothesis testing? Illustrate your explanation with practical examples.

5. a) A reputed marketing agency in India has three different training programs for its salesmen. To assess the success of the programs, 4 salesmen from each of the programs were sent to the field. Their performances in terms of sales were recorded. Two-way ANOVA is used to test if there is a significant difference among methods and salesmen. Set the null and alternate hypothesis interpret the following results and make inferences. **(4)**

Sources of variation	D.F	Sum of Squares	Mean Sum of Squares	F-Ratio	F-Tab
Between Columns (Methods)	2	240	120	Fc=1.64	Fc (tab) =5.14
Between Rows (Salesmen)	3	260	86.67	Fr=1.18	Fr (tab) =4.76
Within Samples (Error)	6	440	73.33		
Total	11	940			

   b) Marina Traders Co. Ltd is actively exploring the performance of their three salesmen, namely S1, S2, and S3. The focus is on evaluating whether these salesmen, collectively responsible for 14 sales calls during the last week (S1: 5 calls, S2: 4 calls, S3: 5 calls), demonstrate comparable selling capacities. To investigate this, Marina Traders has compiled the weekly sales records of the three salesmen, revealing the respective sales amounts for each sales call. The data is as follows: **(8)**

S1	S2	S3
300	600	700
400	300	300
300	300	400
500	400	600
100	-	500

To objectively assess whether there exists a statistically significant difference in the average size of sales among S1, S2, and S3, using Analysis of Variance (ANOVA). Perform the one-way ANOVA and provide inferences to Marina Traders at a 5% level of significance.

SECTION – B

6. **Case study:** **(12)**

Evaluating Production Efficiency Across Machines and Shifts

Efficiency in production is critical for the success of any manufacturing company. NovaTech Manufacturing, a leading producer of household appliances, seeks to assess the performance of its production operations. The factory employs four machines A, B, C, and D to produce components across three shifts: Morning, Afternoon, and Night. Management is keen to understand how production output varies across different shifts. These insights are expected to guide decisions on optimizing machine usage and scheduling shifts to maximize efficiency. To investigate, the production data for a single operational week were collected. The dataset records the number of units produced by each machine during each shift, resulting in the following summary:

Shift	Machine A	Machine B	Machine C	Machine D	Total
Morning	50	45	40	55	190
Afternoon	48	50	42	53	193
Night	47	46	38	52	183
Total	145	141	120	160	566

NovaTech Manufacturing seeks to answer two key questions:

a. Do the machines significantly differ in their production efficiency?
b. Is there a significant variation in production output across the three shifts?

As a consultant hired by NovaTech Manufacturing, analyze the data using a Two-way ANOVA and provide recommendations for improving production efficiency. Your findings and insights will directly influence decision-making processes and help NovaTech Manufacturing streamline its operations for better outcomes.

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BM6CPHC504 Reg. No. | | | | | | | | |

St Aloysius (Deemed To Be University)
Mangaluru
Semester I – P.G Examination – M.B.A
January - 2025
PRINCIPLES OF STRATEGIC MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Mintzberg's 5Ps of strategy represents five distinct approaches that can be used to develop a robust and practical strategy. Justify this statement. **(4)**

   b) The essence of strategy is choosing a unique and valuable position that is difficult to imitate by other companies. Justify this statement on the basis of the three viewpoints of Michael Porter on strategy. **(8)**

2. a) A mission statement provides substantive guidance to the company. Explain. **(4)**

   b) Identify the different ways through which Cavinkare can enter the UK market. Cavinkare was started as a pure personal care player and now it is transformed as an FMCG conglomerate with expertise in dairy, snacks, food, beverages and professional care business. **(8)**

3. a) Issues that arise inside of the business, can quickly escalate if left unchecked. That is why it is important to be aware of the main internal causes of business failure in order to prevent them from arising in your own company. Examine these statements mentioning the internal reasons for the failure of companies. **(4)**

   b) Explain in detail, the various components of internal analysis model of a company. **(8)**

4. a) Discuss in brief, the various business level strategies. **(4)**

   b) Assess the role of BCG matrix in corporate portfolio analysis. **(8)**

5. a) VUCA thinking is a way of recognising and understanding the complexities and dynamics of a rapidly changing business world. Illustrate. **(4)**

   b) Blue Ocean Strategy refers to the vast "empty ocean" of market options and opportunities. Elaborate on this statement. **(8)**

SECTION – B

6. **Case study:** **(12)**

Nike way of doing business

Low-Cost Manufacturing Is a Key Part of Its Business Strategy

One of the reasons that Nike has been able to maintain its profitability over the years is that it has invested heavily in low-cost manufacturing. It has achieved this by outsourcing virtually every aspect of the product

Contd...2

manufacturing process to countries that have a favourable wage structure, such as China, the Philippines, Vietnam, Indonesia, and Taiwan. Another factor that keeps costs low and profit margins high is the fact that Nike does not own any of the factories where these goods are produced. These outsourcing companies are simply given strict guidelines and protocols concerning the quality and production process. The company has also significantly invested in various innovations and technologies that help reduce labour cost and material costs.

Innovative Marketing

Effective branding and marketing are the key pillars of any successful company. However, Nike has taken this to a whole different level through the smart use of celebrity endorsements, iconic catchphrases, the Nike "swoosh" logo, and commercials such as the worldwide-famous 'Just Do It' campaign, as well as their ability to align the brand with positive associations such as innovation, stylishness and maximum performance. Nike has also been able to successfully leverage social media to reach out to a broader audience of potential customers. This is because the core demographic they market to are young people between the ages of 15 to 45 years old who are highly active on a variety of social media platforms. This explains why the company is one of the most expensive brands in the world.

Iconic Celebrity Endorsements

Nike is well-known for running one of the most successful celebrity endorsement campaigns in recent history, closely associated with famous athletes and non-athletes like Michael Jordan, Rafael Nadal, Cristiano Ronaldo, and Maria Sharapova. There are several ways the company has used its brand ambassadors to further its brand value and promote its brand image. For example, Nike ran a highly successful collaboration with basketball legend Michael Jordan to create an iconic line of sneakers known as the Air Jordan. The partnership was wildly successful, and the Air Jordan brand generated a revenue of over $5 billion for Nike in 2022.Nike also takes advantage of the public image of its various ambassadors concerning a wide range of contemporary issues. This allows the brand to position itself positively as a champion of social justice, equity, and inclusiveness. For example, the brand supported the Black Lives Matter movement in a widespread campaign against institutional racism in America using the slogan "Don't Do It" and featuring prominent African-American celebrities such as Colin Kaepernick, LeBron James, and Serena Williams.

Contd...3

A Range of Successful Side Brands

Despite what most people think, the Nike brand is not the sole brand of Nike, Inc (although it is by far its most successful). They also support a range of successful side brands such as Converse, Jordans, Umbro, Hurley, Nike Golf, and Cole Haan.The probable reason behind the success of these brands is the ability of the Nike corporation to apply the same principles which helped build up its primary brand.

Getting Rid of Retailers

Nike has made headlines over the past few years for gradually cutting ties with its major retailers, which include department stores, brick-and-mortar stores, and sporting goods specialists. The company does not operate a significant chain of dedicated retail outlets and therefore has mainly used third-party businesses to market its products to customers. By promoting direct-to-consumer sales, they have greater control over customer experience, pricing, profit margins, and brand image. They have achieved this by increasing their e-commerce presence, as well as launching apps that allow customers to purchase their goods directly from the brand.

Questions

1. Evaluate the various strategies adopted by Nike to remain competitive in the market. **(8 Marks)**
2. Identify the strategy that you feel as most impressive. Defend your answer. **(4 Marks)**

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BM6CPHC505 Reg. No.

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Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

PRINCIPLES OF MARKETING

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Explain the societal marketing concept with a neat diagram. **(4)**

   b) "The digital age has spawned a dazzling set of customer relationship building tools. "Describe how digital media can be harnessed to build customer engagement and manage customer relationships **(8)**

2. a) Briefly describe the characteristics of a good mission statement **(4)**

   b) The company and the other actors operate in a larger macroenvironment of forces that shape opportunities and pose threats to the company. "Describe the macroenvironmental forces that affect the company's ability to serve its customers **(8)**

3. a) 'The business marketing environment comprises of the marketing stimuli and other stimuli'. Explain the impact of the environment on business buyers. **(4)**

   b) Discuss which type of buying behaviour [Complex buying behaviour / Dissonance-reducing buying behaviour / variety-seeking buying behaviour] is exhibited by consumers in each of the following cases: **(8)**

   a. Health drinks

   b. Vacation abroad

   c. Purchase of a new flat

   d. cosmetics and grooming products

   e. branded footwear.

   Justify.

4. a) Elaborate the significance of industry and competition analysis for an organization of your choice **(4)**

   b) Porter's five force framework is known to be a comprehensive framework to analyse industrial competition. In context of this statement discuss the framework with the illustration of Iron and Steel companies in India. **(8)**

5. a) Discuss the key indicators that shows the profitability of the segment. **(4)**

   b) Bring out the difference and positioning plan for brands Cult fit and Decathlon in sports, health and wellness segment in India. **(8)**

Contd...2

SECTION – B

6. **Case study:** **(12)**

Xiaomi has the ambition to become the one brand that a consumer will ever buy for all things technology. Use the Xiaomi car to drive home from the office, turn on your air conditioning remotely to match the temperature in the car with the MiHome app, and by the time you are back home, the Xiaomi robot vacuum cleaner will have tidied up your home, the smart bulbs will have turned on as the sun sets, and the rice cooker will have heated your food. Oh, the smartphone, well, that's the one controlling all these devices.

Xiaomi is synonymous with affordable smartphones and televisions in India. As of August 2024, the company had a 13.5% market share, second only to Vivo (16.5% market share). In the television sector, Xiaomi had a 12% market share in Q1FY25 (Samsung - 16%, LG - 15%), and Xiaomi does not feature in the top 5 brands that control the wearables segment (smartwatches, smart bands, and earwear)

The company has brought in different elements of home automation over the last 7-8 years, starting with the air purifier, followed by smart bulbs in 2019, and the robot vacuum cleaners during the pandemic years. According to the company's 2023 annual report, globally, Xiaomi's AIoT platform boasted of 739.7 million connected IoT devices, up 25.5% YoY. Market research firm IDC has identified muted consumer demand amid rising average selling prices, which is restricting the annual recovery of the smartphone market. That said, the Indian smartphone market shipped 69 million smartphones in the first half of 2024, with 7.2% YoY growth. Xiaomi led the market in the entry-level (sub-US$100) segment and mass budget (US$100<US$200) segment.

In the smartphone market, Xiaomi has been building its portfolio of 5G phones. Xiaomi's Redmi 13C (Rs 12,499) and Xiaomi's Redmi 12 (Rs 11,999) were among the highest shipped 5G models in Q2FY24. Since August 2023the brand has actively worked to build a 5G portfolio in the Rs 10,000-15,000 price band. The company hopes to drive 5G adoption with its affordable range. the Rs 15,000 smartphone segment from 4-5 years ago has moved up to Rs 25,000-Rs 30,000. These buyers are looking for phones that are all-rounders—good camera, durability, screen. It is for this kind of consumer that the company offers the Redmi Note series In the premium segment, it is the camera that seals the deal. A premium consumer is typically looking to upgrade to a better camera and not necessarily a better display or battery life. And it is with this in mind that Xiaomi tied up with Leica, the camera lens maker, for its Xiaomi flagship series. Xiaomi makes flip-and-fold phones but does not yet sell them in India. This is for three reasons: the form factor does not still match up to a slab phone, the screen durability has room for improvement, and cost—they are priced a lakh and above.

Xiaomi invests in everything from influencer marketing to connected TVs for its marketing campaigns. YouTube is used for a mass campaign to target a wide audience, and Xiaomi invested in CTV ads for both Wimbledon and the Cricket World Cup.

Questions:

1. Analyze the strategy used by Xiaomi in the Indian market using Ansoff's matrix. **(6 Marks)**
2. Do you think the brand will be able to increase its market share in India in the next 5 years? Give reasons for your answer. **(6 Marks)**

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St Aloysius (Deemed To Be University)

Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

CONTEMPORARY BANKING

Time: 2½ hrs. Max Marks: 60

SECTION - A

Answer any FOUR of the following questions (4x12=48)

1. a) Elaborate on the 50:30:20 rule of handling finance with an example. (4)

   b) Narasimham Committee I & II primary aim was to enhance the stability of banks, elaborate the same. (8)

2. a) Elaborate how vigilance protects the interests of the bank. (4)

   b) If you are the RBI Governor, how would you use various monetary policy instruments, when the inflation rates and unemployment rates are high? (8)

3. a) Highlight the value of comprehensive credit assessment process in minimizing non-performing loans in a bank's portfolio? (4)

   b) Considering the rise of Payments Banks, explain how their unique business model differs from traditional banks, and how they can contribute to financial inclusion. (8)

4. a) Highlight the pitfalls of assessing customers for loans based on algorithms and artificial intelligence. (4)

   b) Illustrate three pillars of ALM. (8)

5. a) "Real estate is the leading cause of financial distress for bank" – Justify. (4)

   b) Evaluate how strategic objectives, such as cost reduction, improved efficiency, or market expansion, influence the decision to undertake corporate restructuring. (8)

SECTION – B

6. **Case study:** (12)

In the bustling offices of Axiom Bank, a familiar name caught the attention of the bank's management: Mr. Smith, a long-standing customer with a housing loan account nearing the end of its fifteen-year term. Concerns arose when it became apparent that Mr. Smith was encountering difficulties in meeting his repayment obligations, potentially facing the risk of default. Sarah, an experienced loan officer, promptly brought Mr. Smith's situation to the attention of the bank's manager, highlighting the urgency of the matter.

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Responding promptly, the bank manager scheduled a meeting with Mr. Smith to gain insight into his financial challenges. As Mr. Smith entered the manager's office, his demeanour betrayed the weight of his predicament. He openly shared the recent setbacks he had faced, including a job loss and unforeseen medical expenses, which had significantly strained his financial resources. Despite his efforts, the prospect of defaulting on his loan loomed ominously, threatening his financial stability. In collaboration with Sarah and the bank's financial experts, the manager embarked on a comprehensive assessment of Mr. Smith's financial situation. Through careful analysis of his income, expenses, and assets, they explored various avenues to alleviate his repayment burden. Drawing upon the bank's resources and expertise, they considered options such as loan restructuring and extension of the loan term, aiming to provide Mr. Smith with a viable solution while mitigating risks for the bank. After thorough deliberation, a tailored plan was devised to address Mr. Smith's challenges. This included offering him a temporary repayment moratorium along with a revised repayment schedule, providing him with the breathing space needed to stabilize his finances. Additionally, the bank extended access to financial counselling services, equipping Mr. Smith with the knowledge and tools to better manage his financial affairs. Over time, with the support of the bank, Mr. Smith was able to regain control over his finances and avert the looming threat of default. The collaborative efforts between Mr. Smith and Bank underscored the institution's commitment to customer-centricity and responsible lending practices.

a) Can you explain the role of financial counselling services in helping Mr. Smith manage his financial affairs better?

b) Loan restructuring and repayment moratoriums are common strategies to assist borrowers facing financial difficulties. However, these measures can also have implications for the bank's financial performance. Highlight the potential risks associated with implementing these solutions in Mr. Smith's case?

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BM6CPSC501

Reg. No. [| | | | | | |]

St Aloysius (Deemed to be University)
Mangaluru
Semester I – P.G. Examination – M.B.A
January - 2025
PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Time: 2 ½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Describe the procurement and development functions performed by HR managers in the contemporary organisations. **(4)**
   b) Analyse how green HRM efforts would help in in creating green workforce **(8)**

2. a) Describe the sequential steps involved in conducting a Job Analysis. **(4)**
   b) Examine the demand forecasting techniques that could be employed in human resource planning. **(8)**

3. a) Propose the recruitment alternatives that could be used by organisations to cut down on recruitment costs. **(4)**
   b) Identify and analyze the common mistakes that interviewers often make during job interviews. Discuss the potential impact of these mistakes on the hiring process and propose strategies to avoid them. **(8)**

4. a) Determine the methods an organization can use to analyse individual, task, and organizational training needs. **(4)**
   b) Explain various methods of performance appraisal. Which method do you recommend for modern organisations? Give reasons. **(8)**

5. a) Describe in detail the components of compensation. **(4)**
   b) Enumerate the problems faced by trade unions in India. **(8)**

SECTION – B

6. **Case study:** **(12)**

Moonlighting: A new challenge for HR globally

The growing gig economy, the desire for additional income, and the search for a more flexible work-life balance have all contributed to increased moonlighting in recent years. This transition into dual employment has become a notable trend, marking a shift in traditional employment norms.

Why are more people moonlighting?

The allure of extra earnings in the face of escalating living costs is a significant moonlighting driver. A Pew Research Center report states that 69% of Americans find themselves living paycheck to paycheck, indicating a substantial number grappling with financial sufficiency based on their prevailing income. This scenario paints a vivid picture of the financial tightrope many individuals walk, making moonlighting an attractive proposition. Moonlighting also opens avenues to acquire new skills and amass experience in diverse arenas, which, in turn, boosts one's appeal to potential employers. Another survey echoes this advantage, with 80% of recruiters showing a preference for candidates with moonlighting experience. This facet of moonlighting sheds light on its potential as a career-enhancing move.

The flexibility quotient of moonlighting, offering opportunities to work remotely or have flexible hours, is another draw. A survey by FlexJobs discloses that 65% of workers would consider working from home. This inclination towards working remotely and enjoying flexibility underscores the evolving expectations of the modern workforce.

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The HR puzzle

The ripple effect of moonlighting extends to the HR domain, stirring several challenges:

Conflict of interest: Identifying and managing conflicts of interest becomes a significant challenge. HR must carefully scrutinize whether an employee's secondary employment poses any conflicts with the organization's interests, particularly if it involves a competitor or is within the same industry.

Legal and policy implications: Navigating the legal landscape surrounding moonlighting is complex. Crafting clear and comprehensive policies to address moonlighting is essential. HR needs to understand employment contracts and establish proactive measures to address potential legal issues. For instance, in India, employees are required to obtain permission from their primary employer to work for multiple employers. This legal tapestry adds a layer of complexity for HR departments across the globe.

Impact on company culture: Moonlighting can have a significant impact on company culture. HR teams must assess how additional work commitments influence teamwork, communication, and overall morale within the organization. Mitigating negative impacts and fostering a supportive work environment is a puzzle HR strives to solve.

Burnout threat: The strain of juggling multiple jobs could pave the way for burnout, as corroborated by a World Health Organization study labelling burnout as a global occupational phenomenon with ties to adverse health outcomes like depression and cardiovascular diseases. The physical and emotional toll, therefore, cannot be overlooked.

The horizon of moonlighting

The gig economy boom and the allure of work-life balance are driving the upward trajectory of moonlighting. HR departments stand at the cusp of this evolving narrative, tasked with the mission of fostering a conducive environment for both the organization and the moonlighting employees. As we sail into this uncharted territory, the symbiotic relationship between moonlighting and organizational growth, when navigated astutely, can usher in a new era of work culture that is mutually beneficial and fulfilling.

Through a well-navigated moonlighting framework, organizations have the potential to cultivate a vibrant, dynamic, and harmonious work ecosystem. This landscape, woven with the threads of innovation, flexibility, and mutual growth, promises a horizon teeming with unbounded possibilities. Each moonlighting endeavor, each policy crafted with empathy and understanding, is a step towards this inspiring horizon, embodying the essence of a progressive, inclusive, and thriving global work culture. Navigated astutely, it can usher in a new era of work culture that is mutually beneficial and fulfilling.

Questions- Each question carries 6 marks

1. In the context of the growing gig economy and the desire for a flexible work-life balance, discuss the challenges HR departments may face in managing conflicts of interest arising from moonlighting. Suggest strategies HR professionals can employ to address these challenges effectively.

2. In light of moonlighting's impact on company culture, analyze how HR departments can proactively address challenges related to teamwork, communication, and overall morale within the organization. Propose strategies HR professionals can implement to mitigate negative impacts and cultivate a supportive work environment amidst moonlighting trends.

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BM6CPSC502 Reg. No. | | | | | | | | |

St Aloysius (Deemed To Be University)

Mangaluru

Semester I – P.G Examination – M.B.A

January - 2025

MANAGEMENT DATA ANALYTICS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Explain the challenges associated with implementing Business Analytics in organizations. **(4)**

   b) "Modern business analytics is different from traditional business analytics"- Justify. **(8)**

2. a) Discuss about some common benefits that organizations can derive from implementing Business Intelligence solutions. **(4)**

   b) Explain the concept of a prescriptive model in data analytics. Illustrate how it differs from other modeling approaches, and its role in providing insights into historical data. **(8)**

3. a) Explain the key design considerations for data warehousing. **(4)**

   b) Illustrate the importance and application of artificial neural networks as a data mining technique and elaborate how it differs from convolutional neural networks. **(8)**

4. a) Perform a bitwise XOR operation on the 8-bit binary representations of the numbers 68 and 33. Further perform a NOT operation on the result and provide the result in decimal format. **(4)**

   b) "Several types of errors can occur during the development and execution of a program" – Explain. **(8)**

5. a) Create a NumPy array with the values **(4)**
   [5, 10, 15, 20, 25, 30, 35, 40].
   Write a Python program to extract:
   i. The first three elements and print it.
   ii. Elements from index 2 to index 5 and print the same.

   b) Discuss in detail the role of NumPy and Pandas in Python programming. **(8)**

SECTION – B

6. **Case study:** **(12)**

a) Considering the value of support = 40% and confidence = 70% for the following dataset, identify the support values for the frequently occurring items.

b) Generate rules using Apriori Algorithm and identify the valid associations.

Transaction Id	Items Purchased
1.	Bread, Butter, Milk
2.	Bread, Butter
3.	Beer, Cookies, Diaper
4.	Milk, Diaper, Beer, Butter
5.	Beer, Diaper

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BM6CPSC503 Reg. No. | | | | | | | | |

St Aloysius (Deemed To Be University)
Mangaluru
Semester I – P.G Examination – M.B.A
January - 2025
EXECUTIVE COMMUNICATION

Time: 2½ hrs. Max Marks: 60

SECTION - A

Answer any FOUR of the following questions **(4x12=48)**

1. a) Evaluate the importance of sending clear and timely feedback for the success of business communication. Support your answer with suitable examples. **(4)**

   b) 'Overcoming communication barriers requires a lot of efforts at different levels. It should start from inside a person if he wants to be an effective communicator'. Discuss the ways to overcome communication barriers. **(8)**

2. a) Distinguish between Formal and Informal Communications. **(4)**

   b) "Communication as an important tool of successful management". Explain the two types of Corporate Communication. **(8)**

3. a) Describe the concept of neutral messages in communication with an example. **(4)**

   b) Auto Tech Parts Solutions, a company that specializes in producing automotive parts, ordered a large quantity of raw materials from their supplier, Quality Metal Works Co. These materials were crucial for their production process, as they had several pending orders from their clients. When the shipment from Quality Metal Works Co. arrived, Auto Tech Parts Solution's receiving team noticed several issues. Firstly, a significant portion of the raw materials was damaged during transit due to inadequate packaging. Secondly, some of the materials were of lower quality than what was agreed upon in the contract. Lastly, the shipment arrived three days later than the promised delivery date, causing delays in their production schedule. Write a letter to Quality Metal Works Co. about the issues faced by the shipment and asking for immediate replacement of the raw materials. **(8)**

4. a) Discuss the significance of office circulars in maintaining effective communication within an organization. **(4)**

   b) "Outline the basic and subsidiary parts of a comprehensive business report. Describe the purpose and content of each part, and explain how they contribute to the overall structure and effectiveness of the report. **(8)**

Contd...2

5. a) Discuss the strategic issues related to effective meetings. **(4)**

b) You are the manager of a small boutique specializing in handmade pottery. Recently, a customer placed a large order for several delicate ceramic pieces to be used as centrepieces for a wedding reception. However, upon inspecting the items before packaging, you discovered that a significant portion of the pottery has been damaged during the firing process, resulting in cracks and imperfections that compromise their aesthetic appeal and structural integrity. Draft a letter rejecting the order. **(8)**

SECTION – B

6. **Case study:** **(12)**

MTC Global Ltd. is a growing software development company that has recently secured a contract with a major client to develop a custom mobile application. The project involves the collaboration of several departments: the software development team, the quality assurance (QA) team, and the client relations team. The project manager is responsible for overseeing the coordination between these teams and ensuring the project is delivered on time and meets the client's requirements. In the initial meeting, the client relations team discussed the features the client wanted in the app, focusing heavily on the user interface design and speed of performance. The software development team took notes and began coding the application based on these features. However, the QA team, which was not fully involved in the discussion, was unaware of the specific performance expectations and did not prioritize thorough testing for usability and speed. When the app was demoed to the client a few weeks later, the client was unhappy with the lag time and user experience, which had not been fully communicated to the development and QA teams. The software development team was under the impression that the client's focus was primarily on functionality, while the client relations team had not emphasized the importance of performance as much as they should have. As a result, the project was delayed, and both the client and internal teams were frustrated.

Questions:

1. Identify the key factors that led to the miscommunication and project delay in this case. How did the lack of collaboration between the teams contribute to the issue? **(6 Marks)**

2. Suggest three actions the project manager could have taken to improve communication between the teams and ensure the client's expectations were clearly understood by all parties involved. **(6 Marks)**

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