BM6CPHC500 Reg. No.: | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

PRINCIPLES OF ACCOUNTING

Time: 2½ hrs. Max Marks: 60

SECTION - A

Answer any FOUR of the following. (4x4=16)

1. List out the principal services offered by accounting firms to the public for a fee.
2. The accounting equation reflects the dual aspect concept in accounting. Explain with examples.
3. The Adjustments columns of a worksheet on January 31, 2025 are extracted below:

Account	Adjustments	
	Debit	Credit
Accumulated Depreciation, Buildings		1,500 (a)
Office Supplies		4,170 (b)
Prepaid Insurance		1,600 (c)
Prepaid Advertisement		9,000 (d)
Unearned Revenue	2,100 (e)	
Revenue from Services		2,100 (e)
Office Supplies Expense	4,170 (b)	
Advertisement Expense	9,000 (d)	
Insurance Expense	1,600 (c)	
Depreciation Expense	1,500 (a)	
Total	18,370	18,370

You are required to prepare the adjusting entries on January 31, 2025 from the above information.

4. Compute the missing amounts for the following independent cases:

	Case 1	Case 2
Sales	A	10,900
Beginning Inventory	7,500	380
Net cost of Purchases	79,400	14,710
Cost of goods available for sale	B	14,990
Ending inventory	3,400	D
Cost of goods sold	85,600	15,880
Gross profit	12,500	(980)
Operating Expenses	9,200	E
Net profit(loss)	C	(1,700)

Contd...2

5. Explain the term "bonus shares" and how they are issued.

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. Explain the forms of accounting, illustrating each with examples.
7. On August 1, Mr. Suresh set up Asha Labs Company. The following transactions took place during the first month.
   a. Mr. Suresh invested Rs. 50,000 cash in the company in exchange for shares of the company.
   b. Bought equipment on credit, Rs. 40,000.
   c. Took a bank loan Rs. 30,000
   d. Invoiced customers for services Rs. 15,000
   e. Provided services for cash Rs.18,000
   f. Bought supplies for cash Rs 3,000
   g. Paid Staff salary Rs. 10,000
   h. Paid electricity charges Rs. 6,000
   i. Bought equipment for cash Rs. 5,000

   Analyze the effects of the transactions on the accounting equation.
8. Freefiles Limited is engaged in the following transactions in May:

   1 Deposited Rs 30,000 in the company's bank account in exchange for 3,000 shares.

   2 Hired a computer on a monthly rental of Rs 4,000.

   3 Paid two months' office rent in advance, Rs 1,000.

   4 Bought a computer on credit, Rs 6,000.

   5 Ordered supplies, Rs 800.

   15 Billed customers for services provided, Rs 18,300.

   18 Paid electricity bill for the month, Rs 260.

   23 Received cash from a customer for services to be provided later, Rs 9,800.

   28 Received the supplies ordered on May 5 and agreed to pay for them on June 13.

   29 Paid computer rental for May, Rs 4,000.

   30 Paid salary Rs. 3500

   REQUIRED

   1. Prepare journal entries to record the transactions in the general journal.
   2. Post the journal entries to the ledger.

Contd...3

9. City Garments limited deals in a wide range of clothing. The latest trial balance of the company is given in the following table:

City Garments Limited: Trial Balance, March 31, 2023.

Account	Debit	Credit
Store Furniture	20,000	
Accumulated depreciation, Store Furniture		2,000
Merchandise inventory March 31, 2022	17,130	
Office supplies	3,690	
Debtors	4,900	
Cash	2,100	
Prepaid rent	3,600	
Prepaid insurance	600	
Creditors		3,900
Share capital		10,000
Retained earnings		2,320
Dividends	5,000	
Sales		95,160
Sales returns and allowances	430	
Sales discount	1,280	
Purchases	43,750	
Purchases return and allowance		90
Purchases discount		1,440
Freight In	3,100	
Office salaries expenses	1,100	
Sales salary expenses	4,300	
Delivery expenses	860	
Telephone expenses	320	
Store rent expenses	2,750	
	1,14,910	1,14,910

Required: Copy the trial balance into trial balance column of worksheet and complete the worksheet using the following information:

a) Estimated depreciation on the store furniture Rs.1,000.

b) Estimated office supplies inventory, Rs. 730.

c) The current insurance policy was taken for one year from April 1, 2022.

d) Office salaries accrued is Rs. 100.

e) Sales salaries accrued was Rs. 500.

f) Estimated income tax Rs.9,000.

g) Ending merchandise inventory Rs. 23,180.

Contd...4

10. Analyse the liability concept in accounting and evaluate its importance in financial statement.

SECTION – C

11. **Case study:** **(1x12=12)**

The trial balance of Draft Red Limited is as follows.

DRAFT RED LIMITED: Trial Balance, March 31, 2023.

Account	Debit	Credit
Office Equipment	12,000	
Accumulated Depreciation, Office Equipment		1,000
Office Supplies	2,420	
Cash	4,600	
Creditors		2,600
Unearned Revenue		3,100
Share Capital		10,000
Retained Earnings		3,340
Dividends	2,000	
Revenue from Services		11,720
Salaries Expense	5,940	
Rent Expense	4,800	
Total	**31,760**	**31,760**

Required to:

1. Enter the trial balance amounts on a worksheet, and complete the worksheet using the following information:

a) Estimated depreciation on office equipment, Rs 2,000.

b) Inventory of office supplies, Rs 830.

c) Services provided to clients paid for in advance but not taken as revenue, Rs 560.

d) Services provided but not yet billed, Rs 340.

e) Unpaid salaries, Rs 430.

f) Unpaid cleaning expense, Rs 340.

g) Estimated income tax expense, Rs 600.

2. Prepare closing entries on March 31, 2023.

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

ORGANIZATIONAL BEHAVIOUR

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

(4x4=16)

Answer any FOUR of the following.

1. Define Organizational Behaviour (OB). List and briefly describe any two key forces in the external environment that affect Organizational Behaviour today.
2. Differentiate between Type A and Type B personality types.
3. List any four common perceptual errors that can distort a manager's judgment.
4. List the five stages of group development.
5. What is organizational culture? List the primary ways through which employees learn the culture of their organization.

SECTION - B

(4x8=32)

Answer any FOUR of the following.

6. Emotional Intelligence (EI) is considered a critical skill in the modern workplace. Examine any four effective emotion regulation techniques that employees can use to manage their emotions in a stressful workplace situation.
7. "Employee attitudes can significantly impact their performance." In light of this statement, discuss the components of attitude and explain the Cognitive Dissonance Theory with a suitable workplace example.
8. Compare and contrast Maslow's Hierarchy of Needs Theory with Herzberg's Two-Factor Theory. Which theory do you find more practical in today's organizational context and why?
9. Power and politics are an inevitable part of organizational life. Discuss the various 'Bases of Power'. As a manager, how would you use these power bases ethically to influence your team's behaviour?
10. Conflict, if managed effectively, can be functional for an organization. Explain any four conflict resolution techniques a manager can employ to handle inter-departmental conflict.

Contd...2

SECTION – C

(1x12=12)

11. **Case study:**

Anika is the HR Manager at NovaTextiles Pvt. Ltd., a medium-sized garment manufacturing firm in Bangalore employing nearly 400 workers. Over the past year, she has noticed growing dissatisfaction among employees on the production floor. Productivity has begun to fluctuate, absenteeism has risen, and several experienced workers have left for competitors. In informal conversations, employees describe their work as "repetitive" and "unrewarding."

In the current setup, the production process is highly specialized. Each employee performs one small task—stitching pockets, attaching buttons, or hemming sleeves—throughout the day. Workers rarely see the finished garment or understand how their effort contributes to the company's success. Supervisors closely monitor each step, leaving employees with very little control over how they carry out their tasks. There is minimal interaction between departments and decisions about work methods or schedules are made entirely by management.

Anika observes that although the company meets its short-term output targets, the quality of workmanship and employee morale are declining. She feels the issue lies deeper than salary or supervision—it may be linked to how work itself is structured. After studying several reports and observing operations, she concludes that the current design might not allow employees to feel challenged, responsible, or connected to the outcomes of their work.

Anika is now considering a proposal to restructure jobs so that employees experience greater satisfaction and ownership. However, she is also aware that such changes might face resistance from supervisors and older employees who are accustomed to the traditional system.

Questions:

1. Identify and explain the core job dimensions that are lacking in the current job design at NovaTextiles. **(4 Marks)**
2. Recommend how Anika can redesign the work to enhance employee motivation and satisfaction, applying the principles of the Job Characteristics Model. **(4 Marks)**
3. Discuss the potential challenges Anika might face during the redesign process and how she could address them effectively. **(4 Marks)**

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
Semester I – P.G Examination – M.B.A
November – 2025
ECONOMICS FOR MANAGERS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Discuss the effects of scarcity.
2. If a consumer spends \$40 on food and \$40 on clothing, analyze their purchasing power and explain the trade-offs involved.
3. For cases A through D would you operate/continue or shut down in the short run

	A	B	C	D
Total Revenue	1500	2000	5000	5000
Total Cost	1600	2500	6000	7000
Total Fixed cost	500	200	1500	1500

4. Explain why prices tend to remain stable in oligopolistic markets according to the kinked demand curve model.
5. Explain the concept of Gross National income. Suppose that the GDP of India is \$100000. Compute GNI.

   The value of the goods produced by the rest of the word in India is \$10000 (Outflow of income from India) The value of the goods produced by India in rest of the word is \$15000 (Inflow of income to India).

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. Analyze the circular flow of money in an economy, and explain how the interactions between households, businesses, and the government contribute to economic activity.
7. Graphically examine the impact of the following on the market equilibrium

   a) Demand falls (the demand curve shifts leftward from D1 to D2), and supply is constant. Supply rises (the supply curve shifts rightward from S1 to S2), and demand is constant.

   b) Demand falls (the demand curve shifts leftward from D1 to D2) and supply rises (the supply curve shifts rightward from S1 to S2) by an equal amount.

   c) Demand falls (demand curve shifts leftward) & supply also falls (supply curve shifts leftward) by an equal amount.

   d) Demand rises (the demand curve shifts from D1 to D2) and supply falls (the supply curve shifts leftward from S1 to S2) by an equal amount.

Contd...2

8. Discuss economies and diseconomies of scale with suitable examples.
9. Analyze how a monopolist decides the level of output in the short run. How does the relationship between marginal revenue (MR) and marginal cost (MC) guide this decision?
10. GDP is the sum total of total expenditure incurred by all agents in an economy. Explain. Estimate the GDP for the below data using the expenditure method.

S. No.	**Items**	**Value**
1	Final Consumption Expenditure by Households	\$150000
2	Govt. Consumption Expenditure	\$7000
3	Public Capital formation by Govts	\$13000
4	Expenditure on building and equipment and software by firms	\$60000
5	Opening Inventory	\$700
6	Closing Inventory	\$950
7	Export	\$20000
8	Import	\$15000

SECTION – C

11. **Case study:** **(1x12=12)**

Amazon.com, the online bookseller, wants to increase its total revenue. One strategy is to offer a 10% discount on every book it sells. Amazon.com knows that its customers can be divided into two distinct groups according to their likely responses to the discount. The below table shows how the two groups respond to the discount.

	Group A (Sales per week)	Group B (Sales per week)
Volume of Sales before the 10% Discount	1.55 million	1.5 million
Volume of Sales after the 10% Discount	1.65 million	1.7 million

a. Using the point method, calculate the price elasticity of demand for group A and group B.

b. Explain how the discount will affect total revenue from each group.

c. Suppose Amazon.com knows which group each customer belongs to when he logs on and can choose whether or not to offer the 10% discount. If Amazon.com wants to increase its total revenue, should discounts be offered to group A or to group B, to neither group, or to both groups?

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

STATISTICS FOR BUSINESS DECISIONS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Ms. Sharma, a logistics coordinator for a food delivery company, is tracking the weekly distances travelled by delivery vehicles. The data for a sample of vehicles for one week is recorded below:

Kilometers Covered	50-60	60-70	70-80	80-90	90-100	100-110	110-120
Number of Vehicles	3	5	7	9	6	4	2

Construct Ogive to help Ms. Sharma to estimate graphically the number of vehicles that travelled less than 85 km in the week.

2. A supermarket manager wants to understand the distribution of weekly sales (in units) for a particular product. The sales data for a sample of 60 weeks are summarized below:

Weekly Sales (units)	20-30	30-40	40-50	50-60	60-70	70-80
Frequency	3	10	25	12	7	3

Calculate the median weekly sales. Explain how knowing the median helps The manager in inventory planning and ordering.

3. In a certain town, males and females form 50% of the population. It is known that 20% of males and 5% of females are unemployed. A research student studying the employment situation selects unemployed persons at random.
   a. Define marginal and joint probabilities.
   b. What is the probability that the person selected is employed?
   c. What is the probability that the person selected is employed, given that the person is female?

4. A soft drink manufacturer tests three different formulas of a new beverage to see if there are differences in average customer taste ratings. A sample of ratings was collected, and One-way ANOVA was conducted at the 1% significance level. State the hypotheses, interpret the results, and make an inference.

Source of Variation	Sum of Squares	Degrees of freedom	Mean Sum of Squares	F-Ratio	F Table value
Between Groups (3 beverage formulas)	185.3	2	92.65	6.88	5.72
Within Groups	242.4	18	13.47		
Total	427.7	20			

Contd...2

5. A financial analyst is examining the return on investment for a mutual fund. From a sample of 50 investors, the average return is 8% with a standard deviation of 2%. Determine a 95% confidence interval for the true average return on investment for all investors in the fund.

SECTION - B

Answer any <u>FOUR</u> of the following. **(4x8=32)**

6. A company that designs and sells smartphones has recently launched a new model, the AlphaX, which has been on the market for six months. During this period, the company received 50,500 warranty registrations from new customers. The company now wishes to evaluate the satisfaction levels of customers who purchased the AlphaX. To achieve this, the company will randomly select 70 of these registered purchasers and will conduct online surveys to gauge their satisfaction. The survey contains eight statements, with each statement rated on a 10-point Likert scale. Customer satisfaction will be assessed by summing the responses to these eight statements. Thus, the minimum possible composite score for each customer is 8, and the maximum is 80. The company defines a customer as being "highly satisfied" if their composite satisfaction score is 64 or above. A random sample of 70 purchasers has already participated in the survey, and their composite satisfaction scores are as follows:

39	60	63	65	66	67	68	70	70	72
39	61	63	65	66	67	69	70	70	72
52	61	64	65	66	67	69	70	71	72
58	61	64	66	67	68	69	70	71	72
58	62	64	66	67	68	69	70	71	73
58	62	65	66	67	68	69	70	72	74
59	62	65	66	67	68	69	70	72	77

a. Construct the frequency distribution for the given data and identify the number of purchasers who have rated the smartphone 70 and above.

b. Calculate mean, median and mode for grouped data and comment on the shape of the distribution.

7. A personnel manager wants to understand whether academic performance in a management program can predict the on-the-job performance of executives. This insight will help the HR department make informed decisions in recruitment, training, and performance evaluation. The following data shows the academic scores and job performance scores for a random sample of 12 executives:

Sample No.	1	2	3	4	5	6	7	8	9	10	11	12
Academic Score	65	72	78	84	89	52	91	72	56	92	68	77
Job Score	37	54	42	58	44	40	46	47	30	52	32	50

Fit a regression model of job score on academic score and predict the expected job score for an executive with an academic score of 98.

Contd...3

8. A firm producing spark plugs has three plants located in a city. The production of all three plants is stored in a single centrally located warehouse, without any distinction among the products. Out of the total production, 40% comes from plant 1, 25% from plant 2, and the remainder from plant 3. The past production records indicate that the defective rate from plants 1, 2, and 3 is 1%, 2%, and 3% respectively. Before the Shipment of a box of 100 spark plugs to a dealer, a spark plug, selected at random from the box, was found to be defective.

   a) What is the probability that the selected spark plug was produced by plant 1, 2 and 3?

   b) If allowed to buy a consignment of spark plugs from one of the three plants, which plant would you select, and briefly clarify the reasoning behind your choice?

9. Taj Mahal Hotels, renowned for its luxurious accommodations, offers rooms across different price levels - high, average, and low. Emphasizing high-quality services in all its rooms, the hotel seeks to understand whether guest ratings on service satisfaction are independent of the room price. To investigate this relationship, opinions on the service were gathered from a random sample of 220 guests, and the results are summarized in the table.

Service Rating	Room Price			Total
	High	Average	Low	
Excellent	15	35	20	70
Good	20	65	20	105
Poor	15	20	10	45
Total	50	120	50	220

   Use the Chi-Square Test for Independence to ascertain the independence of guest ratings on service from the room price. Test the hypothesis at a 5% level of significance and make inferences to explore if the perceived quality of service is consistent across various room price levels at Taj Mahal Hotels or if there are significant variations that warrant further attention.

10. Employee turnover is a pressing concern for Ultratech Cement Plant in Chhattisgarh. To address this issue, the personnel manager is examining job satisfaction levels, suspecting that low satisfaction may be contributing to the high turnover rate. To gain insights, the manager compares the job satisfaction scores of Ultratech employees with those of three major competitors—Strong Gold Cement Pvt Ltd, Jaypee Cement Plant, and Prism Cement Plant. In collaboration with a research organization, five employees from each company were randomly sampled, and their scores, obtained via a structured questionnaire, form the basis for analysis. The results are presented in the table below.

Contd...4

Employees	Ultratech Cement Plant	Strong Gold Cement Pvt Ltd.	Jaypee Cement Plant	Prism Cement Plant
1	28	34	38	38
2	26	35	36	40
3	27	33	35	39
4	24	32	38	38
5	29	34	39	37

Perform One-way Analysis of variance to identify any significant variations in job satisfaction among the cement companies at a 5% level of significance.

SECTION – C

11. **Case study:** **(1x12=12)**

Airline Customer Service Efficiency

In the highly competitive airline industry, customer experience during check-in is one of the most critical factors influencing overall satisfaction. SkyLink Airlines, a mid-sized carrier, has been receiving mixed feedback about long waiting times at different check-in counters and varying efficiency during busy and non-busy hours. To investigate, SkyLink collected data on the average number of passengers served per hour across three counters (A, B, and C) during two time slots: Peak Hours (early morning and late evening) and Non-Peak Hours (mid-day).

Time Slot	Counter A	Counter B	Counter C	Total
Peak Hours	85	78	74	237
Non-Peak	72	70	65	207
Total	157	148	139	444

Using Two-way ANOVA answer the following business questions:

a. Do the counters significantly differ in their service performance?

b. Does the time slot (Peak vs Non-Peak) significantly affect service speed?

SkyLink management expects this analysis to guide decisions about staff allocation and counter scheduling to minimize customer wait times.

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

PRINCIPLES OF STRATEGIC MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Describe in brief, the three different levels at which decision making takes place.
2. The economic environment of the business is one of the external factors that can influence strategy and decision-making. Interpret this statement.
3. One thing that differentiates internal causes of failure of companies from the external ones is that internal causes are predictable and to a large extent, the organisation has control over them. Defend this argument mentioning the various reasons for the failure of companies.
4. Business level strategies are aimed at improving the effectiveness of a company's operations. Analyse this statement.
5. Evaluate in brief, the four different elements of VUCA philosophy.

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. Describe in brief, the three view points of Michael Porter on strategy.
7. Describe in detail, the different characteristics of mission statement of Microsoft, "To enable people and businesses throughout the world to realize their full potential".
8. The resource-based view provides interesting structure for thinking about strategy. Justify this statement highlighting the four RBV guidelines.
9. Examine the role of BCG matrix in corporate portfolio analysis.
10. Blue Ocean strategy is based on the idea that firms can restructure market boundaries. Evaluate this statement.

SECTION – C

(1x12=12)

11. **Case study:**

Strategies of Starbucks

Through rigorous market research, cultural sensitivity, strategic partnerships, and premium positioning, Starbucks has seamlessly integrated into diverse international markets while retaining its core identity.

Contd...2

Starbucks' Multidomestic Strategy: The framework that best describes Starbucks' internationalization approach is the multi-domestic strategy. As per this strategy, companies focus on individual foreign markets, treating each market as a separately competitive arena. It emphasizes high responsiveness. For Starbucks, this has meant tailoring its products, marketing campaigns, store designs and operations to suit the unique preferences and customs of each local market. While maintaining consistency in quality, branding and customer experience core, it delegates decision-making powers to local franchisees. This allows them to adapt menus, aesthetic elements and promotional activities to match the local customer psyche.

Market Entry Strategies : When entering new markets, Starbucks uses three broad strategies - wholly-owned subsidiaries, joint ventures and licensing. Wholly owned stores give it full control in developed markets with sufficient market understanding like the US, and Canada. Joint ventures allow leveraging local partner's networks and expertise to establish a foothold in relatively new markets. A prominent case is its joint venture with a Chinese company for China operations. Licensing is used for quick expansion by granting local partners rights to use the Starbucks brand and set up stores as franchisees. Royalty and fee-based models require low investment while increasing footprint. These entry modes have supported Starbucks' phased globalization process.

Cultural Sensitivity and Customization: Upon entering new markets, Starbucks conducts extensive research to gain cultural insights before store operations even begin. The brand meticulously analyzes local coffee drinking habits, social norms, and economic conditions to understand nuanced preferences. This data-driven approach informs strategic decisions on store layouts, menu customization, and marketing tactics tailored to the host country. For example, in Japan, Starbucks offers matcha-infused beverages and traditional Japanese decor derived from research revealing local tea-drinking traditions. In China, Starbucks embraces the "ganbei" culture by creating a welcoming environment for social gatherings aligned with drinking customs. Regional preferences are also respected through customized food items—China sees xiaolongbao dumplings while India indulges in masala chai lattes.

By thoughtfully integrating localized flavors, Starbucks seamlessly blends into diverse coffee cultures while maintaining the consistent quality expected of the premium brand. This cultural sensitivity enables the establishment of an authentic local presence, resonating deeply with consumers and expediting market penetration. International success is founded upon embracing such adaptive strategies rather than confronting local identities.

Contd...3

Strategic Partnerships and Co-Owned Stores : Strategic partnerships with local enterprises are another cornerstone of Starbucks' international growth model. Such alliances confer several advantages—joint ventures leverage local expertise, gain government approvals rapidly, and share risks associated with new markets.Notable examples include the 1998 partnership with Sazaby Café in Japan granting entry into a market protective of domestic firms. In China, collaborations with Kong Group and Maxim's Caterers facilitated swift expansion capitalizing on local supply chains. Most recently, Starbucks joined hands with Tata Group to spearhead robust growth across India leveraging the conglomerate's operational experience.

Keys to International Success: Starbucks' case provides valuable insights for brands venturing overseas. Internationalization demands considering local markets as unique rather than homogeneous replicas—deep cultural understanding precedes standardized systems. Strategic alliances confer benefits unavailable to independent operations such as local relationships increasing trust from skeptical markets.

Questions:

1.Critically evaluate the strategies adopted by Starbucks. **(6 Marks)**

2. Identify any two strategies of Starbucks that you like the most. Justify your choice. **(6 Marks)**

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

PRINCIPLES OF MARKETING

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Explain the concept of 'share of customer' and 'customer lifetime value'
2. What is the purpose of analyzing the current business portfolio in strategic planning?
3. Why is it important for differentiation to be sustainable?
4. "Buyers go through various stages before accepting/ rejecting a new product". Apply the AIETA model with help of a shopping product.
5. What is differentiated marketing?

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. "There are five alternative concepts under which organizations design and carry out their marketing strategies". Elaborate briefly on these concepts and explain how these core marketplace concepts help marketers in exploring and creating value.
7. Tata Motor's passenger car division struggled, while its electric vehicle (EV) line (Nexon EV, Tiago EV) is growing rapidly. Analyze Tata Motor's product portfolio using the BCG Matrix and suggest strategic resource allocation.
8. Jio and Airtel dominate telecom, while BSNL remains weak. A new entrant, Adani Data Networks, eyes enterprise 5G. Analyze Jio's competitor selection strategy in balancing consumer and enterprise markets.
9. 'The business buying process is a complex journey commencing with problem recognition & ends with the buyer evaluation of the supplier's performance against the initial specifications'. Elucidate.
10. Mahindra SUV wants to launch an affordable SUV for young professionals. Suggest a lifestyle segmentation strategy.

SECTION – C

11. **Case study:** **(1x12=12)**

In the competitive Indian automobile market, Tata Motors struggled in the compact car segment for years against dominant players like Maruti Suzuki and Hyundai. When the company launched the Tata Tiago, it adopted a customer-driven marketing strategy that completely changed perceptions of

Contd...2

the Tata brand. Tiago's market success was built on psychographic and demographic segmentation. Tata targeted young urban professionals seeking stylish yet affordable cars with modern design and advanced technology. Extensive consumer research revealed that this segment valued design aesthetics, infotainment features, and fuel efficiency but was price-conscious. The marketing team crafted a positioning statement: "The new Tiago — Stylish, Smart, and Made for the New India." The campaign featured celebrity endorsements (e.g., Lionel Messi) and catchy digital promotions focusing on lifestyle aspirations. In addition, Tata adopted differentiated targeting, focusing separately on metro millennials (digital-first) and Tier-2 families (value-focused messaging). Through the Tiago, Tata Motors repositioned itself from being a "budget, fleet car brand" to a youthful, design-oriented brand, helping revive consumer trust and brand desirability.

Questions:

a) Apply market segmentation bases to identify and justify the key consumer segments Tata Motors targeted for the Tiago.

b) Analyze how Tata Tiago's segmentation and targeting helped reposition Tata Motors' brand image in the Indian market.

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St Aloysius (Deemed to be University)
Mangaluru
SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
Semester I – P.G Examination – M.B.A
November – 2025
CONTEMPORARY BANKING

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Elaborate on how globalization and technological advancements contribute to the evolution of the banking industry.
2. Apply the purpose of the Basel Accord to explain how Basel I contributed to strengthening risk management in banking industry.
3. In the scenario of a small finance bank, how would you apply the understanding of the specific needs of small businesses and underserved sectors to design tailored financial products?
4. Elaborate the tools used for measurement of risks in banking sector.
5. "Real estate is the leading cause of financial distress for bank" – justify.

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. Analyze the recommendations of Narasimham Committee I & II to determine how they enhanced the stability and efficiency of Indian banks.
7. Apply the role of RBI as a financial regulator to explain how its interventions help prevent economic crises while supporting democratic stability.
8. Explain the main goals of financial inclusion initiatives and identify the factors that contribute to their success or limitations.
9. Highlight the role of three pillars of ALM.
10. Examine the concept of financial restructuring and how it differs from operational restructuring, focusing on its impact on a company's capital structure.

SECTION – C

11. **Case study:** **(1x12=12)**

A small manufacturing company, XYZ Industries, has approached a bank for a credit facility to support its expansion plans. The company specializes in producing custom machinery components and has a solid track record in the industry. The credit proposal seeks funding for acquiring new machinery, and expanding the production facility.

a) Highlight the loan evaluation process that a bank needs to consider.

b) Explain the different metrics that you as bank manager would consider.

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BM6CPSC522 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Examine how a structure of HR department looks like in a small organisation.
2. Examine the benefits of effective Human Resource Planning (HRP) within an organization.
3. Discuss the concept of competency-based interviewing.
4. Elucidate the reasons for succession planning.
5. Provide an overview of performance based pay programs.

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. Analyse the sustainable practices in HRM functions from the view point of going Green.
7. Describe the various methods of collecting Job Analysis data.
8. Identify and discuss the factors that can impact an organization's recruiting efforts.
9. Which method would you suggest to evaluate the performance of people working in the following jobs? a)Sales Representative b)HR manager.
10. Discuss the machinery for prevention and settlement of Industrial Disputes.

SECTION – C

11. **Case study:** **(1x12=12)**

Workforce planning at Siemens (UK), the engineering and technology services company, involves obtaining answers to three fundamental questions: What do we have? What do we want? How do we fill the gap? The workforce planning process starts with a review of the current workforce derived from SAP data (SAP is a business software system) and onto this is overlaid the likely attrition. Future requirements are identified by means of a dialogue between HR business partners and business unit managers. This enables the skills in each job family to be matched to business initiatives and provides the basis for the workforce forecast. At the highest level, the corporate people strategy gives the context for workforce planning, the key objective of which is to ensure that Siemens has the right level of capability to execute business strategy. In essence, the process of workforce planning is one in which the business strategy converges with the people strategy.

1. Based on the case background, highlight the importance of workforce planning in Human resource management.
2. How does talent development fill talent gaps in organisations.

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

MANAGEMENT DATA ANALYTICS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any FOUR of the following. **(4x4=16)**

1. Data is unorganised, unrefined and unprocessed fact. Discuss.
2. BI was derived to help businesses avoid the problem of "Garbage in and garbage out". – Elaborate.
3. Only two types of data operations can be performed in the data warehouse. Justify the statement.
4. Perform a bitwise XOR operation on the 8 bit binary representation of the numbers 45 and 38 and provide the result in decimal representation.
5. Elaborate the principle of the numpy.zeros() function along with the syntax.

SECTION - B

Answer any FOUR of the following. **(4x8=32)**

6. "Modern business analytics is different from traditional business analytics"- Justify the statement with a schematic diagram.
7. Differentiate between temporal, spatial and functional pattern with feasible examples.
8. Elaborate the concept 'web mining' and its types.
9. Elaborate your understanding on operators and its types.
10. Write the output for the following considering the following steps:

```
data= [254, 12.5, "Cat","D","D"]
data.append("Cat")
i. print (data)
ii. print (data.index("D"))
iii. print (data.count("Cat"))
iv. print(type(data))
```

SECTION – C

(1x12=12)

11. **Case study:**

A team of organizers of a sports meet wants to classify students into three categories based on preference of sports: **Football, Chess** and **Cricket**. The decision will be based on past data, which includes the following features: Age, Gender, Height.

Contd...2

The dataset contains 11 data points with their known sports preferences.

Name	Age (yrs)	Gender	Height (ft)	Sports
Amisha	25	Female	5.7	Football
Anora	32	Female	6.0	Chess
Divya	22	Female	6.2	Football
Rahul	25	Male	6.1	Cricket
Pooja	18	Female	5.9	Chess
Akshay	28	Male	6.5	Football
Amit	35	Male	6.0	Cricket
John	30	Male	5.8	Chess
Kiran	26	Male	6.6	Cricket
Rashmi	28	Female	5.3	Chess
Sharon	26	Female	5.5	Football

A new student has the following details: Age = 26, Gender = Female and Height= 6.1 ft. Using the KNN classifier with K=3, determine the chosen sport for the new student.

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SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

Semester I – P.G Examination – M.B.A

November – 2025

EXECUTIVE COMMUNICATION

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

Answer any <u>FOUR</u> of the following. **(4x4=16)**

1. Yesterday, I have went to the office for a meeting with my team. We was supposed to discuss about the project deadline, but many people didn't showed up. The manager, she were upset because of this. She asked us if we could finish the project by next week, which we didn't knew was possible. Me and my colleague are planning to worked late this week to make sure everything are completed. Hopefully, the project will finish on time and we don't face any more issues with it. Correct the above paragraph, rephrase/paraphrase and write.
2. At a retail company, management is considering new policies to increase employee productivity, including stricter attendance rules. Before these changes are formally announced, rumours spread through the grapevine. Some employees hear that the changes will lead to rewards, while others hear negative rumours about cuts and firings. This causes mixed reactions: some support the policies, while others resist them due to fear and anxiety. Discuss how grapevine communication can influence employee reactions to management decisions, both positively and negatively. How can management control grapevine communication to avoid misunderstandings?
3. Explain the direct approach of writing an effective business message in organizational communication with an example.
4. Differentiate between informational and analytical reports.
5. Explain the importance of an agenda. List out the points to be kept in mind while drafting the agenda.

SECTION - B

Answer any <u>FOUR</u> of the following. **(4x8=32)**

6. 'If you listen you will hear, if you hear you will understand, and if you understand you will learn'. Enlist and explain the different types of listening with suitable examples.
7. Gestures are observed actions. Elucidate.
8. Evaluate the statement: "Business letters are outdated in the digital era." Do you agree? Why or why not?

Contd...2

9. An MBA intern is asked to prepare a report for the HR department. The manager wants to know whether to present only facts (data on employee attrition) or provide analysis and recommendations. Analyse the differences between informational, analytical, and recommendation reports, and suggest which one would best serve the manager's need.

10. Suppose you are the hiring manager at a marketing agency, and after a thorough recruitment process, you have identified an outstanding candidate for the role of Senior Marketing Specialist. The candidate, Sarah Johnson, has an impressive track record in digital marketing and strategic planning, making her an ideal fit for your team. Draft a formal letter offering Sarah the job position, outlining the terms of employment and expressing your enthusiasm for her joining the company.

SECTION – C

11. **Case study:** **(1x12=12)**

When two mid-sized IT firms decided to merge, leaders used oral communication (town hall meetings, face-to-face discussions) to build trust among employees. This helped ease anxiety and provide emotional reassurance. At the same time, written communication (official emails, policy documents, FAQs) ensured consistency and prevented legal misunderstandings. However, some employees felt oral discussions lacked details, while others found written messages too formal and rigid. The blend of oral and written modes was essential, but employees debated which had greater impact.

Questions:

1. Evaluate the strengths and limitations of using both oral and written communication in the merger scenario. **(6 Marks)**
2. If you were the communication head, design a balanced communication strategy that maximizes both oral and written channels. **(6 Marks)**

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