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SJC INSTITUTE OF TECHNOLOGY
 (An Autonomous Institute under VTU, Belagavi)
THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS
FEBRUARY 2026

Course:	DESIGN THINKING AND QUALITY MANAGEMENT		
Course Code:	MBA301	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Describe Design Thinking and explain its value in organizational problem-solving.	5	1	L2
2	Differentiate between incremental and radical innovation with examples.	5	1	L2
3	Describe the role of brainstorming in the creativity process.	5	1	L2
4	Explain Competitors-Complementors Map and its purpose.	5	1	L2
5	Summarize the key contributions of Philip Crosby to Quality Management.	5	1	L2
6	Illustrate the 5S Methodology with its applications in workplace organization.	5	1	L2
PART B				
MODULE - 01				
7	As a Design Thinking Lead at Swiggy, you are tasked with improving delivery partner satisfaction and retention. Apply the Five Stages of Design Thinking to propose a human-centered solution.	8	2	L3
OR				
8	Microsoft aims to innovate in the EdTech space for rural India. Using the Four Core Principles of Innovation, design a low-cost, accessible digital learning tool.	8	2	L3
MODULE - 02				
9	As Innovation Head at Zomato, you must explore open innovation ecosystems to enhance last-mile delivery. Identify three external partners and propose a collaborative model.	8	2	L3
OR				
10	You are the IP Strategist at Infosys. The company has developed an AI-driven project management tool. Recommend three forms of Intellectual Property Rights to protect this innovation and justify your choice.	8	2	L3
MODULE - 03				
11	As a Creativity Coach at Wipro, design a 30-day creativity boost program for software teams using at least five proven creativity methods.	8	3	L3

OR				
12	You are the R&D Head at Philips Healthcare. Explain how you would bridge creativity and innovation to develop a next-gen remote patient monitoring device.	8	3	L3
MODULE - 04				
13	As UX Researcher at Spotify, plan an Ethnographic Interview study to understand music consumption habits of Gen Z in Tier-2 Indian cities.	8	3	L4
OR				
14	You are the Product Head at Byju's. Organize an Ideation Session using the Solution Storyboard method to redesign the parent engagement module.	8	3	L4
MODULE - 05				
15	As Quality Head at HDFC Bank, Apply Deming's 14 Points to improve digital banking service quality and reduce transaction errors.	8	4	L4
OR				
16	Asian Paints faces quality consistency issues across its decentralized manufacturing units. Analyze the barriers to TQM implementation and propose a corrective framework.	8	4	L4
MODULE - 06				
17	As Operations Head at Mahindra & Mahindra, implement Kaizen across the assembly line to reduce waste and enhance productivity. Draft a 6-month rollout plan.	8	4	L4
OR				
18	At Hindustan Unilever, a detergent production line has a high defect rate. Apply the Six Sigma DMAIC methodology to address this issue with specific metrics.	8	4	L4
PART C				
19	<p style="text-align: center;">Case Study</p> <p>VoltWay is an Indian electric mobility startup offering app-based electric scooter rentals in metro cities. Despite rapid early adoption, the firm faces challenges such as inconsistent service quality, battery downtime, rider safety concerns, and slow expansion into Tier-2 cities. The management adopted a human-centered design thinking approach, conducting rider interviews, usage pattern analysis, and pilot testing in select locations. Simultaneously, the Quality team introduced TQM-based continuous improvement initiatives, including PDCA cycles, Kaizen suggestion systems, benchmarking against global mobility platforms, and service quality audits.</p>			
	a) As Design Lead, analyze how the five stages of Design Thinking were applied in the VoltWay case. Suggest two improvements at any one stage.	6	4	L5
	b) As Quality Head, evaluate any three TQM principles from the case and explain how they can address operational and safety challenges with suitable actions.	6	4	L5
	c) As CEO, assess how integrating Design Thinking and Continuous Improvement tools can help VoltWay achieve scalable and sustainable growth.	10	4	L5

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SJC INSTITUTE OF TECHNOLOGY
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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS
FEBRUARY 2026

Course:	GLOBAL BUSINESS MANAGEMENT		
Course Code:	MBA302	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Explain the factors influencing the internationalization process.	5	1	L2
2	Summarize the importance of the International Business Environment.	5	1	L2
3	Differentiate between Horizontal and Vertical FDI.	5	1	L2
4	Summarize the significance of SAFTA for South Asian countries.	5	1	L2
5	Explain the trade barriers faced by Multinational Corporations.	5	1	L2
6	Outline the meaning of the global equity market and explain any four characteristics.	5	1	L2
PART B				
MODULE - 01				
7	An American automobile MNC plans to set up a manufacturing unit in India. Identify the factors that would influence its decision for benefiting the India.	8	2	L3
OR				
8	“Eco Bite Naturals,” a rapidly expanding Indian organic food enterprise, intends to globalize its operations. Apply the different international market entry modes suitable for the company	8	2	L3
MODULE - 02				
9	A global firm faces frequent policy changes and currency fluctuations in a host country. Demonstrate how the international business environment affects its strategic planning.	8	2	L3
OR				
10	An American e-commerce company entering India faces frequent changes in FDI policy, data localization laws, and pressure from domestic retailers. With reference to the above situation, as a CEO, interpret the political factors influencing global business	8	2	L3
MODULE - 03				
11	Country A specializes in producing textiles at a lower cost, while Country B produces electronics more efficiently. Apply Adam Smith’s Absolute Cost Advantage theory to explain trade between the two countries.	8	3	L3
OR				

12	India has witnessed fluctuating FDI inflows in recent years due to global uncertainties and domestic policy changes. Identify the trends in FDI at the global and Indian levels with a specific focus on government policy interventions in driving investments.	8	3	L3
MODULE - 04				
13	A developing country is facing balance of payments problems due to rising imports and currency depreciation. Discover how IMF assistance can help stabilize the economy and assess its long-term impact on economic growth.	8	4	L4
OR				
14	Tech India Ltd., an Indian electronics exporter, planning to extend their business and network into major countries of the globe. As a trade consultant, analyze the key roles and objectives of the WTO that the exporter ensures to access foreign market.	8	4	L4
MODULE - 05				
15	A global company operates through regional headquarters and country-level subsidiaries. Analyze how the organizational structure of an MNC helps in managing global operations and responding to local market needs.	8	4	L4
OR				
16	Samsung India, ranks low on IMD's Global Competitiveness Index, due to weak infrastructure and skills gaps. As a business strategist inspect the indicators of global competitiveness.	8	4	L4
MODULE - 06				
17	An MNC is expanding operations into multiple countries with diverse cultures. Examine the factors influencing Global HRM and analyze how cultural differences affect HR policies.	8	4	L4
OR				
18	HSBC Bank predicts strong growth in global capital markets driven by low interest rates, increased technology investments, and a rise in mergers and acquisitions. As an investor, analyze the key factors and major trends that are contributing to the growth of global capital markets.	8	4	L4
PART C				
19	<p style="text-align: center;">Case Study</p> <p>Tata Motors Limited, a part of the Tata Group, is one of India's leading automobile manufacturers. Originally known for producing commercial vehicles for the Indian market, Tata Motors gradually expanded into passenger cars and global markets, becoming an example of how Indian companies can successfully internationalize their businesses. The meaning of international business is the exchange of goods, services, and resources across national borders. For Tata Motors, this began in the 1990s when India's economy liberalized, allowing companies to explore foreign markets. The evolution of international business for Tata Motors can be traced from exporting trucks to neighboring countries like Sri Lanka and Nepal, to establishing a global presence through acquisitions and joint ventures. The importance of international business for Tata Motors lies in diversifying risk, accessing new customers, achieving economies of scale, and gaining access to advanced technologies. For instance, by entering international markets, Tata Motors reduced its dependence on domestic demand and improved its technological capabilities through partnerships.</p>			

<p>The nature and scope of Tata's international business involve exporting vehicles, setting up foreign subsidiaries, engaging in collaborations, and acquiring global companies. In 2004, Tata Motors made a landmark acquisition by purchasing Daewoo Commercial Vehicle Company in South Korea. Later in 2008, Tata acquired Jaguar Land Rover (JLR) from Ford Motors, which transformed it into a global automotive player. Tata Motors' characteristics of international business include large-scale operations, involvement of multiple currencies, cultural diversity, global competition, and compliance with international trade laws. The company's success in managing multicultural workforces and adapting to different regulatory systems highlights its strategic capabilities.</p> <p>However, various factors affect international business — including political stability, exchange rates, government policies, competition, and consumer preferences. For example, Tata faced challenges adapting its cars to European emission standards and meeting safety regulations in developed markets. The changing scenario of international business has also impacted Tata Motors. Globalization, digitalization, and sustainability trends have forced the company to focus on electric mobility and eco-friendly vehicle designs to stay competitive internationally. The advantages of international business for Tata Motors include brand recognition, access to global technologies, foreign exchange earnings, and business diversification. Yet, the company faces challenges such as cultural barriers, fluctuating exchange rates, trade restrictions, and global economic instability. Tata Motors used various modes of entry into international markets including exporting, joint ventures, strategic alliances, and acquisitions. For example, it partnered with Marcopolo (Brazil) for bus manufacturing and acquired JLR to establish a strong luxury car segment presence. The internationalization process of Tata Motors followed gradual stages: starting from exporting, then licensing, forming partnerships, acquiring foreign firms, and finally becoming a transnational enterprise with production units and design centers across continents.</p> <p>Tata Motors' global journey showcases how Indian companies can compete internationally by combining cost efficiency, technological innovation, and strategic alliances.</p>			
<p>a) Tata Motors acquired Jaguar Land Rover (JLR) in 2008. Evaluate how this acquisition helped Tata Motors to enhance its international business.</p>	6	4	L5
<p>b) Tata Motors entered foreign markets through joint ventures and partnerships, such as with Marcopolo in Brazil. Appraise how such collaborations can help an Indian company succeed internationally.</p>	6	4	L5
<p>c) Tata Motors has expanded globally through exporting, joint ventures, and acquisitions. Evaluate the challenges and advantages Tata Motors might face in its international business operations and suggest strategies the company could adopt to overcome these challenges.</p>	10	4	L5

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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	PORTFOLIO AND DERIVATIVES MANAGEMENT		
Course Code:	MBAFM313	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory.
2. Part B questions are choice based.
3. Use of PV Tables (A2, A3) is permitted.

Q.No.	Questions	Marks	CO	RBTL												
PART A																
1	Summarize the types of systematic and unsystematic risk.	5	1	L2												
2	Discuss the various money market and capital market instruments.	5	1	L2												
3	Explain the various types of bonds.	5	1	L2												
4	Demonstrate the role of EIC framework in fundamental analysis.	5	1	L2												
5	Compare CML and SML.	5	1	L2												
6	Illustrate various portfolio management strategies.	5	1	L2												
PART B																
MODULE-01																
7	<p>A financial analyst has to analyze two investments X Ltd. & Y Ltd. The estimated rate of return and chance of return for the next year are given below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Pro b.</th> <th>Return of X</th> <th>Return of Y</th> </tr> </thead> <tbody> <tr> <td>0.2</td> <td>22</td> <td>5</td> </tr> <tr> <td>0.6</td> <td>14</td> <td>15</td> </tr> <tr> <td>0.2</td> <td>-4</td> <td>25</td> </tr> </tbody> </table> <p>Determine E(R) and S.D for each alternative. Apply mean variance between the securities and find the correlation between X & Y using covariance.</p>	Pro b.	Return of X	Return of Y	0.2	22	5	0.6	14	15	0.2	-4	25	8	2	L3
Pro b.	Return of X	Return of Y														
0.2	22	5														
0.6	14	15														
0.2	-4	25														
OR																
8	According to the latest SEBI bulletin the government of India is planning to slash the Repo rate. Organize the risk & return relationship through which the overseas risk can be mitigated and can be included in the Scripts of Security Exchange Board of India.	8	2	L3												
MODULE-02																
9	<p>A chemical company paid a dividend of ₹2.75 during the current year. Forecasts suggest that the company's earnings and dividends are likely to grow at 8% per annum for the next 5 years, and at a stable rate of 5% per annum thereafter. Investors have traditionally expected a required rate of return of 20% on this share.</p> <p>Calculate the present value (price) of the stock using the two-stage dividend</p>	8	2	L3												

	discount model. Calculate the dividend stream over the different growth phases.																							
OR																								
10	Jaya Ltd has 14% debt. Which FV of RS. 100/- that mature at par in 15 years. The debenture is callable in 5 years at Rs. 14. It is currently selling for Rs. 105/-. Calculate Current Yield, YTM and YTC.	8	2	L3																				
MODULE-03																								
11	XYZ Research Advisors is considering a 4-month futures contract on a stock index currently trading at ₹8,750. The continuously compounded risk-free interest rate is 9% per annum, and the expected dividend yield on the index is 2% per annum. Calculate: The futures price. The contract value, if the lot size is 150.	8	3	L3																				
OR																								
12	ABC Analytics Ltd. plans to hedge its exposure using Sensex index futures. The current spot value of the Sensex index is 52,000. The continuously compounded risk-free rate is 10% per annum and the dividend yield on the index is 3% per annum. Consider a 6-month futures contract. Calculate: The futures price of the index. The value of the futures contract, assuming the lot size is 50.	8	3	L3																				
MODULE-04																								
13	ZETA is a worldwide market research organization that has experience in brand planning, social media research, and media effectiveness. As a pilot study it wants to understand how money market and capital market works & it is trying to investigate the important factors of the money and capital market Dissect various forms of Market Efficiency.	8	3	L4																				
OR																								
14	An index value was quoted by the Stock Predictor accordingly the value of the Honda Stocks got appreciated. Since the cutoff point was above the security market line many investors has come forward for active investment. However the company is residually planning to go for Initial Public Offering & notification was released by first come first serve basis. The Current price of the share is Rs 70 and it is believed that at the end of one month the price will be either 75 of 65. The call option is available with a price of 73 on this share. RF is considered as 15%. Construct binomial option pricing model for value creation.	8	3	L4																				
MODULE-05																								
15	An investor wants to build a portfolio with the following four stocks. With the given details, determine his Expected portfolio return and portfolio variance. The investment is spread equally over the stocks.	8	4	L4																				
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Company</th> <th>α</th> <th>β</th> <th>Residual variance</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0.17</td> <td>0.93</td> <td>45.15</td> </tr> <tr> <td>2</td> <td>2.48</td> <td>1.37</td> <td>132.25</td> </tr> <tr> <td>3</td> <td>1.47</td> <td>1.73</td> <td>196.28</td> </tr> <tr> <td>4</td> <td>2.52</td> <td>1.17</td> <td>51.98</td> </tr> </tbody> </table>				Company	α	β	Residual variance	1	0.17	0.93	45.15	2	2.48	1.37	132.25	3	1.47	1.73	196.28	4	2.52	1.17	51.98
	Company				α	β	Residual variance																	
	1				0.17	0.93	45.15																	
	2				2.48	1.37	132.25																	
3	1.47	1.73	196.28																					
4	2.52	1.17	51.98																					
Market return (R_m) = 11; Market return variance = 26.																								
OR																								
16	The following information is available for stock A and B:	8	4	L4																				
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Particulars</th> <th>Stock A</th> <th>Stock B</th> </tr> </thead> <tbody> <tr> <td>Expected Return</td> <td>16%</td> <td>12%</td> </tr> <tr> <td>Standard</td> <td>15%</td> <td>8%</td> </tr> </tbody> </table>				Particulars	Stock A	Stock B	Expected Return	16%	12%	Standard	15%	8%											
	Particulars				Stock A	Stock B																		
Expected Return	16%	12%																						
Standard	15%	8%																						

		Deviation				
		Correlation coeff.	0.60			
	(i) Calculate the covariance between stock A and B?					
	(ii) Determine the expected return and risk of a portfolio in which A and B have weights of 0.6 and 0.4.					

MODULE-06

17	The following three portfolios provide the particular data:				8	4	L4
	Portfolio	Average Annual Returns	Standard Deviation	Correlation Coefficient			
	A	18	27	0.8			
	B	14	18	0.6			
	C	15	8	0.9			
Market	13	12	-				
	Risk-free rate of interest = 9.						
	(i) Rank these portfolios using Sharpe's and Treynor's methods.						
	(ii) Compare both the indices.						

OR

18	Considering the following information of 3 mutual funds are A, B & C.				8	4	L4
	MF	Average Annual Returns	Standard Deviation	Beta			
	A	12	18	1.1			
	B	10	15	0.9			
	C	13	20	1.2			
Market	11	17	1.0				
	The risk free rate is 6% , calculate Sharpe's, Treynor's and Jensen's measure for three MF						

PART C

19	Case Study				6	4	L5
	Calculation of risk & return depending upon the economic conditions. The equity stock of Wipro is expected to perform well during the recessionary period. The stock of Infosys is expected to perform well during the growth period. Both stocks are currently selling for Rs.50 per share. The expected return of these for the next year could be as follows:						
	Economic conditions.	Prob .	Return on Wipro (%)	Return on Infosys (%)			
	High Growth	0.3	55	75			
	Low Growth	0.3	50	65			
	Stagnation	0.2	60	50			
Recession	0.2	70	40				
	Calculate and analyze the Expected Return (ER) & Standard Deviation (SD) of the following investment option:						
	a) Rs.1000/- Equity stock of Wipro.				6	4	L5
	b) Rs. 1000/- Equity stock of Infosys.				6	4	L5
	c) Rs. 700/- Equity stock of Wipro & Rs. 300/- Equity stock of				10	4	L5

Infosys and prefer your investment option and justify your answer.



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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	APPLIED DIGITAL MARKETING		
Course Code:	MBAMM313	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Compare between digital marketing and traditional marketing	5	1	L2
2	Classify the types of Websites.	5	1	L2
3	Outline the search engine algorithm.	5	1	L2
4	Illustrate the email automation techniques.	5	1	L2
5	Explain content marketing channels.	5	1	L2
6	Interpret the key stakeholders in affiliate marketing.	5	1	L2
PART B				
MODULE - 01				
7	A new fitness startup, "FitVibe Studio," wants to attract customers aged 18-35. The studio wants fast visibility and long-term engagement. As a digital marketing consultant, classify the most suitable types of digital marketing.	8	2	L3
OR				
8	A new clothing brand "UrbanGrit" wants both reach and credibility. They have limited budget but want to maximize exposure using Paid, Owned, and Earned media. Make use of the POEM framework to design a basic promotion plan for UrbanGrit.	8	2	L3
MODULE - 02				
9	A newly opened organic grocery store wants to create an online presence but is unsure whether they really need a website. Using the scenario, apply your understanding of the purpose of creating websites to convince the store owner about the benefits of having a website.	8	2	L3
OR				
10	Visitors leave a travel booking website within seconds due to poor navigation and cluttered design. Identify the key elements of a user-friendly website that can improve visitor engagement and reduce bounce rate.	8	2	L3
MODULE - 03				
11	A restaurant's website has great food pictures but very low visibility on search engines. The owner wants to know why. Using the scenario, apply the On-page SEO and Off-page SEO techniques to improve the restaurant's ranking.	8	2	L3

OR				
12	An electronics store wants to promote a new series of smart TVs online, targeting different types of customers—researchers, buyers, and comparison shoppers. Organize the different types of keywords for their digital campaign.	8	2	L3
MODULE - 04				
13	A Bengaluru-based organic skincare startup, PureGlow, relies mainly on Instagram ads for promotions. The marketing manager wants to reduce ad spend while maintaining customer engagement and repeat purchases. As a digital marketing consultant, Analyze the benefits of email marketing to suggest how PureGlow can achieve cost efficiency and customer retention.	8	3	L4
OR				
14	A real estate firm promotes luxury apartments through email campaigns but experiences low conversion rates on the landing page. Examine the key elements of an effective landing page that should be optimized to improve conversions.	8	3	L4
MODULE - 05				
15	A D2C health-food brand, NutriLife, spends heavily on paid ads but experiences low customer retention and weak brand recall. Analyze the role of content in digital marketing as it was currently underutilized by NutriLife.	8	4	L4
OR				
16	A B2B software company produces frequent content but receives low engagement and high bounce rates. List the six principles of content marketing that could enhance relevance and value.	8	4	L4
MODULE - 06				
17	An online learning platform wants to expand enrollments while keeping customer acquisition costs under control. Classify the types of affiliate programs suitable for the platform.	8	4	L4
OR				
18	A travel brand is planning a digital campaign to promote its upcoming experiential tour packages. The marketing team is debating whether to collaborate with one celebrity influencer or multiple micro-influencers to achieve optimal results within a limited budget. As a digital marketing consultant, analyze different types of influencers by comparing them in terms of reach, audience engagement, and cost effectiveness.	8	4	L4
PART C				
19	<p style="text-align: center;">Case study</p> <p>Aurora Home Décor Pvt. Ltd. was established in 2002 and grew steadily to become a recognized brand in India's home furnishings and lifestyle products market. By 2018, the company operated more than 150 exclusive brand outlets across metropolitan and Tier-II cities. Aurora's growth was driven by elegant product designs, strong relationships with offline distributors, and an efficient warehousing system.</p> <p>Despite its success in brick-and-mortar retail, Aurora Home Décor was slow to recognize the strategic importance of digital transformation. The company relied heavily on showroom-based sales and seasonal promotions, while its online presence remained minimal. Its website functioned primarily as a digital catalogue, offering limited e-commerce functionality and little customer engagement. The crisis</p>			

<p>intensified between 2019 and 2021, when changing consumer lifestyles and increased smartphone penetration accelerated the adoption of online shopping for home décor products. Competitors began leveraging social media platforms, influencer collaborations, augmented reality (AR) product visualization, and targeted digital advertising to attract urban consumers. Aurora, however, continued to depend on traditional marketing channels such as print media and in-store promotions.</p> <p>The outbreak of the COVID-19 pandemic further exacerbated the situation. Nationwide lockdowns forced the temporary closure of physical stores, cutting off Aurora's primary revenue stream. While demand for home improvement products surged during the work-from-home phase, Aurora failed to capture this opportunity due to its weak digital marketing strategy, limited social media engagement, and absence from major e-commerce marketplaces.</p> <p>As a result, Aurora Home Décor experienced a sharp decline in revenues and brand visibility. Customer acquisition costs increased, website traffic remained low, and online conversion rates were negligible. Long-standing customers migrated to digitally savvy competitors offering seamless online shopping experiences, personalized recommendations, and faster delivery options. The company's inability to respond effectively to the digital shift led to erosion of market share and weakened brand relevance among younger consumers.</p>			
a) Evaluate the effectiveness of Aurora Home Décor Pvt. Ltd.'s pre-pandemic marketing strategy in the context of changing consumer behavior and digital retail trends.	6	5	L5
b) Critically assess the digital marketing approaches adopted by Aurora's competitors during the pandemic. Which strategies would have been most viable for Aurora to adopt, given its existing resources and brand positioning? Justify your evaluation.	6	5	L5
c) Appraise Aurora Home Décor's response to the COVID-19-induced market disruption.	10	5	L5

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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS
FEBRUARY 2026

Course:	INTRODUCTION TO PYTHON		
Course Code:	MBABA313	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Infer keywords in python.	5	1	L2
2	Compare break and continue statement in python.	5	1	L2
3	Illustrate the following: i) Tuple assignment ii) Tuples as return values.	5	1	L2
4	Explain list concatenation and replication.	5	1	L2
5	Summarize access values in dictionaries.	5	1	L2
6	Illustrate attributes and dot operators.	5	1	L2
PART B				
MODULE - 01				
7	Organize the following variables into valid and invalid. Specify the reason. i) square_area ii) square-area iii) squarearea iv) square4 v) square area vi) 4square vii) _42 viii) 42	8	2	L3
OR				
8	Apply your understanding of operator precedence (order of operations) in python to break down and execute the following expression step-by-step and explain: i) $3/2*4 + 3 + (10/4)**3 - 2$ ii) $(5 - 1) * ((7 + 1) / (3 - 1))$	8	2	L3
MODULE - 02				
9	Develop a python program to add any two numbers and double the sum.	8	2	L3
OR				
10	Construct a python program that computes the sum, difference, product and quotient of two integers. Use functions.	8	2	L3
MODULE - 03				
11	Build a python program to remove all the vowels from a string	8	3	L3
OR				

12	Construct a python program that accepts a sentence and find the number of letters, digits, special characters and total number of characters.	8	3	L3
MODULE - 04				
13	For a given list num=[45,22,14,65,97,72], dissect a python program to replace all the integers divisible by 3 with “ppp” and all integers divisible by 5 with “qqq” and replace all the integers divisible by both 3 and 5 with “pppqqq” and display the output.	8	3	L4
OR				
14	Examine a python program to double the value of list elements passing list parameters.	8	3	L4
MODULE - 05				
15	Analyze the python program to sort the content of the file.	8	4	L4
OR				
16	Divide the friends name and birthdays in to separate list use a dictionary in python to store friends’ names and birthdays.	8	4	L4
MODULE - 06				
17	Test for exceptions are handled using the try-except blocks with an example.	8	4	L4
OR				
18	Survey to generate a list containing n random integers between a lower and an upper bound using python.	8	4	L4
PART C				
Case Study				
19	GreenPark is a public garden that maintains a rectangular lawn for visitors. The length of the lawn is 10 units and the breadth is 5 units. The garden management wants a simple Python program to calculate the area of the lawn for maintenance planning.			
	a) Asses and write a Python program to calculate the area of the rectangle without using a return statement.	6	4	L5
	b) Decide and write a Python program to calculate the area of the rectangle using a return statement.	6	4	L5
	c) Evaluate different methods of importing the math module in Python to calculate the area of a rectangle when length and breadth are given.	10	4	L5

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SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	PERFORMANCE AND COMPENSATION MANAGEMENT		
Course Code:	MBAHR313	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory.
2. Part B questions are choice based.

Q.No.	Questions	Marks	CO	RBTL
PART A				
1	Explain Performance management system and its importance	5	1	L2
2	Explain the determinants of performance.	5	1	L2
3	Describe Personal Development Plans and its elements	5	1	L2
4	Analyze the psychological contract and its relevance in compensation management.	5	1	L2
5	Examine fringe benefits and their importance in compensation.	5	1	L2
6	“Pay disparity is an ethical compensation issue”. Discuss	5	1	L2
PART B				
MODULE-01				
7	A retail chain implemented rushed evaluations that led to employee dissatisfaction and higher absenteeism. Analyze the dangers of such poor implementation and suggest corrective steps.	8	2	L3
OR				
8	A manufacturing plant is facing high employee turnover after launching a new performance appraisal system. Identify the dangers associated with a poorly implemented performance management system that could have caused this outcome	8	2	L3
MODULE-02				
9	A service-oriented company wants to evaluate its customer support team's performance comprehensively. Identify the relevant performance dimensions that should be assessed and explain how they reflect overall employee effectiveness.	8	2	L3
OR				
10	During annual reviews in a sales organization, some managers focus solely on sales targets (results) while others emphasize employee behaviour. Identify the benefits of measuring both results and behaviours, and propose a balanced assessment method for consistent evaluations.	8	2	L3

MODULE-03				
11	An innovative tech company is exploring the 720-degree appraisal method for a comprehensive performance review. Analyze what a 720-degree appraisal entails and how it differs from traditional appraisal methods.	8	3	L3
OR				
12	A service firm is considering adopting a 360-degree feedback system to enhance employee development. Identify the main benefits of 360-degree feedback.	8	3	L3
MODULE-04				
13	A growing Indian IT firm lacks a clear pay philosophy. Discover a compensation strategy and policy that balances internal equity, external competitiveness, and performance linkage for global remote hires.	8	4	L4
OR				
14	Economic inflation hits a retail chain hard. Using factors like labour supply-demand, ability to pay, and employee skills, propose a compensation to maintain motivation without budget overruns.	8	4	L4
MODULE-05				
15	Hybrid teams in an e-commerce giant report burnout. Examine reward management procedures incorporating wellness sabbaticals and mental health stipends as standard in current remote-first policies.	8	4	L4
OR				
16	A mid-sized fintech in Mumbai wants to introduce ESOPs, skill-based allowances, and wellness benefits but must also comply with the new wage definition (basic \geq 50% of CTC). Discover a reward policy outline that balances competitiveness, compliance, and cost control.	8	4	L4
MODULE-06				
17	A Mumbai advertising agency pays account managers differently for similar work. Analyze the effects on team performance and collaboration.	8	4	L4
OR				
18	A Chennai auto component plant has safety compliance issues. Inspect the most effective types of non-financial rewards (safety bonuses, recognition events, extra leave) for blue-collar workers.	8	4	L4
PART C				
19	Case Study			
	<p>Microsoft, a technology behemoth, has developed a comprehensive performance management framework that encompasses various facets of employee development and engagement. At the heart of Microsoft's approach is the practice of regular check-ins, which replace traditional annual performance reviews. These frequent one-on-one meetings between employees and their managers allow for open dialogue, goal setting, and alignment of individual aspirations with the company's mission.</p> <p>In Microsoft's performance management system, the role of feedback and coaching is paramount. Managers are encouraged to provide ongoing guidance and support to their teams, helping employees navigate challenges and grow in their roles. This coaching mentality</p>			

<p>not only aids in performance improvement but also strengthens employee-manager relationships.</p> <p>One notable aspect of Microsoft's framework is its focus on employee development. The company places great emphasis on continuous learning and provides numerous opportunities for skill enhancement. Microsoft's dedication to fostering a growth mindset is evident through its various training programs, workshops, and certifications available to employees. Recognition and rewards are integral components of Microsoft's performance management system. The company acknowledges high performers through a combination of monetary incentives, promotions, and public recognition. This approach not only motivates employees but also reinforces a culture of excellence.</p> <p>In conclusion, Microsoft's holistic performance management framework is characterized by regular check-ins, feedback-rich conversations, a strong focus on employee development, and a robust rewards system. By embracing these principles, Microsoft has created a performance-driven culture that contributes to its enduring success in the tech industry. These practices offer valuable insights for organizations seeking to cultivate a high-performance work environment and enhance their performance management systems.</p>			
As per your opinion, Asses the best practice under performance management framework at Microsoft	6	4	L5
Critically analyze the practices and give suggestions on a better performance management system.	6	4	L5
Evaluate and list out the impact of poorly implemented Performance Management systems.	10	4	L5



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SJC INSTITUTE OF TECHNOLOGY

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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	STRATEGIC COST MANAGEMENT		
Course Code:	MBAFM314	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

- Part A and Part C (Case Study) are Compulsory
- Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL																																																		
PART A																																																						
1	Classify the different methods of costing	5	1	L2																																																		
2	Outline the differences between Cost Allocation and Cost Apportionment	5	1	L2																																																		
3	Illustrate Applications of Marginal Costing	5	1	L2																																																		
4	Contrast between standard costing and budgetary control	5	1	L2																																																		
5	Summarize the objectives of Cost Audit.	5	1	L2																																																		
6	Briefly explain the concept of Balanced Scorecard	5	1	L2																																																		
PART B																																																						
MODULE - 01																																																						
7	<p>From the books of DK enterprises, the following details have been extracted for the year ending 31st March 2025. The cost accountant has wrongly calculated profit as 97,000/-. Construct a new cost sheet and identify the profit anticipated.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Particulars</th> <th>Amount (₹)</th> </tr> </thead> <tbody> <tr><td>Stock of material – Opening</td><td>1,88,000</td></tr> <tr><td>Closing Stock of material</td><td>2,00,000</td></tr> <tr><td>Material purchased during the year</td><td>8,32,000</td></tr> <tr><td>Direct wages</td><td>2,38,400</td></tr> <tr><td>Indirect wages</td><td>16,000</td></tr> <tr><td>Salaries to administrative staff</td><td>40,000</td></tr> <tr><td>Fright – Inward</td><td>32,000</td></tr> <tr><td>Fright – Outward</td><td>20,000</td></tr> <tr><td>Sales</td><td>15,79,800</td></tr> <tr><td>Cash discount allowed</td><td>14,000</td></tr> <tr><td>Bad debts written off</td><td>18,800</td></tr> <tr><td>Repairs of plant & machinery</td><td>42,400</td></tr> <tr><td>Rent, rates & taxes on Factory</td><td>12,000</td></tr> <tr><td>Rent, rates & taxes on office</td><td>6,400</td></tr> <tr><td>Travelling Expenses</td><td>12,400</td></tr> <tr><td>Salesmen's salaries & commissions</td><td>33,600</td></tr> <tr><td>Depreciation on P&M</td><td>28,900</td></tr> <tr><td>Depreciation on Furniture</td><td>2,400</td></tr> <tr><td>Directors fees</td><td>24,000</td></tr> <tr><td>Electricity charges</td><td>48,000</td></tr> <tr><td>Fuel</td><td>64,000</td></tr> <tr><td>Sale of scrap</td><td>500</td></tr> <tr><td>General charges</td><td>24,800</td></tr> <tr><td>Manager's salary</td><td>48,000</td></tr> </tbody> </table> <p>The manager's time is shared between the factory & the office in the ratio of 20:80.</p>	Particulars	Amount (₹)	Stock of material – Opening	1,88,000	Closing Stock of material	2,00,000	Material purchased during the year	8,32,000	Direct wages	2,38,400	Indirect wages	16,000	Salaries to administrative staff	40,000	Fright – Inward	32,000	Fright – Outward	20,000	Sales	15,79,800	Cash discount allowed	14,000	Bad debts written off	18,800	Repairs of plant & machinery	42,400	Rent, rates & taxes on Factory	12,000	Rent, rates & taxes on office	6,400	Travelling Expenses	12,400	Salesmen's salaries & commissions	33,600	Depreciation on P&M	28,900	Depreciation on Furniture	2,400	Directors fees	24,000	Electricity charges	48,000	Fuel	64,000	Sale of scrap	500	General charges	24,800	Manager's salary	48,000	8	2	L3
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OR

As the Cost Accountant of XYZ Ltd., from the following particulars you are required to organize Cost Sheet for the year ended 31st Dec 2025 and determine the anticipated profit.

SL No.	Particulars	Date	Amount
1	Opening Stock of Raw-material	01-01-2025	30,000
2	Opening Stock of finished goods	01-01-2025	68,000
3	Closing Stock of Raw-material	31-12-2025	35,000
4	Closing Stock of finished goods	31-12-2025	75,000
5	Purchases of raw-material		8,00,000
6	Sale of Finished goods		16,00,000
7	Productive Wages		5,50,000
8	Work's Overhead		1,30,000
9	Office & Administrative Overhead		75,000
10	Selling & distribution Overhead		20,000

8

8

2

L3

MODULE - 02

Vishnu Ltd., has 3 production departments i.e., P, Q & R & 2 service departments M & N. The total primary overhead distributions for the department as on 31/12/2019 are as follows.

Department	Overhead
Production:	
P	16,000
Q	13,000
R	14,000
Service:	
M	4,000
N	6,000

9

8

2

L3

Service department costs are charged to production departments & service departments on the basis of following basis

Department	P	Q	R	M	N
M	25	30	15	---	30
N	20	30	30	20	---

You are required to re-apportion primary overhead under

(i) Repeated Distribution Method

Simultaneous Equation Method

OR

A product passes through three process, A, B & C. 10,000 units at cost of Re.1 were issued to process A. the other direct expenses were

Items	Process		
	A	B	C
Direct Material	1,000	1,500	1,480
Direct labour	5,000	8,000	6,500
Direct Expenses	1,050	1,188	1,605

10

8

2

L3

The wastage of process A was 5% & process B 4% & process C 5%. The wastage of process A was sold at Re.0.25 per unit, that of B at Re.0.50 per unit. The overhead charges were 168% of direct labour. The final product was sold at ₹10 per unit, fetching a profit of 20% on sales. Prepare process A/c

MODULE - 03

Sales & profit figures for 2025-26 are given below

Year	Sales	Profit
2022	₹1,50,000	₹20,000
2023	₹1,70,000	₹25,000

11 Calculate: -

- (i) PV Ratio
(ii) BEP in rupees
(iii) Sales required to earn a profit of ₹40,000

What should be the profit when the sales of ₹2,50,000

8

3

L3

OR

PQR manufacturing company has three accounts clerks responsible for processing purchase. Each clerk is paid a salary of ₹3,00,000 p.a. and is capable of processing 5000 invoices per year (working efficiently). In addition to the salary, the company spends ₹90,000 per year for forms, postage etc. (assuming that 15,000 invoices are processed). During the year, 12,500 invoices were processed

12 Required:

- a) Calculate the activity rate for the purchase order activity. Break the activity into fixed and variable components.
b) Compute the total activity availability and break this into activity usage and unused

Calculate the total cost of resources supplied and break this into activity usage and unused activity.

8

3

L3

MODULE - 04

A Standard mix to produce 1 unit of product is as follows

Materials	No of units	Cost per unit	Total cost
A	60	15	900
B	80	20	1,600
C	100	25	2,500

13

During the month of July actual output is 10 units actual consumption are as follows.

Material A: 640 units at ₹17.5/- p.u of ₹11,200/-

Material B: 950 units at ₹18/- p.u of ₹17,100/-

Material C: 870 units at ₹27.5/- p.u of ₹23,925/-

Calculate all material variances.

8

3

L4

OR

Draw up a flexible budget for overhead expenses on the basis of the following data & determine the overhead rates at 70%, 80% & 90%.

Plant capacity	80% capacity (₹)
Variable overheads	
Indirect labour	12,000
Stores including spares	4,000
Semi-variable	
Power (30% fixed)	20,000
Repairs (40% variable)	2,000
Fixed Overheads	
Depreciation	11,000
Insurance	3,000
Salaries	10,000
Total Overheads	62,000
Estimated direct labour hours	1,24,000

14

Also calculate labour hour rate.

8

3

L4

MODULE - 05

15	Critically differentiate between the strategic intent and operational outcomes of a Cost Audit versus a Management Audit. Analyze how the technical verification of a Cost Audit serves as a diagnostic foundation for the qualitative appraisals found in a Management Audit. How does the integration of these two reports reveal systemic organizational failures that a single audit might overlook?	8	4	L4
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OR

16	<p>A conglomerate managing a diverse portfolio of business units is currently suffering from administrative bottlenecks. The core issue is a "data-rich but insight-poor" reporting environment: top-level executives are drowning in granular data, while performance metrics remain inconsistent across different departments. This lack of tailored information has led to delayed strategic responses and an inability to accurately evaluate business unit performance.</p> <p>As a management analyst, you are required to:</p> <ol style="list-style-type: none"> Classify the different types of management reports used at various levels of management and explain their relevance. Analyze how an effective management reporting system supports in decision-making in the organization. <p>Critically evaluate the limitations of the existing management reporting practices and suggest improvements for making the system better.</p>	8	4	L4
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MODULE - 06

17	An Organizations decentralize decision-making by dividing operations into various responsibility centres. Analyze the different types of responsibility centres and critically evaluate their significance in the effectiveness of a management control system.	8	4	L4
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OR

18	Analyze the integration of the Balanced Scorecard, Back-flush Accounting, and Lean Accounting in manufacturing organisation.	8	4	L4
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PART C**Case Study**

19	<p>a) A company manufactures three products. The budgeted quantity, selling price & unit costs are as under</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>A</th> <th>B</th> <th>C</th> </tr> </thead> <tbody> <tr> <td>Raw materials (at ₹20 per kg)</td> <td>80</td> <td>40</td> <td>20</td> </tr> <tr> <td>Direct wages (at ₹5 per hour)</td> <td>5</td> <td>15</td> <td>10</td> </tr> <tr> <td>Variable overheads</td> <td>10</td> <td>30</td> <td>20</td> </tr> <tr> <td>Fixed overheads</td> <td>9</td> <td>22</td> <td>18</td> </tr> <tr> <td>Budgeted production (in units)</td> <td>6,400</td> <td>3,200</td> <td>2,400</td> </tr> <tr> <td>Selling price per unit (₹)</td> <td>140</td> <td>120</td> <td>90</td> </tr> </tbody> </table> <p>As a cost accountant determine the profit if the supply of raw materials is restricted to 18,400 kg</p>	Particulars	A	B	C	Raw materials (at ₹20 per kg)	80	40	20	Direct wages (at ₹5 per hour)	5	15	10	Variable overheads	10	30	20	Fixed overheads	9	22	18	Budgeted production (in units)	6,400	3,200	2,400	Selling price per unit (₹)	140	120	90	6	3	L5
	Particulars	A	B	C																												
	Raw materials (at ₹20 per kg)	80	40	20																												
Direct wages (at ₹5 per hour)	5	15	10																													
Variable overheads	10	30	20																													
Fixed overheads	9	22	18																													
Budgeted production (in units)	6,400	3,200	2,400																													
Selling price per unit (₹)	140	120	90																													
b) From the above data, Interpret the alternative product mixes you would recommend to the management, when the profit if the supply of labour hour is limited to 19,000 hours	6	3	L5																													
<p>c) Standard cost on material and labor for making of a unit of a certain product are estimated as under: The material 80 Kg at 1.5/- per Kg Labour 18 hours at 1.25/- per hour On completion of production of unit, we found that 75 Kg of material costing 1.75/- per Kg has been consumed and that the time taken was 16 hours the wage rate being 1.5/- per hour. As a Cost & Operations Evaluator, you are required to calculate material cost variance, MPV, MUV, LCV, wage rate variance, LEV.</p>	10	3	L5																													

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SJC INSTITUTE OF TECHNOLOGY

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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	PRODUCT, SALES AND RETAIL MANAGEMENT		
Course Code:	MBAMM314	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Outline the Product Classification.	5	1	L2
2	Infer the Product Planning.	5	1	L2
3	Illustrate the Importance of Sales Management.	5	1	L2
4	Summarize the concept Sales Quotas.	5	1	L2
5	Show Brick-and-Mortar Integration in Retail.	5	1	L2
6	Summarize the concept CRM Loyalty via Data Analytics.	5	1	L2
PART B				
MODULE - 01				
7	Mahindra & Mahindra is launching a new luxury variant in India. Apply the Product Life Cycle (PLC) concept by providing practical decisions the company should take at each PLC stage for this variant.	8	2	L3
OR				
8	Smartphone companies want to launch a new model that handles basic calls/texts plus cool extras like health tracking and mobile payments. Apply the five product levels to design this smartphone and examine simple decisions at each level for maximum customer value.	8	2	L3
MODULE - 02				
9	Samsung is creating a new smartphone using MDP Minimum Delightful Product. As R&D Director, develop basic functions plus delightful extras that make customers excited and loyal from first use. Give practical examples.	8	2	L3
OR				
10	Yamaha Bikes launches new commuter motorcycle. As Product Manager, discover product development stages to meet market needs.	8	2	L3
MODULE - 03				
11	As Sales Developer at D-Mart, apply personal selling techniques to engage customers, handle objections and close sales using simple steps and real store examples.	8	3	L3
OR				
12	As a Marketing Analyst, identify emerging trends in sales management such as AI-driven selling, data-driven decision-making, social selling, and sales-marketing alignment.	8	3	L3
MODULE - 04				
13	Recruitment and selection of the sales force are critical for BMW's luxury brand positioning and customer experience. As Marketing Head at BMW, classify the methods you will use to recruit the sales force to maintain high standards and drive sales.	8	3	L4

OR				
14	Pantaloons stores to boost revenue and align teams with business goals. As Director of Marketing at Pantaloons, analyze the purpose of sales quotas.	8	3	L4
MODULE - 05				
15	As Marketing Analyst for Polar Bear Ice Cream, a popular Bangalore-based chain with 140+ parlours across 20+ cities, analyze growth and formats of retailing organizations in India and present opportunities for expansion.	8	4	L4
OR				
16	Direct retailing drives India's economy. Apply how retail stores (D-Mart, Reliance, kirana shops) create jobs, increase farmer incomes, and boost GDP growth. Give 3 simple examples.	8	4	L4
MODULE - 06				
17	As the Bangalore Division Head of Maruti Suzuki, examine modern visual merchandising techniques such as Augmented Reality (AR), Virtual Reality (VR), and digital displays can enhance showroom experience and boost car sales.	8	4	L4
OR				
18	Retail Security and Parking Solutions along with Digital Surveillance & Cyber security are critical to building trust and operational efficiency in large shopping complexes. As Chief Director for Mall of Asia, inspect smart security and parking systems using advanced technology.	8	4	L4
PART C				
19	<p>In 2024, HDFC Life wants to grow profitably while improving customer trust and persistency, so sales quality becomes as important as sales volume. The leadership asks the Sales Capability team to reduce early attrition, improve field productivity, and ensure every new hire follows a consistent, ethical selling approach supported by strong training and coaching.</p> <p>The company runs multiple sales channels and role types, so recruitment must match people to the right channel (branch sales, direct service, digital support, etc.) and training must be role-specific. HR and Sales leaders propose tightening selection (profile-fit scoring, realistic job preview, and basic aptitude screening) and then on boarding hires into a structured learning journey combining product knowledge, process discipline, and supervised field practice.</p> <p>However, cost pressures exist: longer training improves quality but delays "time-to-first-policy," while shorter training increases miss-selling risk and customer complaints. Management must decide the right mix of classroom learning, digital modules, mentoring, and performance coaching so new hires become productive fast and meet quality standards that build long-term loyalty.</p> <p>HDFC Life tracks new hires in their first 90 days using a simple scorecard (sales speed, customer fit, paperwork accuracy, complaints). Managers coach weekly through ride-alongs and role-plays to fix mistakes early and boost confidence. Training fits each sales channel (branch, digital, field), and monthly reviews check if the program cuts attrition and speeds up sales without high costs.</p>			
	a) Assess HDFC Life's recruitment methods and justify which method delivers the highest ROI for reducing early attrition in insurance sales.	6	4	L5
	b) Evaluate HDFC Life's training methods (classroom + for balancing fast agent activation with minimal mis-selling risk and recommend two superior methods with justification.	6	4	L5
	c) Evaluate simple recruitment and training methods for HDFC life sales team to hit 90% policy renewals and 20% faster first sales by 2026, with low costs for branch, digital and field roles.	10	4	L5

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SJC INSTITUTE OF TECHNOLOGY

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THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	DATA VISUALIZATION		
Course Code:	MBABA314	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Outline how data visualization supports decision-making by managers.	5	1	L2
2	Extend the concept of Visual Mapping and distinguish between Marks and Channels.	5	1	L2
3	Illustrate any four common visualization techniques with business application examples.	5	1	L2
4	Interpret tree visualization and contrast between any two methods of hierarchical representation.	5	1	L2
5	Demonstrate the applications of Geographic Information Systems (GIS) for managers.	5	1	L2
6	Summarize the concept of Sustainable Development Goals (SDG) colour palettes.	5	1	L2
PART B				
MODULE - 01				
7	A decision-making team struggles to interpret a dashboard because of related metrics appear scattered across the screen. Using Gestalt principles of data storytelling, organize the dashboard to present a coherent and meaningful insight narrative.	8	2	L3
OR				
8	Senior managers receive a long Excel report filled with numbers and find it difficult to understand key messages during review meetings. Identify the importance of converting data into visualization for faster and clearer interpretation.	8	2	L3
MODULE - 02				
9	Apply the Visualization Reference Model to plan a systematic transformation of large raw datasets into meaningful visual insights that support managerial decision-making in an organization facing challenges in data interpretation.	8	2	L3
OR				
10	Solve consumer behaviour and sales forecasting problems in a retail organization using Visual Analytics, and choose the key components enabling insight generation.	8	2	L3

MODULE - 03				
11	A company wants to analyze complex business performance data with multiple variables. Using multi-dimensional visualization, construct an example dashboard containing bubble charts, heatmaps and treemaps to extract meaningful insights.	8	3	L3
OR				
12	A Senior leader requested their visualization dashboard team to compare sales across multiple regions, product categories, time periods, and price distribution. Experiment with the selection of visualization techniques and justify why it is most suitable.	8	3	L3
MODULE - 04				
13	Compare the components of strategic dashboards used in a global retail chain and examine their relevance in assessing market share growth, customer acquisition trends, and regional profitability.	8	3	L4
OR				
14	A manufacturing company tracks daily production efficiency, machine downtime, and defect rates to ensure smooth operations. Operational dashboards with key performance indicators (KPIs) provide real-time insights to floor managers. Given this operational context, analyze how an operational dashboard can assist managers	8	3	L4
MODULE - 05				
15	A national retail chain wants to improve sales visibility across urban and semi-urban markets. Regional sales managers currently depend on static reports that do not provide timely insights into territory-wise performance. The firm plans to introduce a geographic sales dashboard to support dynamic monitoring of targets and incentives. Dissect sales dashboard metrics and geographic maps to design a visualization that supports territory-wise performance monitoring and sales target achievement.	8	4	L4
OR				
16	A large multi-specialty hospital located in a metropolitan city experiences severe ICU overcrowding during monsoon-related disease outbreaks. Patients often face delays in admission due to unavailability of beds, ventilators, and nursing staff, leading to operational stress and patient dissatisfaction. The hospital management plans to implement a digital healthcare dashboard to monitor critical resources in real time. List suitable KPIs and visualization elements to design a dashboard that can help administrators manage bed occupancy, staff allocation, and emergency response.	8	4	L4
MODULE - 06				
17	A marketing team presents a dashboard to top management, but decision-makers complain that it is confusing and time-consuming to interpret. The dashboard contains multiple charts, indicators, and tables without clear priorities. Inspect suitable visualization effectiveness criteria to redesign the dashboard so that it becomes easier to understand and use for managerial decisions.	8	4	L4
OR				
18	An NGO plans to design a sustainability dashboard aligned with the United Nations Sustainable Development Goals. However, it is not following the official SDG color palette. Categorize with SDG color palette principles to design an effective sustainability dashboard.	8	4	L4

PART C**Case Study**

Zenith Infotech Pvt. Ltd., Bengaluru, employs 300 professionals across five departments – IT, Sales, HR, Finance and Operations. In the last financial year, management noticed:

- Rising employee exits
- Declining productivity
- High recruitment cost
- Uneven performance across departments

The HR department decided to use HR Analytics & Visualization Dashboards to analyze workforce data and develop retention strategies. You are appointed as HR Analytics Consultant to study employee data and provide managerial insights.

Dataset:

Em ID	Dept	Gender	Age	Exp (Yrs)	Monthly Salary	Perf	Job Satisfaction	WLB	Training Hrs	Attrition
E101	IT	M	24	1	22000	3	Low	Poor	6	Yes
E102	IT	F	28	4	35000	4	High	Good	18	No
E103	Sales	M	25	2	24000	2	Low	Poor	5	Yes
E104	HR	F	32	7	42000	4	High	Good	20	No
E105	Finance	M	30	6	38000	3	Medium	Average	12	No
E106	Sales	F	23	1	21000	2	Low	Poor	4	Yes
E107	Ops	M	29	5	32000	3	Medium	Average	10	No
E108	IT	F	26	3	28000	3	Medium	Average	9	Yes
E109	Sales	M	31	6	40000	4	High	Good	15	No
E110	Ops	F	24	2	23000	2	Low	Poor	6	Yes

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a) Evaluate set of key HR Key Performance Indicators (KPIs) that Zenith Infotech should implement to effectively monitor and predict employee attrition across different departments and experience levels.

6**4****L5**

b) Interpret analytical HR dashboard framework suitable for Zenith Infotech to track, analyze, and control employee attrition trends within the organization.

6**4****L5**

c) Assess the insights obtained from the attrition dashboard and justify these insights which can provide measurable managerial benefits

10**4****L5**

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SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

THIRD SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

FEBRUARY 2026

Course:	RECRUITMENT & TALENT ACQUISITION		
Course Code:	MBAHR314	Program : MBA	
Max Marks:	100	Duration:	03 Hours

Instructions:

1. Part A and Part C (Case Study) are Compulsory
2. Part B questions are choice based

Q. No.	QUESTIONS	Marks	CO	RBTL
PART A				
1	Explain the implications of Millennials' key characteristics on team dynamics and organizational culture in contemporary workplaces.	5	1	L2
2	Summarize the main benefit of providing Data Driven Insights to a hiring manager during the recruitment process.	5	1	L2
3	Illustrate the specific Job Evaluation methods that uses Rating or Weighting compensable factors.	5	1	L2
4	Explain the significance of FIRO-B results in understanding an employee's interpersonal needs within a team.	5	1	L2
5	Outline bio data and application forms to early screening information that helps classify candidates.	5	1	L2
6	Demonstrate the impact of an integrated talent management process on business outcomes.	5	1	L2
PART B				
MODULE - 01				
7	At NovaCore Technologies, leadership is attempting to strengthen team collaboration after a series of project delays linked to inconsistent communication practices. Apply organizational best practices to propose a strategy that NovaCore can use to enhance cross-department communication while ensuring that teams maintain workflow efficiency.	8	2	L3
OR				
8	At SilverLine Pharmaceuticals, the HR team has noticed an increase in time-to-hire and a decline in quality-of-hire across several critical laboratory roles. Apply relevant recruitment metrics to design an approach that SilverLine can use to diagnose the root causes of these hiring inefficiencies and improve overall recruitment performance while meeting strict compliance standards.	8	2	L3
MODULE - 02				
9	Select the competency iceberg model to identify visible and hidden competencies required for effective performance in a managerial role within an organization.	8	2	L3
OR				

10	Tata Consultancy Services (TCS) is experiencing a sudden increase in project demand and needs to quickly hire skilled software developers. Using the concept of recruitment sources, determine the best strategy to fill these positions efficiently while ensuring candidate quality.	8	2	L3
MODULE - 03				
11	Maruti Suzuki plans to restructure its workforce using Hay Group's job evaluation method. Develop a strategy to identify role differences and ensure equitable compensation across the organization.	8	3	L3
OR				
12	Infosys is planning to revamp its compensation structure using a job evaluation system. Develop a strategy to determine the overall job value of various roles to ensure equitable and competitive pay.	8	3	L3
MODULE - 04				
13	Illustrate the application of graphology in managerial personality traits at Reliance Retail and using valid insights appropriately in management.	8	3	L4
OR				
14	Tata Steel plans to expand into smart manufacturing and needs competent operational leaders. Apply occupational testing methods to select candidates capable of handling digitalized plant operations, and utilize test outcomes to solve the challenge of high job mismatch.	8	3	L4
MODULE - 05				
15	Analyze the induction program at Infosys contributes to aligning new employees' understanding of corporate culture, processes, and role expectations potential gaps that could affect productivity during the first 90 days.	8	4	L4
OR				
16	Discover unique recruitment strategies for Tesla's expanding battery innovation unit in India to address the shortage of niche technical talent and utilize global hiring models to attract engineers with breakthrough research experience.	8	4	L4
MODULE - 06				
17	Huron TechLabs, a rapidly scaling digital-economy startup, is struggling to innovate at the pace of competitors despite heavy investment in automation. The board assigns you as a talent strategist to analyze high-impact talent functions as the core engine of the new economy and propose how the company can restructure roles so that innovation and agility improve across product teams.	8	4	L4
18	MindSphere Analytics, known for its data-modelling services, notices inconsistent performance among project teams. You are asked to categorize and distinguish high-potential talent from general knowledge workers.	8	4	L4
PART C				
Case Study				
19	TalentSync Solutions, a mid-sized HR tech firm in Bengaluru, launched PayAI in 2024—a machine learning platform for real-time online salary surveys and job evaluation. Traditional methods relied on manual surveys from sites like Glassdoor, prone to biases and outdated data. PayAI aggregates anonymized data from 50+ job portals, LinkedIn APIs, and company filings, using NLP to parse job descriptions and predict fair pay bands via regression models trained on 10 million global data points.			

<p>By Q1 2025, 200 clients adopted PayAI, reducing evaluation time from weeks to hours. For instance, a manufacturing client evaluated 500 roles, uncovering a 15% gender pay gap in engineering positions undetected by legacy tools. The AI scores jobs on 12 factors (skills, experience, and location) per Hay Group methodology, outputting percentile-based salary ranges with 92% accuracy validated against SHRM benchmarks.</p> <p>However, challenges emerged. In June 2025, a fintech client disputed AI recommendations for C-suite roles, claiming overemphasis on quantitative metrics ignored firm-specific culture. Regulatory scrutiny intensified when EU clients flagged GDPR compliance risks from data scraping. PayAI's CEO, Priya Rao, faced board pressure: adoption grew 40% YoY, but lawsuits loomed, and competitors like Salary.com integrated blockchain for transparency. Should TalentSync pivot to hybrid AI-human models or double down on automation?</p>			
<p>a) Evaluate the ethical implications of AI-driven salary surveys at TalentSync, including algorithmic bias and data privacy risks. Propose a multi-stakeholder framework to mitigate these while sustaining competitive advantage.</p>	6	4	L5
<p>b) Using Porter's Five Forces, analyze the strategic positioning of Pay AI in the HR tech market. Recommend whether TalentSync should pursue vertical integration (e.g., acquiring data providers) or ecosystem partnerships</p>	6	4	L5
<p>c) Assess a balanced scorecard for PayAI's performance post-2025 challenges. Justify if the firm should invest in explainable AI (XAI) enhancements, quantifying potential ROI against implementation costs over a 3-year horizon</p>	10	4	L5