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# SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

FIRST SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

MARCH 2026

<b>Course:</b>	<b>MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR</b>		
<b>Course Code:</b>	<b>MBA101</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

**Instructions:**

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

Q. No.	QUESTIONS	Marks	CO	RBTL
<b>PART A</b>				
1	Illustrate the contemporary issues in management.	5	1	L2
2	Interpret transformational theory of leadership.	5	2	L2
3	Explain the types of Organizational structure	5	2	L2
4	Illustrate the process of perception with neat diagram.	5	3	L2
5	Summarize the key concepts of power and politics in an organization and their influence on decision-making.	5	4	L2
6	Outline the concept of elements of organizational culture.	5	4	L2
<b>PART B</b>				
<b>MODULE - 01</b>				
7	Organize the principles of Management and it's contribution to the effective functioning of an organization, providing suitable examples	8	1	L3
<b>OR</b>				
8	"Top reputed Company is hiring Managers at levels to their organization for future and business growth". Develop Kinds of Managers & Skills you seek among candidates as Selection committee Head.	8	1	L3
<b>MODULE - 02</b>				
9	"Apply the different types of organizational structures to various organizations", illustrate how each structure support operational effectiveness.	8	2	L3
<b>OR</b>				
10	"Bharath Benz, a leading Indian commercial vehicle manufacturer, faces a sudden decline in demand". As a CEO, plan decisive action using contingency leadership approaches to mitigate the crisis.	8	2	L3
<b>MODULE - 03</b>				
11	Apply the MBTI framework to assess how different personality types at Salesforce influence communication and decision-making within teams.	8	3	L3
<b>OR</b>				

12	Selecting Maslow's Hierarchy of Needs and the Four Drive Theory of Motivation to assess how the employee engagement strategies at Microsoft during the shift to hybrid work models in 2021 influenced motivation and performance.	8	3	L3
<b>MODULE - 04</b>				
13	"Titan Company has a problem where one employee is being harassed by another, HR department use the company's values to tackle this issue, help the affected employee, and keep the workplace respectful and inclusive". Analyze.	8	3	L4
<b>OR</b>				
14	Inspect the strategies for managing work-related stress to evaluate how the employee burnout crisis at Amazon during the 2020-2021 holiday season affected productivity and company policies.	8	3	L4
<b>MODULE - 05</b>				
15	Analyze the negotiation and third-party conflict resolution strategies used by Google during their 2021 employee protests, highlighting key outcomes.	8	4	L4
<b>OR</b>				
16	Categorize the stages of team development to analyze the newly formed teams at Netflix adapted to the transition to hybrid work models in 2022 and the challenges they faced in achieving high performance	8	4	L4
<b>MODULE - 06</b>				
17	Assume Tesla applied the concept of resistance to change in addressing employee and stakeholder concerns during its transition to new production processes and technologies. How did Tesla manage this resistance to facilitate the successful implementation of its strategies?	8	5	L4
<b>OR</b>				
18	Simplify the ways Google applied ethical principles to address issues related to employee privacy and data security, and analyse impact on maintaining trust within the organization.	8	5	L4
<b>PART C</b>				
19	<p>Toyota, one of the world's largest automobile manufacturers, is renowned for its Toyota Production System (TPS)—a revolutionary approach to manufacturing that emphasizes efficiency, quality, and waste reduction. TPS is based on two fundamental principles,</p> <p><b>I. Just-in-Time (JIT):</b> Producing only what is needed, when it is needed, and in the amount needed to reduce waste and excess inventory.</p> <p><b>II. Kaizen (Continuous Improvement):</b> Encouraging employees at all levels to identify and solve problems for ongoing process improvement.</p> <p>A key factor behind Toyota's success is its lean management approach, which ensures that every part of the production process is optimized. Unlike traditional mass-production factories, Toyota focuses on eliminating non-value-adding activities, streamlining workflows, and empowering employees to suggest improvements.</p> <p>Toyota also introduced a strong organizational culture that promotes teamwork, problem-solving, and employee engagement. Workers are encouraged to stop production if they notice a defect (a practice called Jidoka), allowing Toyota to maintain high-quality standards.</p>			

	Despite facing challenges such as global supply chain disruptions and recalls, Toyota has consistently adapted and maintained its reputation for excellence. The company's ability to balance efficiency with flexibility has made it a global leader in operational excellence.			
	a) Toyota's success is partly due to its emphasis on employee participation in continuous improvement. Evaluate managers in other industries implement similar practices to boost innovation and efficiency.	<b>6</b>	<b>4</b>	<b>L5</b>
	b) "The Toyota Production System requires a strong commitment to teamwork and problem-solving". Prioritize the key challenges in building a company culture that supports continuous improvement and justify to overcome a resistance to change by Leaders.	<b>6</b>	<b>4</b>	<b>L5</b>
	c) Toyota has faced major crises, including large-scale product recalls. Appraise organization's balance efficiency with the flexibility to adapt to unforeseen challenges. Provide examples from other industries where companies have successfully managed crises.	<b>10</b>	<b>4</b>	<b>L5</b>



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**SJC INSTITUTE OF TECHNOLOGY**  
 (An Autonomous Institute under VTU, Belagavi)  
**FIRST SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS**  
**MARCH 2026**

<b>Course:</b>	<b>FINANCIAL ACCOUNTING &amp; REPORTING</b>		
<b>Course Code:</b>	<b>MBA102</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

**Instructions:**

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

Q. No	QUESTIONS	Marks	CO	RBTL														
<b>PART A</b>																		
1	Outline the accounting concepts in detail.	5	1	L2														
2	Outline the users of accounting information.	5	1	L2														
3	Explain window dressing.	5	1	L2														
4	Summarize the uses of financial ratio analysis.	5	1	L2														
5	Illustrate the steps in preparation of bank reconciliation statement.	5	1	L2														
6	Summarize meaning, characteristics and causes of deprecation.	5	1	L2														
<b>PART B</b>																		
<b>MODULE - 01</b>																		
7	As a financial consultant for a multinational corporation planning to expand globally, Identify the significance, objectives & key features of adopting International Financial Reporting Standards (IFRS). Show how IFRS adoption can impact financial reporting, investor relations, and strategic decision-making.	8	1	L3														
<b>OR</b>																		
8	As a financial analyst in a company transitioning from traditional Indian GAAP to Indian AS, demonstrate the practical implications of adopting Indian Accounting Standards by applying the concept and objectives of Indian Accounting Standards (Ind AS).	8	1	L3														
<b>MODULE - 02</b>																		
9	<p>Purchases made by Mr. Ravish is not tallying with the books of records maintained by the Cashier of the company. These discrepancies are to be corrected. Build New Purchase book and ascertain the total purchases made during the month of January 2023.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Date</th> <th>Particulars</th> </tr> </thead> <tbody> <tr> <td>01/01/2023</td> <td>Bought 200 KGS Rice from Nanda at 30 Per KG</td> </tr> <tr> <td>04/01/2023</td> <td>Bought 300 KGS Wheat from Bharath at 50 Per KG</td> </tr> <tr> <td>10/01/2023</td> <td>Bought 400 KGS Sugar from Ram &amp; CO at 40 Per KG</td> </tr> <tr> <td>15/01/2023</td> <td>Bought 20 Tins of Ground nut oil from Nitesh Traders at 1000 Per Tin</td> </tr> <tr> <td>21/01/2023</td> <td>Bought 40 Boxes of Toothpaste from Bazzar Provisions at 750 Per Box</td> </tr> <tr> <td>31/01/2023</td> <td>Bought 30 Boxes of FMCG products from Amar and Co at 400 Per Box</td> </tr> </tbody> </table>	Date	Particulars	01/01/2023	Bought 200 KGS Rice from Nanda at 30 Per KG	04/01/2023	Bought 300 KGS Wheat from Bharath at 50 Per KG	10/01/2023	Bought 400 KGS Sugar from Ram & CO at 40 Per KG	15/01/2023	Bought 20 Tins of Ground nut oil from Nitesh Traders at 1000 Per Tin	21/01/2023	Bought 40 Boxes of Toothpaste from Bazzar Provisions at 750 Per Box	31/01/2023	Bought 30 Boxes of FMCG products from Amar and Co at 400 Per Box	8	2	L3
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<b>OR</b>																		

10	<p>“Westside” retailing giant wants to establish its retail outlet in Bengaluru as a part of this process it has set up a warehouse and started business in 2024. Westside wishes to segregate the cash and credit transactions which is happened during the year 2024 &amp; accordingly Organize the Journal Entries in proper form.</p>		8	2	L3	
	<b>Date</b>	<b>Particulars</b>				<b>Amount</b>
	01/01/2024	Commenced business with cash				100000
	02/01/2024	Purchased Furniture				30000
	03/01/2024	Purchased Goods for Cash				25000
	03/01/2024	Purchased goods from Sita on Credit				20000
	04/01/2024	Sold goods for cash				30000
	05/01/2024	Sold goods to Saritha on Credit				20000
	13/01/2024	Withdrawn from bank for office use				8000
	17/01/2024	Withdrawn from bank for Personal use				9000
25/01/2024	Deposited into the bank	25000				

**MODULE - 03**

11	<p>Ms. Priya is a Merchant Banker &amp; trades with many inventories &amp; has prepared Trial Balance by herself, show the Transactions &amp; arrange the same in the corrective manner to obtain the proper balance there on.</p>		8	3	L3
	<b>Description</b>	<b>Amount</b>			
	Capital	90000			
	Net profit	10000			
	Drawings	10000			
	Bank	5000			
	Salaries	1410			
	Opening stock	15000			
	Stock closing	12000			
	Reserve for bad debts	450			
	Sales	100000			
	Outstanding Expenses	1000			
	Prepaid Insurance	500			
	Purchases	85000			
	Carriage Inward	500			
	Carriage Outward	1500			
Land & Buildings	50000				
<p>The Bank Balance was over draft Salaries should have been Rs 4110 Debtors include Rs 2000 towards bad debts Cash balance of Rs 340 has been omitted Interest on capital Rs 4500 not taken into account Closing stock was wrongly taken in TB.</p>					

**OR**

12	<p>You are a financial analyst reviewing a company's year-end financial statements that show a sudden improvement in liquidity and profitability. As part of your due diligence process, explain how you would identify signs of window dressing in the financial statements.</p>	8	3	L3
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**MODULE - 04**

13	<p>Analyse the Financial ratios for ABC company by calculating Total Current Assets, Current Liabilities &amp; Stock Turnover from the given information.</p>		8	3	L4
	Current Ratio	2.5			
	Working Capital	60000			
	Opening Stock	29000			
	Closing Stock	31000			
	Sales	320000			
	GP Ratio	25% on Sales			

**OR**

14	Trend percentages of HBS company ltd., has lot of variation & not balancing, in spite of the major efforts the company accountant could not balance and interpret the trend in which business is going in this regard you are required to discover problems associated and solve them.	8	3	L4																																								
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**MODULE - 05**

15	<p>Company Name: <i>Natural's Pvt. Ltd.</i>          Reporting Period: <i>As on 31st March 2025</i>          Role: You are a financial analyst reviewing the bank records as part of the month-end financial closing process.          Natural's Pvt. Ltd. reports a bank balance of ₹25,000 as per its Cash Book on 31st March 2025. However, upon comparing with the bank statement, the following discrepancies were identified:          A cheque of ₹5,000 issued to a supplier on 28th March has not yet been presented for payment.</p>	8	4	L4
	<p>A cheque of ₹3,000 was deposited into the bank on 29th March but has not been cleared as of the closing date.           The bank has charged ₹250 as service fees, which is not yet recorded in the company's books.           The bank has directly credited ₹1,500 as interest income, which is also not reflected in the Cash Book.           Inspect Bank Reconciliation Statement as on 31st March 2025 and dissect the adjusted Bank Balance as per the Pass Book.</p>			

**OR**

16	You are part of the finance team at a mid-sized enterprise preparing monthly bank reconciliation statements. While reviewing the records, your junior accountant is confused about why the balance in the company's Cash Book differs from the balance shown in the Bank Pass Book. Explain the practical reasons for differences leading to reconciliation.	8	4	L4
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**MODULE - 06**

17	On January 1, 2022, Earth Industries Ltd. acquired machinery for ₹500,000 to enhance its production capabilities. The machinery has an estimated useful life of 10 years, with a salvage value of ₹50,000 at the end of its operational lifespan. The company plans to depreciate the asset using the Straight-Line Method (SLM) to ensure systematic cost allocation over its useful life. This investment is part of ABC Industries Ltd.'s long-term strategy to improve efficiency and maintain a competitive edge in the market. You are required to: Analyse the annual depreciation using the Straight-Line Method (SLM) and arrange the depreciation schedule for the first 3 years.	8	3	L4
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## OR

18	<p>You have recently joined the finance department of a manufacturing company. During the preparation of financial statements, you are asked to review the depreciation schedule of fixed assets. Your manager wants you to explain the rationale behind providing depreciation.</p> <p>Discover the key characteristics and practical causes of depreciation in fixed assets. How does understanding depreciation help in financial planning, tax reporting, and asset management decisions in a business environment? Support your answer with relevant industry example.</p>	<b>8</b>	<b>3</b>	<b>L4</b>
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## PART C

19	<p>Following is the Trial Balance of Vikranth Ltd. as on 31st March 2024.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Particulars</th> <th style="text-align: center;">Debit (₹)</th> <th style="text-align: center;">Credit (₹)</th> </tr> </thead> <tbody> <tr><td>Capital</td><td></td><td style="text-align: right;">5,00,000</td></tr> <tr><td>Plant &amp; Machinery</td><td style="text-align: right;">2,50,000</td><td></td></tr> <tr><td>Furniture</td><td style="text-align: right;">50,000</td><td></td></tr> <tr><td>Stock (Opening)</td><td style="text-align: right;">1,20,000</td><td></td></tr> <tr><td>Purchases</td><td style="text-align: right;">3,50,000</td><td></td></tr> <tr><td>Sales</td><td></td><td style="text-align: right;">7,00,000</td></tr> <tr><td>Wages</td><td style="text-align: right;">60,000</td><td></td></tr> <tr><td>Salaries</td><td style="text-align: right;">80,000</td><td></td></tr> <tr><td>Rent &amp; Taxes</td><td style="text-align: right;">40,000</td><td></td></tr> <tr><td>Sundry Debtors</td><td style="text-align: right;">1,10,000</td><td></td></tr> <tr><td>Sundry Creditors</td><td></td><td style="text-align: right;">1,00,000</td></tr> <tr><td>Bills Payable</td><td></td><td style="text-align: right;">50,000</td></tr> <tr><td>Cash at Bank</td><td style="text-align: right;">60,000</td><td></td></tr> <tr><td>Carriage Inward</td><td style="text-align: right;">20,000</td><td></td></tr> <tr><td>Bad Debts</td><td style="text-align: right;">10,000</td><td></td></tr> <tr><td>Discount Allowed</td><td style="text-align: right;">5,000</td><td></td></tr> <tr><td>Interest on Loan</td><td style="text-align: right;">15,000</td><td></td></tr> <tr><td>General Expenses</td><td style="text-align: right;">30,000</td><td></td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>12,00,000</b></td><td style="text-align: right;"><b>12,00,000</b></td></tr> </tbody> </table> <p>Adjustments:</p> <ol style="list-style-type: none"> <li>i. Closing Stock was valued at ₹1,50,000.</li> <li>ii. Depreciation is to be charged at:             <ol style="list-style-type: none"> <li>a. Plant &amp; Machinery – 10%</li> <li>b. Furniture – 5%</li> </ol> </li> <li>iii. Outstanding Salaries ₹10,000.</li> <li>iv. Prepaid Rent ₹5,000.</li> </ol> <p>Provision for Doubtful Debts to be maintained at 5% of Debtors</p>	Particulars	Debit (₹)	Credit (₹)	Capital		5,00,000	Plant & Machinery	2,50,000		Furniture	50,000		Stock (Opening)	1,20,000		Purchases	3,50,000		Sales		7,00,000	Wages	60,000		Salaries	80,000		Rent & Taxes	40,000		Sundry Debtors	1,10,000		Sundry Creditors		1,00,000	Bills Payable		50,000	Cash at Bank	60,000		Carriage Inward	20,000		Bad Debts	10,000		Discount Allowed	5,000		Interest on Loan	15,000		General Expenses	30,000		<b>Total</b>	<b>12,00,000</b>	<b>12,00,000</b>			
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	a) Organize the Profit & Loss Account as per vertical format.	<b>6</b>	<b>3</b>	<b>L5</b>																																																												
	b) Construct Balance Sheet as per vertical format.	<b>6</b>	<b>3</b>	<b>L5</b>																																																												
	c) Interpret financial result.	<b>10</b>	<b>3</b>	<b>L5</b>																																																												

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MARCH 2026

<b>Course:</b>	<b>ECONOMICS FOR DECISION MAKING</b>		
<b>Course Code:</b>	<b>MBA103</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

### Instructions:

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

Q. No.	QUESTIONS	Marks	CO	RBTL
<b>PART A</b>				
1	Illustrate the benefits of Managerial Economics.	5	1	L2
2	Summarize the assumptions of law of demand.	5	2	L2
3	Outline the features of ISO-QUANTS.	5	2	L2
4	Interpret the different forms of oligopolies.	5	3	L2
5	Compare monopoly market structure with monopoly market structure.	5	4	L2
6	Classify the Indian Economic Sector with suitable examples.	5	4	L2
<b>PART B</b>				
<b>MODULE - 01</b>				
7	“Economics is multidisciplinary”, it integrates ideas and methods from other disciplines. Apply the relationship between the above disciplines.	8	1	L3
<b>OR</b>				
8	Economic decision-making is the process of choosing how to use resources to get the best outcome. As an economist identify the different areas/ scope to apply the managerial economics concepts in the business.	8	1	L3
<b>MODULE - 02</b>				
9	Mr. Rohit Jawa is the CEO and MD of HUL India, to predict the future demand for the company products. Identify the demand forecasting techniques the CEO will choose to plan their inventory and operations.	8	2	L3
<b>OR</b>				
10	Supplier is a price conscious person, “When the price of a good increases, the quantity supply increases, and vice versa”, as a supplier, apply the law of supply and its assumptions.	8	2	L3
<b>MODULE - 03</b>				
11	ABC Limited is Cigarette manufacturing company. The company has furnished the following details: Fixed Cost Rs. 1,60,000. Variable Cost Per Unit Rs.8 Estimated Sales Rs.4,00,000 Selling Price Per Unit Rs.40. You are required to solve the following: i) Break Even Point in Quantity ii) Break Even Point sales value	8	2	L3

	iii) Profit Volume Ratio iv) MOS in units			
<b>OR</b>				
12	“Cost reduction is the mantra for a company looking to maximize profits by identifying and eliminating unnecessary expenses while optimizing operations”, Discover the major cost determinants.	8	2	L3
<b>MODULE - 04</b>				
13	“Our goal has never been to sell a cheap phone,” said Apple CEO Tim Cook, illustrating the company’s approach to iPhone pricing. Apple positioned its smartphone as a premium product. Upon the launching of new models, the older versions were dropped by prices which lead to highest sales. Analyse the suitable pricing strategy and its advantages, which will helps Apple Inc.	8	3	L4
<b>OR</b>				
14	BESOM is a state government-owned entity. BESOM is the sole power distributor in its licensed territories, including Bengaluru and the surrounding districts. A monopoly is a company that supplies a good or service without competition and with no similar substitutes. Monopolies can dictate prices and create barriers for competitors. Examine the factors makes a firm become monopoly.	8	3	L4
<b>MODULE - 05</b>				
15	Reserve bank of India is a called as banker’s bank of India and through its network controls the money supply in the economy. Analyze the different tools/techniques.	8	4	L4
<b>OR</b>				
16	“Fiscal policy is the use of Government revenue collection and expenditure to influence a country’s economy”. Examine the components of fiscal policy.	8	4	L4
<b>MODULE - 06</b>				
17	“To foster private sector-led economic growth in India, the Government of India has proposed initiatives” – inspect its important initiatives/schemes.	8	4	L4
<b>OR</b>				
18	Aatmanirbhar Bharat Abhiyan is the mission started by the Government of India making India “self-reliant”. Inference the objectives and pillars of “Self-reliant India”.	8	4	L4
<b>PART C</b>				
19	<p>In 2014, after Lok Sabha elections, Narendra Modi-BJP led Government was formed in India. Prime Minister Narendra Modi focused on various macroeconomic policies like fiscal policy and Monetary policy, employment policy, international trade policy, exchange rate policy and prices and income policy. He aggressively addressed skill development as a part of an employment policy on 68th Independence Day on 15th August 2014.</p> <p>In 2009, National Skill Development Corporation (NSDC) a public private partnership enterprise was launched by Finance Ministry. It was formed to achieve objectives of skill development.</p> <p>From 2009-2014, NSDC made low cost and high-quality innovative business models. They launched skill development project which created industry specific jobs. Later in 2014, NSDC and Government studied and observed employment and unemployment scenario in India as:</p> <ul style="list-style-type: none"> <li>• 12 million people could enter into workforce on an annual basis.</li> <li>• India’s labour force was expected to grow to 600 million by 2022.</li> <li>• In 2013, only 13.3% of the youth between 15-29 years were employed.</li> </ul>			

<ul style="list-style-type: none"> <li>• Up to 2014, only 25-30 million of the workforce was formally skilled. The several initiatives to robust economic conditions in country, Government launched Skill India scheme. Government target to skill 500 million people by 2022 through various skill development programmes. In addition to support skill India mission, Finance Minister Arun Jaitley proposed a revised skill development policy as “Skill India” in his budget speech in June 2014. As a part, of an initiative Government and NSDC tried to bridge skill gap and overcome macroeconomic concern through,</li> <li>• Introduced Vocational Training Act partnering with Ministry of Labour and Employment to match employment of international standards.</li> <li>• In 2014, the Ministry of Labour and Employment had signed flexi MOUs with Tata Sons, Flipkart, Raymonds and the Gujarat Industrial Power Company Ltd. (GIPCL).</li> <li>• MOUs gave flexibility to enterprises to design training programmes as per specific needs of industry.</li> <li>• Introduced Kaushalya Vardhan Kendras and reshaped Industrial Training Institutes (ITIs) Introduced Make In India and Digital India drive to improve prices and income policy and international trade policy.</li> <li>• Tata Motor’s partnered with 135 government training institutes across India and trained 10,000 youth for vehicle repair.</li> <li>• NSDC partnered with private-public mining corporation and employment exchange programmes in Gujarat provided training for soft-skills and computer literacy</li> <li>• In similar projects, Ministry of Labour partnered with IT- BPO sector and provided language and computer literacy skills.</li> <li>• Launched Massive Open Online Curriculum (MOOC).</li> </ul> <p>As a part of employment policy, government frequently provided free training facilities to unskilled labour for skilled jobs. In a collaborative approach of NSDC and government generated employment opportunities, growth in economy. This could create sustainable, inclusive and equitable environment in India.</p>			
a) Does Indian man power has shortage of required skill set. Comment.	<b>6</b>	<b>4</b>	<b>L5</b>
b) Examine the NSDC observations on unemployment scenario in India.	<b>6</b>	<b>4</b>	<b>L5</b>
c) Do you think the initiatives taken by Government under skill India programme has positive impact over the productivity? Justify.	<b>10</b>	<b>4</b>	<b>L5</b>

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# SJC INSTITUTE OF TECHNOLOG

(An Autonomous Institute under VTU, Belagavi)

FIRST SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS

MARCH 2026

<b>Course:</b>	<b>BUSINESS STATISTICS</b>		
<b>Course Code:</b>	<b>MBA104</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

### Instructions:

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

Q. No.	QUESTIONS	Marks	CO	RBTL																					
<b>PART A</b>																									
1	Extend the meaning of statistics with Its applications.	5	1	L2																					
2	Classify the different types of Regression.	5	1	L2																					
3	Explain the following terms: i) probability ii) Binomial distribution iii) Poisson distribution.	5	1	L2																					
4	Summarize Time series analysis and the components of time series analysis.	5	1	L2																					
5	Explain i) Types of Hypothesis ii) Steps in Hypothesis	5	1	L2																					
6	Demonstrate the steps to calculate the Mean, Median, and Mode of a dataset in JASP. What does the mean represent, and how is it useful for summarizing data.	5	1	L2																					
<b>PART B</b>																									
<b>MODULE - 01</b>																									
7	A survey is conducted for 60 men their weight's varies from 93 to 127 Apply the measures of central tendency (mean, median and mode) from the following data. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Weights (Kgs)</th> <th>93-</th> <th>98-</th> <th>103-</th> <th>108-</th> <th>113-</th> <th>118-</th> <th>123-</th> </tr> </thead> <tbody> <tr> <td>Men</td> <td>3</td> <td>5</td> <td>12</td> <td>17</td> <td>14</td> <td>6</td> <td>3</td> </tr> </tbody> </table>	Weights (Kgs)	93-	98-	103-	108-	113-	118-	123-	Men	3	5	12	17	14	6	3	8	2	L3					
Weights (Kgs)	93-	98-	103-	108-	113-	118-	123-																		
Men	3	5	12	17	14	6	3																		
<b>OR</b>																									
8	A football enthusiast wanted to analyze the performance of two teams, Team A and Team B, during a football season. The analysis focused on the goals scored by each team in individual matches. To determine which team was more consistent in their performance, the researcher decided to calculate and compare the mean, standard deviation, and coefficient of variation (CV) for both teams. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>No of goals</th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Team A</td> <td>27</td> <td>9</td> <td>8</td> <td>5</td> <td>4</td> <td>1</td> </tr> <tr> <td>Team B</td> <td>17</td> <td>9</td> <td>6</td> <td>5</td> <td>3</td> <td>2</td> </tr> </tbody> </table>	No of goals	0	1	2	3	4	5	Team A	27	9	8	5	4	1	Team B	17	9	6	5	3	2	8	2	L3
No of goals	0	1	2	3	4	5																			
Team A	27	9	8	5	4	1																			
Team B	17	9	6	5	3	2																			
	a) Assess the Mean and Standard deviation. b) Interpret the Coefficient of variance (CV).																								

**MODULE - 02**

9

A researcher conducted a study to explore the relationship between demand and supply for a product in a local market. The objective of the research was to determine whether there is a linear relationship between demand and supply using Karl Pearson's coefficient of correlation. This statistical tool helps measure the strength and direction of the relationship between two variables here, demand (X) and supply (Y).

<b>Demand</b>	6	2	10	4	8
<b>Supply</b>	9	11	5	8	7

8

2

L3

**OR**

10

In a small marketplace, a vendor observed the interplay between the price of his products (X) and the quantity demanded (Y). To better understand how changes in price affect demand, the vendor decided to use regression analysis. He gathered the following data based on past sales:

<b>Price (X)</b>	11	7	9	5	8	6	10
<b>Quantity demanded(Y)</b>	10	8	6	5	9	7	11

8

2

L3

Predict the quantity demanded (Y) when the price (X) is 12.

Predict the price (X) when the quantity demanded (Y) is 12.

**MODULE - 03**

11

In a hospital, 20 kidney dialysis machines are crucial to patient care. However, each machine has a 2% chance of failing on any given day. To ensure smooth operations, the hospital administrator is interested in determining the probability that exactly 3 machines will be out of service on the same day. The administrator wants to explore if the problem can be solved using both the Binomial Probability Distribution and the Poisson Probability Distribution, and which method is more appropriate.

i) Can we use the binomial formula to find out this probability? If yes examine Binomial probability distribution method.

ii) Can we use the Poisson formula to find out this? If yes examine Poisson probability distribution Method.

8

3

L3

**OR**

12

In a quaint library, a group of linguists was curious about the frequency of foreign words used in the Concise Oxford Dictionary. They decided to conduct a survey to determine how often foreign words appeared on a page of the dictionary. A systematic sample of 330 pages was taken, and the researchers recorded the number of foreign words per page. The observed frequency distribution was as follows

<b>Words per page(X)</b>	0	1	2	3	4
<b>Frequency</b>	214	92	20	3	1

The researchers wanted to understand the pattern of foreign word occurrences and decided to apply the Poisson distribution to model the frequency of foreign words per page. The Poisson distribution is often used for modeling the number of occurrences of an event within a fixed interval of time or space, especially when the events are rare and independent.

Identify the expected frequencies using Poisson distribution. Also solve the mean and variance of fitted distribution.

8

3

L3

**MODULE - 04**

13

A researcher is studying the growth in the number of electric vehicles (EVs) registered in a country over the past few decades. The researcher has collected data for the years 2016 to 2022, recording the number of EVs on the road each year. This data is crucial for understanding the adoption of electric vehicles and predicting future trends. The researcher's goal is to estimate the expected number of EVs by the year 2023, based on the historical trend observed in the data. The data provided (in the table below) shows the number of electric vehicles (in thousands) registered in the country from 2016 to 2022:

Year	2016	2017	2018	2019	2020	2021	2022
Number of EVs	47	50	53	65	62	64	72

**8****3****L4**

Using the method of least squares fit a straight-line trend to this data. Then, based on the fitted model, estimate the number of electric vehicles expected to be on the road in the year 2023. Provide the mathematical model, calculations, and interpretation of the results.

**OR**

14

A researcher is investigating the seasonal variation in the production of coal in a specific region over a period of five years. The aim of the study is to analyze the quarterly production trends and understand how production fluctuates in each quarter of the year. This information is crucial for policymakers and businesses in the coal industry to manage production, set expectations, and optimize resource allocation throughout the year.

Production of coal (in millions of tons)

Year	I quarter	II quarter	III quarter	IV quarter
1	30	40	36	34
2	34	52	50	44
3	40	58	54	48
4	54	76	68	62
5	80	92	86	82

**8****3****L4**

The research focuses on identifying seasonal fluctuations in coal production to help forecast future production trends and guide business strategies. The researcher aims to determine the quarterly seasonal indices for each quarter using the Ratio-to-Trend method.

**MODULE - 05**

15

A coaching centre claims that its training program leads to a significant improvement in students' performance in exams. To test the validity of this claim, the researcher decides to perform a statistical hypothesis test to determine whether the marks of students have significantly improved after undergoing the coaching. The researcher has data from 6 students who attended the coaching centre. The following table shows the marks obtained by each student before and after the course:

Student	1	2	3	4	5
Marks (Before)	110	120	123	132	125
Marks(After)	120	118	125	136	121

**8****4****L4**

Make use of a paired t-test, whether the mean sales before and after the campaign are significantly different at a 5% significance level.

**OR**

16	A marketing analyst wants to test whether customer preferences for five different flavors of a new soft drink (A, B, C, D, E) are equally distributed as predicted by their market research. The expected and Observed preferences (based on earlier Market surveys) were:			<b>8</b>	<b>4</b>	<b>L4</b>
	<b>Category</b>	<b>Observed Frequency</b>	<b>Expected Frequency</b>			
	A	8	7			
	B	29	24			
	C	44	38			
	D	15	24			
	E	54	7			
Apply the chi square test at 5% level of significance for the above information.						

**MODULE - 06**

17	You are tasked with conducting a One-Way ANOVA in JASP to assess whether there is a significant difference in the mean scores of a variable across different groups. Follow the steps below to perform the analysis using an example dataset, infer the results, and draw conclusions based on statistical output.	<b>8</b>	<b>4</b>	<b>L4</b>
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**OR**

18	You are tasked with performing a Chi-Square Goodness of Fit test using JASP to determine if the distribution of categorical data from a sample fits a specific expected distribution. Examine the steps to perform the test and infer the results in JASP.	<b>8</b>	<b>4</b>	<b>L4</b>
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**PART C**

19	A company has collected data on the hourly wages of 1000 workers, and the distribution of these wages is assumed to follow a normal distribution. The mean hourly wage is Rs. 70 with a standard deviation of Rs. 5. Using the Normal Distribution Model, estimate the number of workers whose hourly wages fall within specific wage ranges or exceed certain thresholds. This information will help the company understand the distribution of wages within their workforce and identify how many workers fall into specific pay brackets. As part of the workforce analysis, the company wants to determine the following.			
	a) "Critically evaluate the strengths and limitations of the Normal Distribution model in real-world applications, and propose alternative statistical models that may be more appropriate in scenarios where the assumptions of normality are violated. Support your analysis with empirical evidence and case studies."	<b>6</b>	<b>4</b>	<b>L5</b>
	b) i. Estimate the number of workers whose hourly wages are between Rs. 69 and Rs.72. ii. Estimate the number of workers whose hourly wages exceed Rs. 75.	<b>6</b>	<b>4</b>	<b>L5</b>
	c) i. Estimate the number of workers whose hourly wages are less than Rs. 63. ii. Estimate the number of workers whose hourly wages are greater than or equal to Rs. 72.	<b>10</b>	<b>4</b>	<b>L5</b>

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**SJC INSTITUTE OF TECHNOLOGY**  
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**FIRST SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS**  
**MARCH 2026**

<b>Course:</b>	<b>MARKETING MANAGEMENT</b>		
<b>Course Code:</b>	<b>MBA105</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

**Instructions:**

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

Q. No.	QUESTIONS	Marks	CO	RBTL
<b>PART A</b>				
1	Explain need, want & demand with example.	5	1	L2
2	Outline the black box model of consumer behavior and its consequences.	5	1	L2
3	Explain the product life cycle stages & strategies.	5	1	L2
4	Interpret the channel design.	5	1	L2
5	Explain the bases for segmenting consumer markets.	5	1	L2
6	Extend the concept of digital and social media marketing.	5	1	L2
<b>PART B</b>				
<b>MODULE - 01</b>				
7	As IKEA (MNC & Home Furniture) India's Marketing Manager, develop a marketing plan showcasing the functions of marketing for a new sustainable and affordable home decor line.	8	2	L3
<b>OR</b>				
8	“Person doing sales in a traffic signal with toys, sun shades, goggles, stationary items” choose the activity whether is it selling or Marketing” – Construct your statement.	8	2	L3
<b>MODULE - 02</b>				
9	“It was a family outing, at noon we were hunger and there are few restaurants nearby with affordable & convenient, though we travelled 10 kilometers to find particular restaurant to have a particular dish”, Identify the elements of branding.	8	3	L3
<b>OR</b>				
10	“In my personal and professional life, I essentially require a laptop to lead”. Make use of consumer buying decision process in the context.	8	2	L3
<b>MODULE - 03</b>				
11	As a product development manager at Dove, construct the new product development process for the anti-pollution skin care product line.	8	3	L3
<b>OR</b>				
12	As Samsung's marketing specialist, apply branding, packaging, pricing and promotion for their electronic products in the competitive Indian market.	8	3	L3

MODULE - 04				
13	Simplify the strategies to decide the number of intermediaries and classify the Dell Company distribution with example.	8	4	L4
OR				
14	Analyze the message designed by Saptham Taila Cold-Pressed Oils.	8	4	L4
MODULE - 05				
15	Simplify the segmentation, targeting and positioning of Sugar free products.	8	4	L4
OR				
16	Inspect the Zomato's USP with detailed breakdown.	8	4	L4
MODULE - 06				
17	"You receive personalized email recommendations based on your purchase history, offering tailored product suggestions on a website based on browsing behavior." Dissect the type of trends in the given context.	8	4	L4
OR				
18	"You might have influenced for any matter through YouTube or any video blogs" Analyze this concept with the recent trends in marketing.	8	4	L4
PART C				
19	<p><b>Case Study on Reliance Jio</b></p> <p><b>Introduction</b> Reliance Jio, a subsidiary of Reliance Industries Limited, entered the Indian telecommunications market in September 2016. It instantly caused a remarkable shift in the industry. Led by Mukesh Ambani, the company challenged the established telecom giants and redefined how Indians access and enjoy digital content. This case study delves into the marketing management of Reliance Jio, focusing on its groundbreaking services in entertaining India through vertical integration.</p> <p><b>Background</b> Before Reliance Jio's entry, the Indian telecom industry was dominated by a handful of established players who relied on conventional pricing models and offered limited data services. Mobile internet was considered a luxury, and consumers were often dissatisfied with the service quality. The challenge for Reliance Jio was to not only build a nationwide network from the ground up but also convince customers to switch from their existing providers. It called for innovative marketing strategies that could disrupt the market.</p> <p><b>Marketing Strategies</b> Free Data and Voice Calls- Reliance Jio's entry was marked by a game-changing move – offering complimentary data and voice calls during its initial launch phase. The "Jio Welcome Offer" and, later, the "Jio Happy New Year Offer" generated an outstanding buzz, attracting millions of subscribers quickly. Affordable Data Plans- Reliance Jio introduced competitively priced data plans that significantly weakened competitors following the free trial period. This shift in pricing disrupted the industry, making data access affordable for the masses. For example, the "Jio Dhan Dhan" plan provided unlimited data at a fraction of the cost offered by rivals.</p>			

<p><b>Jio Cinema: Integration of Content and Connectivity-</b> A pivotal element of Reliance Jio's strategy was vertical integration, displayed by Jio Cinema. This OTT platform offered an extensive library of movies, TV shows, and exclusive content to Jio subscribers. The strategic merging of content and data services made Jio a comprehensive entertainment provider.</p> <p><b>Strategic Partnerships-</b> Reliance Jio partnered with leading smartphone manufacturers, bundling Jio SIM cards with selected devices. It not only enhanced the accessibility of Jio services but also leveraged the popularity of smartphones to expand its customer base.</p> <p><b>Targeted Marketing Campaigns-</b> Reliance Jio used focused advertising across various media channels, including television, print, and digital platforms. The company enlisted celebrity endorsements and launched ad campaigns highlighting its superior network quality and budget-friendly data plans.</p> <p><b>Impact</b> Reliance Jio's aggressive marketing strategies left a deep impact on the Indian telecom industry:</p> <p><i>Increased Competition:</i> Reliance Jio's disruptive pricing forced established telecom operators to revise their offerings, leading to a price war that ultimately benefited consumers.</p> <p><i>Digital Inclusion-</i> Jio's affordable data plans and extensive network coverage brought millions of Indians online for the first time, contributing to the country's digital transformation.</p> <p><i>Content Consumption-</i> Jio Cinema was crucial in promoting digital content consumption in India. The platform competes with global giants like Netflix and Amazon Prime Video, offering diverse content to Indian audiences.</p> <p><i>Subscriber Growth-</i> Reliance Jio rapidly became the largest telecom operator in India, with over 450 million subscribers within a few years of its launch.</p> <p><b>Final Note</b> Reliance Jio's entry into the Indian telecom market epitomizes the power of innovative marketing strategies in reshaping industries and bringing about lasting transformation. Through its bold marketing tactics, groundbreaking pricing models, and visionary vertical integration, Reliance Jio disrupted the market and redefined how India connects and enjoys digital content. This case study underscores the significance of strategic marketing in reshaping industries and creating lasting impact.</p>			
a) "Disruptive pricing strategies of Reliance Jio's affected the profitability and market share of established telecom operators in India" Evaluate.	6	5	L5
b) Asses the sustainability of Reliance Jio's competitive advantage in the Indian telecom market as competitors continue to adapt to its pricing strategies.	6	5	L5
c) Appraise the key takeaways from Reliance Jio's marketing strategies for other businesses, particularly disruptive pricing and the successful integration of content and connectivity.	10	5	L5

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**FIRST SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS**  
**MARCH 2026**

<b>Course:</b>	<b>BUSINESS COMMUNICATION</b>		
<b>Course Code:</b>	<b>MBA106</b>	<b>Program : MBA</b>	
<b>Max Marks:</b>	<b>100</b>	<b>Duration:</b>	<b>03 Hours</b>

**Instructions:**

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

Q. No.	QUESTIONS	Marks	CO	RBTL
<b>PART A</b>				
1	Interpret the meaning of cross-cultural communication and mention two key challenges.	5	1	L2
2	Show the role of empathy in effective oral communication.	5	1	L2
3	Explain the principles of effective writing and briefly explain each.	5	2	L2
4	Outline the purpose of a notice, agenda, resolution, and minutes in a formal meeting.	5	3	L2
5	Infer the advantages and challenges of using emails and SMS for professional communication.	5	3	L2
6	Summarize the strategies of negotiation.	5	3	L2
<b>PART B</b>				
<b>MODULE - 01</b>				
7	Identify a crisis communication plan used by a company during a major public relations issue. Suggest improvements.	8	1	L3
<b>OR</b>				
8	Develop a detailed communication plan for launching a new product in multiple countries, considering cross-cultural factors.	8	1	L3
<b>MODULE - 02</b>				
9	“You are a retail store manager, and a customer approaches you angrily, claiming they were treated unfairly by one of your staff members. The customer feels disrespected and demands an immediate explanation”. Apply the effectiveness of empathy and reflection in a customer service scenario.	8	2	L3
<b>OR</b>				
10	During a crisis, a company’s internal communication fails, leading to panic. Identify the oral communication barriers and develop a plan to enhance oral communication during future crises.	8	3	L3
<b>MODULE - 03</b>				
11	“Mr. Mark holds the position of Managing Director in Foxconn a blue chip manufacturing company & has asked eligible employees to apply for Promotion”. Mr John has required qualification has approached Mr. Shankaranpillai to recommend for promotion. Apply recommendation letter for Mr. John on behalf of Mr. Shankaranpillai.	8	2	L3

<b>OR</b>				
12	“You work for a non-profit organization that aims to raise awareness about climate change among high school students. You are preparing a speech to deliver at a local school event”. Organize the steps would you take in audience analysis.	<b>8</b>	<b>3</b>	<b>L3</b>
<b>MODULE - 04</b>				
13	You have been assigned to write a progress report on a marketing campaign for your manager. Categorize key components would you include and organize the content.	<b>8</b>	<b>4</b>	<b>L4</b>
<b>OR</b>				
14	Your organization wants to implement a new employee wellness program. Examine proposal addressing its objectives, benefits, and expected outcomes.	<b>8</b>	<b>3</b>	<b>L4</b>
<b>MODULE - 05</b>				
15	KPMG an MNC has its branches in United Kingdom, Germany, Canada, and the Netherlands extending its services in taxation and auditing. As a Manager inspect among the given the suitable for conduction of meeting and list its merits and demerits. (Video Conferencing, teleconferencing, e-mails or Internet)	<b>8</b>	<b>3</b>	<b>L4</b>
<b>OR</b>				
16	A group of MBA students is introduced to the case method of learning for the first time. They find it challenging to analyze real-world business problems, struggle with structuring their responses and hesitate to actively participate in discussions. Some students feel overwhelmed by large amounts of information in the cases, while others find it difficult to apply theoretical concepts to practical situations. Dissect the difficulties that are faced in solving a case.	<b>8</b>	<b>3</b>	<b>L4</b>
<b>MODULE - 06</b>				
17	A multinational company, TechNova Solutions, is preparing for a crucial partnership meeting with a potential investor. The company’s CEO has assigned the Business Development Manager, Alex, to deliver a business presentation to the investors. The presentation must be well-structured, engaging, and supported with advanced visual tools to enhance clarity and impact. Examine three key elements of an effective business presentation that Alex should incorporate.	<b>8</b>	<b>4</b>	<b>L4</b>
<b>OR</b>				
18	A construction company is bidding for a government infrastructure project worth \$10 million. However, the government agency sets strict budget limits and is only willing to pay \$8 million. The company needs the project to maintain business growth but also must ensure profitability. The government argues that public funds are limited, while the company highlights increased material and labor costs. Both parties must negotiate a deal that satisfies the government’s budget constraints while ensuring the company remains profitable. In this context, inspect the need for negotiation.	<b>8</b>	<b>3</b>	<b>L4</b>
<b>PART C</b>				
19	GlobalTech Solutions is a multinational IT company headquartered in the U.S., with branches in Japan, Germany, and India. The company recently launched a collaborative software development project involving teams from all four locations. Each team was responsible for different components, with regular virtual meetings scheduled for coordination. Maria, a project manager based in the U.S., noticed recurring issues with the Japanese and Indian teams missing deadlines. During meetings, she would ask if everyone understood the			

<p>requirements, and typically received nods or short affirmatives like “Yes, okay.”</p> <p>However, the quality of work submitted by the offshore teams often indicated misunderstanding. In one instance, a major feature was built entirely differently than intended. Maria sent a firm email highlighting the problem, but this was met with silence. A senior HR advisor later informed her that in Japanese and Indian work culture, team members are less likely to directly express disagreement or confusion in front of superiors—especially foreign ones—due to respect and hierarchy norms.</p> <p>To address this, GlobalTech arranged cross-cultural training sessions. Maria also began using clearer documentation, invited anonymous feedback, and encouraged one-on-one follow-ups after group meetings. Over time, communication improved, and the project began to move forward more smoothly.</p>			
<p>a) Assess three communication challenges faced by GlobalTech Solutions due to cultural differences in the case study.</p>	<b>6</b>	<b>3</b>	<b>L5</b>
<p>b) Appraise cultural perceptions of hierarchy can influence communication in multinational teams.</p>	<b>6</b>	<b>3</b>	<b>L5</b>
<p>c) As a consultant, recommend a set of long-term strategies GlobalTech could implement to prevent such cross-cultural communication issues in future global projects.</p>	<b>10</b>	<b>3</b>	<b>L5</b>

