BM6CPHC550 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

APRIL 2026

OPERATIONS MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Elaborate the evolution of production management system and its transition to operations management.
2. Illustrate the ways to determine whether to utilize capacity options or demand options in response to an unexpected surge in customer demand.
3. A work study practitioner who conducted a work sampling study assesses the activity level of a worker to be 75%. During the space of 8 hours working, this worker turns out 320 components. If the company policy is to inflate the normal time arrived at by work sampling study by 15%, determine the allowed time per unit.
4. Explain the qualitative forecasting techniques for demand.
5. A company wants to evaluate three suppliers—X, Y, and Z—based on the following weightage criteria for vendor rating: Quality = 40%; Delivery Performance = 30%; Price Competitiveness = 20%; Response to Improvement Suggestions = 10%. Evaluate depending on the performance data for the three suppliers :

Supplier's Data	X	Y	Z
Quantity Supplied	120	100	90
Equivalent Quantity Accepted	114	95	88
Price of each item (Rs.)	3	2.8	3.2
Delivery promised (weeks)	4	5	4
Actual delivery (weeks)	4.2	4.8	4.1
Response to suggestions (%)	85	90	80

SECTION - B

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

6. Operations Management is an exciting discipline where operations manager is confronted with an ever-changing world, with new challenges and new trends. Illustrate.

Contd...2

7. "Utility is the power of satisfying human needs". Justify the statement.
8. An industrial engineer, deputed to conduct a time study for a job, has, after observation, divided the job into 5 elements. He had noted the timings for 4 Cycles of the job as below:

Element	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Performance Rating (%)
1	1.246	1.328	1.298	1.306	90
2	0.972	0.895	0.798	0.919	100
3	0.914	1.875	1.964	1.972	100
4	2.121	2.198	2.146	2.421	110
5	1.253	1.175	1.413	2.218	100

i. Are there any outliers in the data i.e., probable errors in reading or recording data which should not be included in the analysis?

ii. Determine the basic time for the job & the standard time if a relaxation allowance of 12%, a contingency allowance of 3% & an incentive of 20% are applicable for the job.

9. Consider the sales data for Dalworth Company given below:

Month	Sales($ Millions)	Month	Sales($ Millions)
January	20	July	53
February	24	August	62
March	27	September	54
April	31	October	36
May	37	November	32
June	47	December	29

a. Use a 3- month weighted moving average to predict the sales for the months April through December. Use weights of 0.5, 0.3 and 0.2, giving more weight to more recent data.

b. Use exponential smoothing with $\alpha = 0.6$ to forecast the sales for the months April through December. Assume that the initial forecast for January was $20 million.

10. A company uses 1200 units per month of an electronic component each costing Rs 5. Placing each order costs Rs 5 and the carrying cost is 8% per year. Estimate the economic order quantity

i. If the company gets 5% discount if it places single order, should they accept the discount offer?

ii. Find break even discount percentage which matches EOQ ordering.

Contd...3

SECTION – C

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

A DVD manufacturer is in need of APP. He has put together the following demand cost data.

Period	Forecasted Demand
1	2200
2	2600
3	2000
4	2200
5	2050
6	2300

Beginning inventory	50 cases
Stock out cost	$ 20 per case
Inventory holding cost	$10 per case at the end of the quarter
Hiring employees	$35 per case
Terminating employees	$50 per case
Subcontracting cost	$33 per case
Unit cost on regular time	$25 per case
Overtime cost	$15 extra per case
Capacity on regular time	2100 cases per period

Develop an aggregate plan and evaluate the following strategies. Suggest the best plan.

Plan A: Chase strategy that hires and fires employees as necessary to meet the forecasted demand.

Plan B: A level strategy

Plan C: A level strategy that produces 2000 cases per quarter and meets all the other demand by subcontracting.

Plan D: To maintain a constant workforce for 2000 cases per period and uses overtime whenever necessary

*****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

Part	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	6	2	5	5	5	2	5	5	6	6	6
Mapped CO(s)	1	1,2	3	4	5	1	2	3	4	5	1,2

BM6CPHC551 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

APRIL - 2026

INTERNATIONAL BUSINESS ENVIRONMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. The international product life cycle theory is a theoretical model describing how an industry evolves over time and across national borders. Elucidate with a suitable example.
2. Examine the procedure of Dispute settlement established by the WTO.
3. Examine in brief, the various motivations for a company to become global.
4. Determine how political and cultural environments differ between domestic and international business and their implications.
5. Explain in brief, the different exchange rate systems.

SECTION - B

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

6. Barriers to free trade is a necessary evil. Justify this statement narrating the various barriers to free trade.
7. Interpret TRIPS as a major agreement of WTO highlighting the different forms of IPR.
8. Evaluate the various global entry strategies. Which one do you think is the most viable option for Coffee Club (the Coffee Club is an Australian multinational cafe chain) to enter India.
9. Apply the CAGE framework to compare business opportunities in India and Bangladesh.
10. Evaluate the different items of Balance of Payments.

SECTION – C

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

ZenPharma Ltd., a leading Indian pharmaceutical company headquartered in Mumbai, stands at a critical juncture in its growth journey. With a robust revenue of ₹7,200 crore (approximately $865 million) in FY 2024 and a healthy net profit margin of 14%, the company has established a strong presence in India and emerging markets. However, to solidify its position as a global player, ZenPharma now seeks to raise $300 million to fund advanced R&D initiatives and strategic acquisitions, particularly in the United States and Europe. To raise this capital, the firm faces a pivotal decision: should it opt for American Depository Receipts (ADR) or Global Depository Receipts (GDR)?

Contd...2

The company already generates nearly 30% of its revenue from the United States, with ambitions to increase this figure to 50% within the next three years. It has also initiated the development of a major R&D hub in Boston. Clearly, the US is not only a key market for ZenPharma's products but also a strategic ground for its future innovation pipeline. On the other hand, Europe remains an attractive market as well, especially for licensing partnerships and regulatory diversity. Raising funds through a GDR would offer access to a wider base of global investors without the regulatory weight of entering the US capital markets. As the company's leadership debated the two options, the board sought input from internal and external stakeholders. The CEO strongly advocated for an ADR, arguing that aligning the fundraising strategy with the company's long-term goals in the US market would build investor confidence and brand visibility. He believed that being listed in the US would open doors to institutional investors, analysts, and business partners. The CFO, however, leaned toward a GDR, citing significantly lower compliance and legal costs, quicker execution, and fewer regulatory complexities. The legal counsel supported this view, raising concerns about ZenPharma's lack of experience with the stringent compliance requirements imposed by the US SEC and the Sarbanes-Oxley Act. Meanwhile, a prominent board member echoed the CEO's stance, highlighting the long-term brand equity that comes from being associated with US capital markets. An investment banking partner also weighed in, noting that investor appetite for Indian pharmaceutical firms in the US was particularly strong, especially given the recent focus on generic drugs, biotech R&D, and healthcare access. Weighing the Options From a financial standpoint, the differences were stark. An ADR listing would incur estimated costs of around $23 million, due to SEC filings, legal advisory, SOX compliance, and listing fees. In contrast, a GDR would cost closer to $12 million, freeing up more funds for direct business use. However, that immediate cost saving came with trade-offs—lower visibility, less investor liquidity, and a more fragmented investor base. From a regulatory perspective, the ADR route involved substantial preparation. The company would need to transition to US GAAP reporting, establish a SOX-compliant internal audit system, and manage ongoing investor relations with US analysts and shareholders. Yet the benefits were compelling. A US listing would put ZenPharma in the spotlight of the world's largest pharmaceutical investor base. It would also signal the company's commitment to transparency and governance—two qualities that US investors value highly.

Contd...3

Questions:

a) Compare and contrast the benefits and risks of ADR and GDR options for ZenPharma. **(6 Marks)**

b) Examine the alignment between ZenPharma's US expansion strategy and the decision to opt for ADR. **(6 Marks)**

*****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

Part	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	5	4	4	3	2	5	4	4	5	5	6
Mapped CO(s)	1	2	3	4	5	1	2	3	4	5	5

BM6CPHC552 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

APRIL 2026

BUSINESS RESEARCH METHODOLOGY

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Explain the difference between fundamental and applied research with examples. In what situations would you recommend using one approach over the other?
2. Explain conceptual framework with its importance to research? How does it guide and shape the overall research process?
3. For the research topic "Impact of E-learning Platforms on Student Learning Outcomes," frame two research questions, research objectives, and research hypothesis.
4. Examine the differences between primary and secondary data sources, highlighting their suitability for survey research.
5. Explain in detail the characteristics of an ideal research report.

SECTION - B

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

6. Explain the different types of research used in business studies and explain their relevance in decision-making.
7. Elaborate in detail the various types of variables encountered in research, providing examples.
8. Examine the requisites of a good questionnaire and explain the various steps involved in the questionnaire design process.
9. Explain the classification of survey research scales. Distinguish between comparative and non-comparative scales with appropriate examples and discuss their relevance in data collection.
10. Discuss the core mechanics of research report writing, outlining the steps required to produce a report that is logically organized, coherent, and effective in communicating research findings.

Contd...2

SECTION – C

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

Remote Work Culture and Its Impact on Employee Productivity and Well-being

The rapid adoption of remote work practices has transformed the modern workplace, especially after advancements in digital collaboration technologies. Organizations increasingly allow employees to work from home or adopt hybrid work models to enhance flexibility, reduce operational costs, and improve work–life balance. While remote work offers several advantages such as reduced commuting time and greater autonomy, concerns have emerged regarding its impact on employee productivity and psychological well-being.

Employee productivity is a critical determinant of organizational performance, and well-being plays a significant role in sustaining long-term productivity. Supporters of remote work argue that flexible schedules and autonomy increase focus, job satisfaction, and efficiency. Conversely, critics highlight challenges such as communication barriers, lack of supervision, work–home boundary blurring, and social isolation, which may negatively affect employee engagement, mental health, and performance.

Despite the growing prevalence of remote work, organizations remain divided on its effectiveness. Some firms report improved performance and reduced absenteeism, while others struggle with coordination issues and employee burnout. Understanding how remote work culture influences productivity and well-being is essential for developing effective HR policies, designing supportive work environments, and ensuring sustainable organizational performance. Identifying the key factors that enhance or hinder productivity and well-being in a remote work setting is crucial for informed managerial decision-making.

Questions

1. Explain the problem statement and identify the central issue or challenge. **(3 Marks)**
2. Identify two concepts and two constructs mentioned in the above case. **(3 Marks)**
3. Identify the dependent and independent variables in the case. Also, discuss the moderating, mediating, and external factors affecting the primary relationship. **(3 Marks)**
4. Formulate any three research questions, research objectives, and research hypotheses based on the case. **(3 Marks)**

*****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

Part	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	5	5	6	4	5	5	6	4	5	6	6
Mapped CO(s)	1	1,2	3	2	1	4	4	3,4	4	5	4,5

BM6CPHC553 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

APRIL - 2026

BUSINESS LAW

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Distinguish between the following using suitable examples: Coercion and undue influence; Fraud and misrepresentation
2. Examine the grounds for the termination of an agency under the Indian Contract Act, 1872. Discuss the effect of termination on the rights and obligations of the agent and principal.
3. Assess the essentials of a promissory note.
4. Examine briefly the legal position of a 'director' under Company Law.
5. Determine the salient features of the Consumer Protection Act, 2019.

SECTION - B

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

6. (a)"All contracts are agreements, but all agreements are not contracts." Examine on the essentials of a valid contract.

   (b). A person fixed up an appointment on the phone with a doctor's clinic for 11 AM but he did not turn up. The doctor claimed damages from the patient for not turning up as the doctor wasted his time waiting for him. The patient refuses to pay it. Decide using the IRAC rule
7. Determine the difference between different kinds of bailments. Explain the rights and duties of 'bailor' and 'bailee'.
8. Rajiv is a businessman who appoints Priya as his agent to negotiate the sale of his office building. Priya, in her role, negotiates the sale and signs a sale agreement with a buyer, but without informing Rajiv, she also agrees to a clause that allows the buyer to back out of the deal within 30 days if they change their mind. Rajiv later finds out about the clause and is dissatisfied with the agreement. He refuses to honor the deal based on Priya's unauthorized decision. Decide the legal position under the Indian Contract Act, 1872, and explain the possible rights and liabilities of Rajiv and Priya, considering the circumstances.
9. "The Memorandum of Association is the charter of a company and defines it's raison d' etre". Evaluate the nature and contents of the Memorandum of Association

Contd...2

10. Compare the key types of intellectual property rights recognized under Indian law and their importance.

SECTION – C

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

a. A contracts with B to supply 500 bags of cement by 1st April for construction. A delivers the cement on 15th April, causing a 10-day delay in B's construction work and a penalty from the municipal authorities. Decide on the appropriate remedy available to B using the IRAC rule

b. X enters into a contract with Y, a wedding decorator, for decorating the venue on a fixed date. Y fails to show up, and X is forced to hire a new decorator at a much higher cost at the last minute. Decide the appropriate remedy available to X using the IRAC rule.

*****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

Part	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	4	4	5	4	5	5	5	5	5	5	5
Mapped CO(s)	1	3	4	2	3	4	2	1,5	3	4	4,5

BM6CPHC554 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)
Mangaluru
SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
M.B.A – Semester II – P.G Examination
April – 2026
COST AND MANAGEMENT ACCOUNTING

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Following information are available from the records of Roydon Ltd.

Raw material on April 1, 2025	Rs.30,000
Purchases	Rs.1,00,000
Raw material on April 30,2025	Rs.40,000
Direct Wage	Rs.50,000
Factory overhead	100% of direct wage

You are required to determine
   i. Raw material consumed
   ii. Prime cost
   iii. Factory cost
   iv. Percentage of material consumed on factory cost .

2. From the following data prepare the statement showing profit under absorption costing and estimate the profit/loss per unit

No. of units produced and sold	5000 units
Selling price per unit	30
Direct material cost per unit	12
Direct labour cost per unit	8
Total selling expenses	15,000

3. Determine the contribution, profit volume ration and BEP in units and value from the following information: Fixed Costs 1,50,000; Selling price p.u Rs.150; Direct material per unit – Rs. 50; Direct labour per unit – Rs.30; Other variable overhead per unit – Rs. 20;

4. Three articles TV, Refrigerators and AC are produced in a factory. Sales budget for the year ended March 31, 2025 is as follows:

Product	Annual Budgeted Sales (Units)	Opening stock of finished goods (Units)	Closing stock of finished goods (Units)
TV	4,800	600	Equivalent to 2 months sales
Refrigerators	2,400	300	Equivalent to 1 month sales
AC	2,400	800	Equivalent to 3 months sales

Prepare an estimate of the production budget [in units].

5. From the following identify the Material Yield Variance

Materials	Standard	Actual
Power cord	60 units costing Rs. 6,000	300 units costing Rs. 30, 600
Winding wire	40 units costing Rs. 2,400	200 units costing Rs. 11,200

Standard Loss allowed is 10%, and the standard rate of scrap realization is Rs. 20 p.u. Actual Output is 440 units.

Contd...2

SECTION - B

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

6. "Life cycle costs provide important information for pricing." Examine the above statement highlighting the process and advantages of Life Cycle Costing.

7. Harshad Ltd. commenced business on April 01, 2024. Prepare statements under absorption costing from the following data and analyze the difference in profits /losses.

PARTICULARS	AMOUNT
Selling price per unit	50
Variable cost per unit	30
Total Fixed Cost per annum	1,50,000
Normal Production – 15,000 units	

Additional Information (in units)

Production	14,000
Sales	16,000
Closing Stock	1,000
Opening stock	3,000

8. Viraj ltd. purchases 5,000 machines per annum from an outside supplier for Rs.2500 each. The management opines that these machine should be manufactured and not purchased. An equipment costing Rs. 2,50,00,000 is required for the same. The life of the equipment would be 5 years with an annual production capacity of 7,000 units.
Other costs include:
Material cost per machine Rs.1,000
Labour cost per machine Rs.500
Variable o/h 100% of labour cost
You are required to analyze the proposal and advise the management on the following:
Should the company manufacture or purchase the machine?
Should the company accept an additional order of 2,000 machines @ Rs. 2,000 per unit?

9. Prepare a flexible budget for overheads on the basis of the following data. Ascertain the total overhead at 40%, 60% and 70% capacity showing the variable O/H, Semi-variable O/H & Fixed O/H and identify the total cost at each level of operation.

Particulars	At 50% capacity
Variable Overheads:	
Direct material	5,000
Direct labour	15,000
Semi- Variable overheads	
Electricity (50% fixed)	25,000
Repairs (30% variable)	2,500
Fixed Overheads:	
Depreciation	5,000
Insurance	10,000
Salaries	20,000
Total Overheads	**82,500**

10. From the following data determine sales variances and comment.

Product	Budgeted		Actual		Cost per unit
	Units	Selling Price	Units	Selling Price	
Instant Noodles	1,100	50	1,200	55	45
Chocolates	1,000	100	1,200	95	85
Biscuits	1,200	80	1,200	78	70

SECTION – C

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

From the following information of Mysore Textiles ltd. Assess the various expenses in the form of a cost sheet.

Opening inventories: Finished stock Work- in- progress Raw materials	 80,000 2,00,000 1,40,000	Heat, light and power	65,000
Office appliances	17,400	Rates and taxes	6,300
Plant and machinery	4,60,500	Miscellaneous factory expenses	18,700
Building	2,00,000	Sales commission	33,600
Sales return and rebates	14,000	Sales travelling	11,000
Materials purchased	3,20,000	Sales promotion	22,500
Freight incurred on materials	16,000	Distribution dept. Salaries and expenses	18,000
Direct labour	1,60,000	Office salaries and expenses	8,600
Indirect labour	18,000	Interest on borrowed funds	2,000
Factory supervision	10,000	Sales	7,68,000
Repairs and maintenance: Factory	14,000	Purchase returns	4,800

Additional Information:

i. Closing inventories: Finished goods- 1,15,000; Raw materials- 1,80,000; work – in- progress- 1,92,000.
ii. Accrued expenses on: Direct labour- 8,000; Interest on borrowed funds- 2,000; indirect labour- 1,200
iii. Depreciation to be provided on: Office appliances- 5%; Plant and Machinery-10%; Buildings 4%
iv. Distribution of the following costs: Heat, light and power to factory, Office and distribution in the ratio 8:1:1; Rates and Taxes two- thirds to factory and one third to office.
v. Depreciation on buildings to factory, office and selling in the ratio 8:1:1.

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	5	6	5	5	3	4	4	4	3	5	5
Mapped CO(s)	1	2	3	4	5	1	2	3	4	5	1

BM6CPHC555 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

April – 2026

ENTREPRENEURSHIP

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Social entrepreneurs look out for solutions that benefit society not for profits. – justify your answers with examples
2. Differentiate between creativity and innovation by describing their core features. Illustrate your explanation with simple example.
3. Examine the support systems and institutions that help promote entrepreneurship in India? Describe their role.
4. Elucidate the pitfalls in selecting new ventures.
5. Assess factors to consider while preparing your business for growth.

SECTION - B

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

6. Apply the traits and qualities an entrepreneur would need to possess in order to operate in agro industries.
7. Ravi is planning to become an entrepreneur soon after completing his studies. He is exploring different approaches to enter the business world. Suggest suitable pathways he can consider for new venture creation.
8. If you are planning to establish a high-growth business of your choice, Evaluate the different types of legal structures you can consider, and adopt one would be the most appropriate for your business?
9. Explain the kinds of feasibility analysis an entrepreneur needs to conduct before starting up a business.
10. Carry out a STP while launching a premium smart watch for Fitness Enthusiasts.

Contd...2

SECTION - C

Case Study: **(1x12=12)**

11. Turning Waste into Wealth – The GreenSteps Initiative Ankit, an environmental engineer from Delhi, noticed two issues in his city: the increasing plastic waste and the struggles of ragpickers living on the margins of society. To address both, he launched "GreenSteps," a social enterprise aimed at converting plastic waste into eco-bricks used in low-cost construction. Ankit began by collaborating with municipal bodies and NGOs to organize and train ragpickers. These workers were taught to segregate and clean plastic, which was then processed into durable bricks. These eco-bricks were sold to NGOs and government agencies constructing affordable homes and toilets in rural areas. The initiative created dual impact: economic empowerment for ragpickers and environmental benefits from recycling waste. GreenSteps also ran educational campaigns in schools to raise awareness about plastic pollution. Within three years, it expanded to five cities, trained over 500 workers, and diverted more than 100 tons of waste from landfills. Ankit's journey wasn't easy. He faced resistance from municipal systems and lacked initial capital. However, his persistence, clear social mission, and stakeholder collaboration helped him create a sustainable model.

Questions (5 marks each):

1. How does GreenSteps reflect the core values of social entrepreneurship?
2. What are the social and environmental impacts of Ankit's venture?

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	5	2	4	4	5	4	5	5	4	5	5
Mapped CO(s)	1	2	3	4	5	1	2	3	4	5	1

BM6CPSC571 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)
Mangaluru
SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
M.B.A – Semester II – P.G Examination
April – 2026
CORPORATE FINANCIAL MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. If you invest Rs 20,000 today at a compound interest of 12%, what will be its future value after 45 years?
2. Olive Industries has raised funds to issue 800 debentures of Rs.100 at a discount of Rs.10 per debenture with 8 years maturity. The coupon rate is 16% and the flotation cost is Rs.5 per debenture. The debentures are redeemable with 10% premium. Corporate tax rate is 40%. Calculate the cost of debentures. Use short cut method.
3. A project costs Rs.6,00,000 and it has cash flows of Rs. 4,00,000, Rs.3,00,000, Rs.2,00,000 and Rs.1,00,000 in years 1 to 4. Assume that the associated at factors are estimated to be : $a_0 = 1.00$, $a_1 = 0.90$, $a_2 = 0.70$, $a_3 = 0.50$ and $a_4 = 0.30$ and the risk-free discount rate is 10%. Calculate NPV for the given Certainty Equivalent Coefficient.
4. A company expects an operating income (EBIT) of Rs. 140,000. The company has Rs. 240,000, 12% debentures. The company's overall cost of capital is 10%. Calculate the total value of the firm and equity capitalization rate as per the NOI theory.
5. Explain the features of debentures and term loans.

SECTION - B

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

6. Discuss the evolving responsibilities and functions of finance managers.
7. Consider the cash flows of two mutually exclusive projects Alpha and Beta:

Year	Alpha	Beta
0	(1,50,000)	(1,50,000)
1	41,000	91,000
2	45,000	60,000
3	60,000	50,000
4	80,000	30,000

The cost of capital is 12%. Calculate NPV for both projects and advise the management which project should be selected.

8. A company has determined the following probabilities for net cash flows for four years generated by a project. Calculate the expected net cash flows. Also calculate the present value of expected cash flow using 15% discount rate with initial cash outflow Rs.16,000.

Year 1		Year 2		Year 3		Year 4	
Cash Flow	Probability	Cash Flow	Probability	Cash Flow	Probability	Cash Flow	Probability
2,000	0.1	2,000	0.2	2,000	0.3	2,000	0.4
4,000	0.2	4,000	0.3	4,000	0.4	4,000	0.3
6,000	0.3	6,000	0.4	6,000	0.2	6,000	0.2
8,000	0.4	8,000	0.1	8,000	0.1	8,000	0.1

Contd...2

9. Sharada Ltd. has the following income statement available

Income statement for the year ending March

Particulars	Amount (Rs)
Sales	8,00,000
Operating expenses (including depreciation of Rs.1,20,000)	3,20,000
Total EBIT	4,80,000
Less: Interest (Debt of 10,00,000 @12%)	1,20,000
EBT	3,60,000
Less: tax	1,26,000
EAT	2,34,000

You are required to,

a. Determine the operating leverage, financial leverage and combined leverage at the current sales level if all the operating expenses other than depreciation are variable cost.

b. Calculate the EPS, if the sales:

i. Increases by 25%

ii. Decreases by 20%

Assume company has Equity share capital of Rs.10,00,000 (Rs.10 per share).

10. Calculate the price of the share and the optimum payout ratio as per Walter's Model.

EPS	Rs.30
Rate of return on investments	15%
Rate of return required by the shareholders	10%
Pay-out ratio being	30%, 40% & 60%

SECTION – C

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

The following information is available with respect to the rate of return on investment. The rate of return and earnings per share (EPS) of the company are 15% and Rs.40, respectively. Determine the value of its shares under Gordon's model, assuming the following:

Sl. No.	Dividend payout (1-b)	Retention ratio (b)	Ko (%)
1	10	90	18
2	20	80	17
3	30	70	16
4	40	60	15
5	50	50	14
6	60	40	13
7	70	30	12
8	80	20	11
9	90	10	10

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	4	4	4	5	5	6	5	5	5	5	5
Mapped CO(s)	1,4	1,2	2,3	4,5	5,4	1,2	1,2	2,3	4,2	4,1	5,1

BM6CPSC572 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)
Mangaluru
SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
M.B.A – Semester II – P.G Examination
April – 2026
Leadership in Business Organizations

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Distinguish between the functions of management and the functions of leadership.
2. Examine the key personality traits related to leadership. How can the organizations use to identify and develop these traits in employees?
3. Examine five types of charismatic leaders.
4. Explain the four leadership styles in Paul Hersey and Ken Blanchard's Situational Leadership model.
   Ravi is the manager of a marketing team preparing a presentation for a client. One employee is new and does not know how to prepare the report. Another employee is enthusiastic but lacks experience. A third employee is skilled but lacks confidence. The fourth employee is highly experienced and motivated. Discuss should Ravi lead each of these employees according to the Situational Leadership Model.
5. Examine Ethical Leadership. Explain the ethical leadership behaviours that influence effective and responsible leadership.

SECTION - B

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

6. Analyse the key characteristics associated with women's leadership, the barriers they face , and the strategic initiatives that can help overcome these barriers.
7. Apply the four components of Transformational Leadership, commonly known as the "4 I's." Critically evaluate how these components contributed to organizational transformation under Steve Jobs' leadership.
8. Elaborate the core idea of Path-Goal Theory. Evaluate its four leadership styles and, for each style, analyse a situation where it would be most effective.
9. Analyse the concept of Emotional Intelligence and examine the five key components in the framework of Daniel Goleman. Evaluate why Emotional Intelligence is considered more critical than IQ and technical skills for effective leadership.
10. Defend Bill George's Authentic Leadership approach. Critically evaluate strengths and limitations of authentic leadership.

SECTION - C

Case Study: **(1x12=12)**

11. **Servant Leadership Takes Flight**

A young mother was traveling on a long cross-country flight with her small child. During the journey, bad weather and a long delay on the runway meant the plane would arrive several hours late. The aircraft made a short stop in Denver to pick up passengers, but the stop was not long enough for passengers to get off the plane.

Contd...2

The worried mother approached a flight attendant. Because of the long delay and the extended flight, her child had already eaten all the food she had brought. She feared that if the child was not fed soon, he would start crying loudly. She pleaded with the flight attendant, asking if she could get off the plane for five minutes to buy something for her son to eat.
The flight attendant first advised her strongly to remain on the plane because it might depart soon. Then, with a smile, she said, "But I can get off. The plane won't leave without me. What can I get your son to eat?" The attendant went into the airport and bought food for the child. When she returned, she did not bring food just for that boy; she also bought meals for four other children on the flight.
Anyone who has traveled on a plane with crying children knows how difficult it can be for everyone on board. By helping the hungry children and their worried parents, the flight attendant also helped the other passengers enjoy a more comfortable flight.
This kind of action is common at **Southwest Airlines**. The airline strongly follows the **Golden Rule: treat people the way you want to be treated.** This message is displayed throughout the company and shapes how employees interact with customers.
The philosophy begins with how the company treats its employees. The airline's cofounder **Herb Kelleher** believed that a happy and motivated workforce would naturally treat customers with care and respect. In his view, if the company took good care of its employees, the employees would take good care of the customers, and the company would succeed.
From the early days of the airline, Kelleher avoided strict hierarchies. Instead, he created a collaborative environment where employees could speak openly and contribute ideas. He looked for employees who were honest, committed, and willing to do things differently. This created a workplace culture built on teamwork and mutual respect.
Another important leader in the company was **Colleen Barrett**. She began working as Kelleher's legal secretary when he was still a lawyer. Over time, she rose through the company and eventually became president and chief operating officer of the airline. She had no formal training in aviation, but Kelleher always treated her as an equal and encouraged her growth.
Barrett later made the Golden Rule the official motto of the company. She also developed a management approach that focused first on employee satisfaction and then on customer needs. The company hired people who had caring and positive attitudes and then trained them in the necessary skills. The leaders encouraged employees to be themselves and even to use humor in their work.
This culture of servant leadership has brought great success to the airline. For many years, Southwest Airlines remained profitable while many other airlines struggled financially. According to Barrett, however, the most important measure of success is not only profit but also the growing number of loyal passengers who choose to fly with the airline again and again.

Questions

1. Examine servant leader behaviors Herb Kelleher exhibit in starting the airline. What about Colleen Barrett? (4 marks)
2. Southwest Airlines emphasizes the Golden Rule. What role does the Golden Rule play in servant leadership? Is it always a part of servant leadership? Critically analyse. (4 marks)

Analise the outcomes of servant leadership at Southwest Airlines, and how follower receptivity may have influenced those outcomes. (4 marks)

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	4	4	4	5	4	4	3	6	4	5	6
Mapped CO(s)	1	2	3	4	5	2	1	3	4	5	5

BM6CPSC573 Reg. No.

St Aloysius (Deemed to be University)
Mangaluru
SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)
M.B.A – Semester II – P.G Examination
April – 2026
MARKETING MANAGEMENT

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. Define the three levels of a product as per Kotler.
2. How do businesses use competitive pricing techniques to gain market advantage, and what are the potential risks and benefits associated with these strategies?
3. Amul operates through an integrated supply chain with direct links to dairy farmers and retailers. Identify and explain the type of Vertical marketing system Amul follows.
4. Elaborate on Objective-and-task method of budgeting in marketing communication.
5. Distinguish between Public Relations and Advertising.

SECTION - B

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

6. Apply the concept of product life cycle to design strategies for each stage of a children's educational tablet.
7. How can a company ethically respond to competitor-led price wars without violating public policy or damaging its brand? Illustrate with an example.
8. Future Group expanded into small towns using a franchise model with local entrepreneurs. Evaluate the role of franchising in retail scalability in India.
9. How do personal and non-personal communication channels differ in their impact on a marketing communication strategy? Analyze the effectiveness of each channel in terms of reach, engagement, and the ability to build relationships with the target audience. What are the key factors that influence the choice between personal and non-personal communication channels for specific marketing objectives?
10. Explain how personal selling plays a strategic role in B2B industrial markets and contrast this with its role in retail FMCG.

SECTION - C

Case Study: **(1x12=12)**

11. EduSwift is an online education platform targeting working professionals with short-term certifications. The platform offers courses in digital marketing, finance, and IT. Despite competitive pricing and a mobile-friendly app, student engagement and completion rates are low. The management wants to revisit its product-service decisions and explore service marketing strategies to boost performance.

    Questions:

    a) Apply the 'levels of product' model to EduSwift's offerings and suggest ways to improve customer perceived value.

    b) Analyze how EduSwift can improve outcomes by using the service-profit chain approach.

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	2	3	2	2	2	3	3	5	4	3	3,4
Mapped CO(s)	1	2	3	4	5	1	2	3	4	5	1

BM6CPSC574 Reg. No. | | | | | | | | |

St Aloysius (Deemed to be University)

Mangaluru

SCHOOL OF BUSINESS AND MANAGEMENT (PG PROGRAMME)

M.B.A – Semester II – P.G Examination

April – 2026

ECONOMETRIC ANALYSIS

Time: 2½ hrs. **Max Marks: 60**

SECTION - A

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

1. The goal of data cleaning is to help ensure that data is accurate, complete and usable for analysis. Examine this highlighting the importance of data cleaning
2. Distinguish between Pandas groupby() and groupby.transform() functions
3. Explain the concept of feature scaling in machine learning, illustrating your answer with a suitable example
4. Analysis the concept of machine learning in detail, supporting your explanation with a relevant example
5. Formulate the python codes for the following
   To import an excel file Sales from the python directory
   To view the top 5 observations
   To view bottom 10 observations
   To set the date column as index
   To compute the descriptive statistics (with two decimal values)

SECTION - B

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

6. Explain the steps involved in handling NaN values in Python
7. Evaluate the working mechanism of the groupby() function in Pandas. Discuss the Split–Apply–Combine concept in detail and illustrate it with a practical example using a real-world dataset
8. Analyze the technique of SMOTE for handling imbalanced datasets, focusing on the sampling strategy parameter and its implications for the resulting dataset
9. Examine the key steps involved in implementing a supervised machine learning model in python.
10. Explain the steps involved in estimating and validating linear regression model in Python

Contd...2

SECTION - C

Case Study: (1x12=12)

11. Determine the structural errors in the following data frame. Explain how you will handle the errors in Python

Player	Span	Inns	HS	BF	SR	100	6s
DG Bradman (ICC/AUS)	1928-1948	80	334	9800+	58.6	29/80	6
HC Brook (ENG)	2022-2023	20	186	1287	91.76	13/20	23
AC Voges (AUS)	2015-2016	31	269*	2667	55.68	14/31	5
RG Pollock (SA)	1963-1970	41	274	1707+	54.48	15/41	&11
GA Headley (WI)	1930-1954	40	270*	416+	56	15/40	1
H Sutcliffe (ENG)	1924-1935	84	194	6558+	34.59	14/84	&6
H Sutcliffe (ENG)	1924-1935	84	194	6558+	34.59	14/84	&6

****

Mapping of Questions with Bloom's Level and Course Outcomes (COs)

PART	A					B					C
Q. No.	1	2	3	4	5	6	7	8	9	10	11
Blooms Level	4	4	5	4	6	5	5	4	4	5	5
Mapped CO(s)	1	2	3	4	5	1	2	3	4	5	5