

USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR		
Course Code:	MBA101	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	Illustrate the levels of management and their respective roles & responsibilities in an organization. Support your answer with examples.	5	1	L2
2	Extend the steps in control process and types of control.	5	2	L2
3	Demonstrate the organizational learning process.	5	3	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	Infer the concept of organizational change and explain the common reasons why employees resist change in the workplace.	5	5	L2
PART B				
7	"Rajiv Bajaj, MD of Bajaj Auto, facing struggles with competition and pressure to reduce environmental impact and improve CSR". As chief Advisor suggest Rajiv Bajaj to organize the key management roles and responsibilities he needs to focus in the context.	8	1	L3
OR				
8	"Utilize the principles of management to demonstrate their impact on the effective functioning of an organization, providing relevant examples of their application in practice."	8	1	L3
9	Expert assistance & support to the CEO of Google using transformational leadership theory to solve employee's issues & challenges as a Business Analyst.	8	2	L3
OR				
10	"In the Indian market, Hindustan Unilever Limited (HUL) intends to introduce a new product-luxury shampoo. In order to achieve its commercial goals", as a board of director develop the company through the planning phases to guarantee a successful product launch.	8	2	L3

11	Identify the impact of organizational culture shifts on employee performance in a high-pressure industry.	8	3	L3
OR				
12	Construct traits and behavioral theory.	8	3	L4
13	Examine the Big Five Personality Model on employee traits at Amazon affect team collaboration and overall performance.	8	3	L3
OR				
14	Titan Company has a problem where one employee is being harassed by another. As a HR, analyze company's values to tackle this issue, help the affected employee and keep the workplace respectful and inclusive.	8	3	L4
15	Examine 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
OR				
16	Simplify the differences between constructive and relationship conflict and describe third-party conflict resolution strategies used by Google during their 2021 employee protests.	8	4	L4
17	Analyze how Microsoft's transition from a software company to a cloud-based business model impacted its innovation, market position, and organizational structure	8	5	L4
OR				
18	Examine how Toyota applied the Action Research Approach to improve production efficiency, resolve quality issues, and drive continuous improvement to enhance organizational performance.	8	5	L4
PART C				
19	<p>ABC Healthcare, a leading hospital chain with over 200 hospitals across multiple regions, is planning to expand its operations by integrating AI-driven diagnostics and telemedicine services. Currently, the organization employs over 50,000 healthcare professionals, including 5,000 radiologists and pathologists. The hospital handles over 10 million patient visits annually and aims to increase its efficiency by 30% through automation. The new AI system is expected to reduce diagnosis errors by 40% and cut down patient wait times by an estimated 50%. Additionally, telemedicine services are projected to expand access to healthcare for rural and underserved communities, potentially increasing patient outreach by 25%.</p> <p>However, several challenges have emerged:</p> <ul style="list-style-type: none"> •Job displacement: AI-powered diagnostics may reduce the need for radiologists and pathologists, leading to an estimated 20% reduction in workforce demand for these roles within the next five years. 			

• **Employee Turnover:** A recent internal survey revealed that 35% of employees fear job insecurity due to AI adoption, leading to an annual increase in turnover rates from 10% to 18%.

• **Retention Challenges:** Among experienced professionals, 60% are reluctant to upskill, creating a gap in workforce competency and succession planning.

• **Ethical data usage:** Patient privacy and data security risks must be addressed as AI collects and processes vast amounts of sensitive medical information.

• **Accessibility:** While telemedicine expands healthcare access, 40% of surveyed patients in rural areas expressed concerns about internet connectivity and digital literacy.

The leadership at ABC Healthcare must navigate these challenges while ensuring the highest standards of patient care and ethical responsibility. Effective planning, organizing, leadership, decision-making, and conflict resolution strategies will be critical to achieving a balance between technological advancement and workforce stability.

a) Appraise the potential risks and benefits of AI-driven diagnostics in healthcare, incorporating statistical insights into operational efficiency and employee impact.

b) Evaluate the strategies to address workforce-related concerns, including job retention, employee reskilling, and talent management in AI-driven healthcare organizations.

c) Justify the role of leadership in managing technological transformation, employee conflicts, and decision-making to ensure sustainable healthcare operations.

6	5	L5
6	4	L5
10	4	L5



USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	FINANCIAL ACCOUNTING AND REPORTING		
Course Code:	MBA102	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	Classify the Features of Accounting.	5	1	L2														
2	Demonstrate the different users of Accounting.	5	1	L2														
3	Relate the Steps involved in Preparation of Final Accounts.	5	1	L2														
4	Demonstrate the uses of Financial Ratio Analysis.	5	1	L2														
5	Illustrate the various steps in preparation of Bank Reconciliation Statements.	5	1	L2														
6	Summarize the Emerging Issues in Accounting in terms of depreciation.	5	1	L2														
PART B																		
7	Dr. Nirmala Sitraman, Honourable Finance Minister has announced rebate for Limited Companies for setting up for new Plant and Machinery for the purpose of production. Build the GAAP (Generally accepted accounting principles) of Accounting from the perspective of the above.	8	1	L3														
OR																		
8	Accounting standards plays a very important part of the in shaping the companies contemplating the consequences many Indian companies have implemented this as per IFRS. Develop the Accounting Standards in Detail.	8	1	L3														
9	Construct Purchase Day book of Mr. Avinash Please note that he has discrepancy in arranging the transactions & accordingly he asks your advice. <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th>Date</th> <th>Particulars</th> </tr> </thead> <tbody> <tr> <td>01/01/2025</td> <td>Bought 500 Kgs Rice from S Kumar at 25 Per KG.</td> </tr> <tr> <td>04/01/2025</td> <td>Bought 200 Kgs Wheat from Bharath at 20 Per KG.</td> </tr> <tr> <td>10/01/2025</td> <td>Bought 100 Kgs Sugar from Das at 22 Per KG.</td> </tr> <tr> <td>15/01/2025</td> <td>Bought 10 Tins of Ground nut oil from Harish Traders at 500 Per Tin.</td> </tr> <tr> <td>21/01/2025</td> <td>Bought 25 Boxes of Toothpaste from City Provisions at 350 Per Box.</td> </tr> <tr> <td>31/01/2025</td> <td>Bought 15 Boxes of FMCG products from Kiran and Co at 750 Per Box.</td> </tr> </tbody> </table>	Date	Particulars	01/01/2025	Bought 500 Kgs Rice from S Kumar at 25 Per KG.	04/01/2025	Bought 200 Kgs Wheat from Bharath at 20 Per KG.	10/01/2025	Bought 100 Kgs Sugar from Das at 22 Per KG.	15/01/2025	Bought 10 Tins of Ground nut oil from Harish Traders at 500 Per Tin.	21/01/2025	Bought 25 Boxes of Toothpaste from City Provisions at 350 Per Box.	31/01/2025	Bought 15 Boxes of FMCG products from Kiran and Co at 750 Per Box.	8	2	L3
Date	Particulars																	
01/01/2025	Bought 500 Kgs Rice from S Kumar at 25 Per KG.																	
04/01/2025	Bought 200 Kgs Wheat from Bharath at 20 Per KG.																	
10/01/2025	Bought 100 Kgs Sugar from Das at 22 Per KG.																	
15/01/2025	Bought 10 Tins of Ground nut oil from Harish Traders at 500 Per Tin.																	
21/01/2025	Bought 25 Boxes of Toothpaste from City Provisions at 350 Per Box.																	
31/01/2025	Bought 15 Boxes of FMCG products from Kiran and Co at 750 Per Box.																	

OR

10	Organize Sales Day book of Mr. Keerthi Please note that he has discrepancy in arranging the transactions & accordingly he asks your advice.		8	2	L3
	Date	Particulars			
	01/01/2025	Sold Goods to Chander 15000			
	02/01/2025	Sold goods to Dinaker 20000			
	15/01/2025	Sold goods to Girish 10000			
	18/01/2025	Sold goods to Harish less Cash Discount at 5%, 25000			
	19/01/2025	Sold goods to Elvin 28000, Trade Discount 2%			
	25/01/2025	Sold goods to Kumar 30000			
28/01/2025	Elvin Returned Goods to Us 1200				

11	Adani Group of companies were under the scam of Modifying the financial statements as narrated by the Hindenburg Research Agency (Closed Now). Construct the important points of Conceptual Model of “Window Dressing” & its implications.	8	3	L3
----	--	----------	----------	-----------

OR

12	Mr. Ravish is a Merchant Banker & trades with many inventories & has prepared Trial Balance by himself, Choose the Transactions calculated by Mr. Ravish & arrange the same in the corrective manner to obtain the proper balance there on		8	3	L3
	Description	Amount			
	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 included in the ledger balance.</p>					

13	Mrs. Suvidha has a discrepancy in calculation of ratios and have to publish the books of accounts in before 31/03/2025. Hence accordingly you are require to Analyze the following ratios and interpret the information with suitable inference.	8	3	L4	
	Current Ratio				2.5
	Quick Ratio				1.5
	Networking Capital				30000
	Stock Turnover Ratio (COGS/CS)				6 Times
	GP Ratio				20%
	Total Assets Turnover ratio				2 Times
	Debtors Turnover Ratio				2 Months
	Fixed Assets to shareholders Net worth				0.80
Reserves to Capital	0.50				

OR

14	Trend percentages of X 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 Dissect problems associated and solve them	8	3	L4																																								
	<table border="1"> <thead> <tr> <th>Particulars</th> <th>2021 Rs.</th> <th>2022 Rs.</th> <th>2023 Rs.</th> </tr> </thead> <tbody> <tr> <td>Share Capital</td> <td>20000</td> <td>25000</td> <td>30000</td> </tr> <tr> <td>Reserves</td> <td>10000</td> <td>15000</td> <td>15000</td> </tr> <tr> <td>Loans</td> <td>20000</td> <td>10000</td> <td>5000</td> </tr> <tr> <td>Sundry Creditors</td> <td>30000</td> <td>40000</td> <td>20000</td> </tr> <tr> <td>Buildings</td> <td>20000</td> <td>25000</td> <td>30000</td> </tr> <tr> <td>Plant</td> <td>20000</td> <td>25000</td> <td>10000</td> </tr> <tr> <td>Stock</td> <td>25000</td> <td>25000</td> <td>15000</td> </tr> <tr> <td>Debtors</td> <td>10000</td> <td>10000</td> <td>10000</td> </tr> <tr> <td>Cash at Bank</td> <td>5000</td> <td>5000</td> <td>5000</td> </tr> </tbody> </table>				Particulars	2021 Rs.	2022 Rs.	2023 Rs.	Share Capital	20000	25000	30000	Reserves	10000	15000	15000	Loans	20000	10000	5000	Sundry Creditors	30000	40000	20000	Buildings	20000	25000	30000	Plant	20000	25000	10000	Stock	25000	25000	15000	Debtors	10000	10000	10000	Cash at Bank	5000	5000	5000
	Particulars				2021 Rs.	2022 Rs.	2023 Rs.																																					
	Share Capital				20000	25000	30000																																					
	Reserves				10000	15000	15000																																					
	Loans				20000	10000	5000																																					
	Sundry Creditors				30000	40000	20000																																					
	Buildings				20000	25000	30000																																					
	Plant				20000	25000	10000																																					
	Stock				25000	25000	15000																																					
Debtors	10000	10000	10000																																									
Cash at Bank	5000	5000	5000																																									

15	State bank of India, largest public sector bank has to close its account for the financial year 2024-2025. In this regard the Manager has advised all the staff to Examine & reconcile the bank statements. The details of which are given below.	8	4	L4
	<ul style="list-style-type: none"> Cheques have been issued for Rs 2500 of which Cheques worth Rs 2000 were presented for payment Interest collected by bank Rs 250 was not entered in cash book. A cheque of Rs 700 were paid but had not been credited by the bank. A cheque of Rs 500 deposited was entered in the cash book but was not banked. A cheque of Rs 1500 was paid but was dishonored. Cheque deposited into the bank and cleared Rs 2500 but was not recorded in the cash book. Bank charges debited in the passbook but not entered in cash book Rs 100. Out of Rs 2500 deposited in the account of the firm, cheques of Rs 1500 was cleared. 			

OR

16	Canara Bank the Emerging Bank of Public Sector wanted to publish its financial statements for the current financial year. However the bank holiday was declared during the two working days which includes 31 st March 2025 & 1 st April 2025. Perhaps they have asked you to find the causes for the differences in balances of cash and pass book Analyze.	8	4	L4
17	On 1/1/2021 a firm purchased Machine worth Rs 40000. On 1/7/2023 it bought additional machinery worth Rs. 10000. The accounts are closed each year on 31 st December. Assuming that the depreciation charged is 10% Pa on original Cost. Infer necessary Accounts for 5 years.	8	3	L4

OR

18	“A” Company has to set its new machinery assuming that depreciation is already charged and incurred based on the Replacement cost principle. Examine the important characteristics and causes of depreciation.	8	3	L4
----	--	---	---	----

PART C

19	<p>The Financials of Co-Operative Society has not been Balancing from the last three days. Series of brain storming is done to identify the Errors which is purposefully omitted by the accountant. The details of which is given below.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Particulars</th> <th style="width: 12.5%;">Rs.</th> <th style="width: 25%;">Particulars</th> <th style="width: 12.5%;">Rs.</th> </tr> </thead> <tbody> <tr> <td>Capital Account</td> <td>9000</td> <td>Purchases</td> <td>15000</td> </tr> <tr> <td>Furniture</td> <td>800</td> <td>Carriage Out</td> <td>200</td> </tr> <tr> <td>Creditors</td> <td>1600</td> <td>Salaries</td> <td>2000</td> </tr> <tr> <td>Premises</td> <td>13000</td> <td>Sales</td> <td>18000</td> </tr> <tr> <td>Bad debts</td> <td>80</td> <td>Rent Received</td> <td>800</td> </tr> <tr> <td>Cash</td> <td>40</td> <td>Discount allowed</td> <td>180</td> </tr> <tr> <td>Drawings</td> <td>900</td> <td>Loan</td> <td>4000</td> </tr> <tr> <td>Bank O/D</td> <td>905</td> <td>Reserve for bad debts</td> <td>100</td> </tr> <tr> <td>Debtors</td> <td>1500</td> <td>Expenses</td> <td>705</td> </tr> </tbody> </table> <p>Adjustments:- Make Provision for Bad Debts 3%. Salary due Rs 200. Stock on closing 3500. Write off 10% From Furniture for depreciation. Due from tenants rent Rs 100.</p>	Particulars	Rs.	Particulars	Rs.	Capital Account	9000	Purchases	15000	Furniture	800	Carriage Out	200	Creditors	1600	Salaries	2000	Premises	13000	Sales	18000	Bad debts	80	Rent Received	800	Cash	40	Discount allowed	180	Drawings	900	Loan	4000	Bank O/D	905	Reserve for bad debts	100	Debtors	1500	Expenses	705			
	Particulars	Rs.	Particulars	Rs.																																								
	Capital Account	9000	Purchases	15000																																								
	Furniture	800	Carriage Out	200																																								
Creditors	1600	Salaries	2000																																									
Premises	13000	Sales	18000																																									
Bad debts	80	Rent Received	800																																									
Cash	40	Discount allowed	180																																									
Drawings	900	Loan	4000																																									
Bank O/D	905	Reserve for bad debts	100																																									
Debtors	1500	Expenses	705																																									
a) Determine the Anticipated Gross Profit by preparing Trading Account.	6	3	L5																																									
b) Evaluate the Net profit of the firm by preparing P & L Account.	6	3	L5																																									
c) Estimate the financial position of the firm at the end of the current year by preparing Vertical Balance sheet.	10	3	L5																																									

USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	ECONOMICS FOR DECISION MAKING			
Course Code:	MBA103	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	Illustrate the nature of managerial economics.	5	1	L2
2	Summarize the different types of Price elasticity of demand.	5	2	L2
3	Outline the assumptions of Break-even analysis.	5	2	L2
4	Interpret the different types of pricing policies adopted by the companies.	5	3	L2
5	Classify the market structure with the suitable examples.	5	4	L2
6	Explain the positive impact of WTO on Indian International trade.	5	4	L2
PART B				
7	“Economics is multidisciplinary”, it integrates ideas and methods from other disciplinaries. Apply the relationship of managerial economics with the other disciplinary.	8	1	L3
OR				
8	V Anantha Nageswaran is a Chief Economic Advisor to the Government of India and economist is a professional who studies how people, businesses make decisions about allocating resources. Organize the roles and responsibilities of economist in the business.	8	1	L3
9	Royal Enfield: Jawa, Metro Rail Ride: Bus Ride, Coffee: Tea, Printer: Ink and Cloths: Car of these goods have a different degree of cross elasticity of demand. Develop the degree of cross elasticity of demand with neat graphs for the above examples.	8	2	L3
OR				
10	When a coffee enthusiast gets a promotion and their income increase, they start buying Starbucks coffee twice a day instead of once. This change in consumption is due to income elasticity of demand. As a consumer, identify the different elasticity of demand with examples.	8	2	L3
11	Ajay Bijli is the founder and managing director of PVR INOX Ltd. The company furnished the following financial information. Fixed Expenses = Rs. 90,000 Variable Cost per Unit: • Direct Material =Rs. 5 • Direct Labour =Rs.2 Direct Overheads =100% of Direct Labour. Selling Price Per Unit = Rs.12. Sales in units = 1,00,000.	8	2	L3

	You are required to solve the following: a. Total Marginal Cost. b. Profit volume Ratio. c. Break Even point in quantity. d. Break- Even Sales with the help of P/V Ratio. e. Sales required to earn a profit of Rs. 4, 50,000. f. Margin of Safety in units.			
OR				
12	“Cost reduction is the mantra for a company looking to maximize profits by identifying and eliminating unnecessary expenses while optimizing operations”. Choose the major cost determinants.	8	2	L3
13	Among monopoly, oligopoly, monopolistic and perfect market competition, how would you classify the market structure for each of the following and outline the main features. a. BESCO. b. Star Hotels. c. Telecommunication Companies. d. Vegetable Market.	8	3	L4
OR				
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
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 of credit control.	8	4	L4
OR				
16	“Fiscal policy is the use of Government revenue collection and expenditure to influence a country’s economy”. Infer the objectives and its types of fiscal policy.	8	4	L4
17	“New Industrial policy is a government’s strategy to support business and reshape the economy”. As you are an industrialist inspect the benefits and drawbacks of new industrial policy of India 1991.	8	4	L4
OR				
18	Aatmanirbhar Bharat Abhiyan is the mission started by the Government of India making India “self-reliant”. Analyse the objectives and pillars of “Self-reliant India”.	8	4	L4
PART C				
19	<u>Coal Mining in a Hamletian Dilemma</u> Coal prices in the first decade of the new millennium more than tripled and peaked at \$140 in May 2008. Currently, in March 2015, they are in the dumps at \$58 per tonne. There are a variety of reasons for the industry to be in doldrums: India and China, the world’s biggest importers are shifting towards renewable because of heavy air pollution caused by coal-fired power stations. USA is burning less coal and exporting more putting downward price pressure. European Union is			

<p>becoming tough on carbon emissions. Investors are deserting coal business as they perceive it to be bad risk. Australia is the 4th largest producer of coal in the world after China, US and India. However, it is not a leading consumer making it dependent on international markets. China, Japan, Korea and India account for 80% of fossil fuel imports from Australia. China is slowing down and to top it they have introduced national emissions trading scheme to rebalance the economy away from energy intensive industry. Japan intends to reduce its fuel import bill and is focused on energy efficiency drive. India has doubled clean energy cess on coal to fund renewable energy projects. Weak global prices had made coal mines in Australia reach a shutdown point. These mines are in a hamletian dilemma 3 to continue or not to continue.</p> <p>Domestic steel companies in India have been scouting for coking coal mines in USA and Australia. This gives them a strong foothold in a much sought-after coal-producing countries. Gautam Adani is betting \$10 billion to exploit the Galilee Basin, Australia that is estimated to hold around 25 billion tonnes. Spread over 2,50,000 square kilometres it is bigger than the United Kingdom. In Mozambique, a consortium of five Indian public sector firms, ICVL (Indian Coal Ventures Limited) acquired a coal mine for a throw away price from Rio Tinto in July 2014. Interestingly, the same consortium had bid for the same coal assets in 2011 but was outbid by Rio Tinto by paying \$3 billion. Subsequently, they sold it to ICVL for \$50 million absorbing huge losses.</p> <p>Incidentally, both the Indian players - Adani and ICVL are vertically integrated companies and want to use this coal mined abroad for captive consumption and hence not expecting higher realizations for coal. Adani will mine the coal in the Galilee Basin, move it on his own railway line to a port at Abbot Point owned by him and ship it to his own port in India so as to be consumed in his own power plants. When the mine is fully scaled-up, it would be the largest mine in Australia and also one of the biggest in the world. On the contrary, coal auctions in India received aggressive bids from regulated power sector and unregulated (steel, aluminium and cement) sectors aggregating to over Rs 2 lakh crore. The economic logic behind such big ticket bids in power sector is the possibility of passing on the burden to the end-user through a negotiated Power Purchase Agreement. Unregulated sectors are counting on factors such as low cost of mining, quantum and quality of coal reserves, 30 years of mining rights, and possible hike in import duties on coal. Cartel formation cannot be ruled out in future if coal mining becomes unviable.</p>			
a) Evaluate the various reasons for shutdown of mining companies.	6	2	L5
b) Compare the concept of breakeven point and shutdown point.	6	2	L5
c) Evaluate the causal factors for the slump in the coal industry.	10	2	L5

USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	MARKETING MANAGEMENT			
Course Code:	MBA105	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 micro and macro environmental factors.	5	1	L2
2	Translate the factors influencing consumer behavior.	5	1	L2
3	Explain the product life cycle stages and strategies.	5	1	L2
4	Extend the roles and purpose of marketing channels.	5	1	L2
5	Explain the bases for segmenting consumer markets.	5	1	L2
6	Outline the meaning of AR & VR. Explain its implications in marketing.	5	1	L2
PART B				
7	An international company wants to show presence into urban market with its new range of cosmetic products. Being the Marketing Manager of the company, identify a marketing mix strategy for urban market.	8	2	L3
OR				
8	“Marketing management is a total system of business activities designed to plan, promote and distribute want satisfying goods and services to present and potential consumers” Build this statement and bring out the importance of marketing management in a developing economy like India.	8	2	L3
9	“Dentist prescribed Colgate Sensodyne to my grannie for her oral health, our experienced neighbor also strongly suggested the same and my dad directed me to purchase immediately and I did it”. Identify buying roles in the context.	8	2	L3
OR				
10	“Instagram screen time is furiously increasing now a days due to youngsters spend time on Insta, however profits/money added inset to account”. Build the Black-box model of consumer behavior in the context.	8	2	L3
11	As a product development manager at Dove, inspect the new product development process for the anti-pollution skin care product line.	8	3	L3
OR				

12	You are a marketing consultant for a newly launched organic skincare brand. The company is struggling to position itself in a competitive market. Consider aspects such as brand, elements of branding, brand identity, logo, packaging design and sustainability. Develop a branding and packaging strategy to enhance its market appeal.	8	3	L3
13	As a decision maker from a real estate builder, there is a requirement for 6 Diesel Generator Set to the new project (Flats/Apartments), discover the situation comes under B2B or B2C and categorize the buying process.	8	3	L4
OR				
14	Dissect the concept on message designed by Saptham Taila Cold Pressed Oil.	8	4	L4
15	Distinguish the segmentation and targeting of Decathlon Sports company with any other sports company.	8	4	L4
OR				
16	“Apple charges a premium for its high-end products”. Simplify the same with Premiumization concept.	8	4	L4
17	As a digital marketing strategist for an e-commerce brand, you are tasked with optimizing the company's website for both Visual Search (VS) and Voice Search (VS). Discover specific SEO (Search Engine Optimization) strategies would you implement to enhance discoverability and user experience for these search types.	8	4	L4
OR				
18	You are a marketing strategist for a sustainable fashion brand that wants to leverage Green Marketing to attract environmentally conscious consumers. However, the company is struggling to differentiate itself in a competitive market. Inspect Green Marketing strategies for effectively promoting the brand while ensuring authenticity and consumer trust.	8	4	L4
PART C				
19	<p>Cools Head was established to manufacture, distribute and market pharmaceutical soft drinks. This Indian Company has to face stiff competition from Multinationals during the initial period. Adopting successful marketing strategies, the company had established a place for itself amongst leading Pharma Companies in the country.</p> <p>In 2000, CEO of the company, stressed the need for diversification and addition of new products to its existing range. He floated the idea of manufacturing and marketing coffee with milk, cocoa and sugar. The consultant, who were hired to discuss the idea, suggested that the new product should be a big success especially in view of its competitor's brand. The market research department of the company also gave the green signal to the project after conduction a brief survey.</p> <p>The company promoted its coffee with “Chaco Coffee” as the brand name. It was supplied in 400 gram packet at a price of Rs. 75. The product was heavily advertised in newspaper, radio and TV. Target audience were middle class. Ordinary, unbranded coffee was available in the market at the rate of Rs. 30 to Rs. 40 per kg. The</p>			

<p>key thrust of Chaco Coffee in the promotion campaign was that, it contained cocoa, milk and sugar.</p> <p>Company had a sales force of 150 and stockiest numbering 50. Product was channelized through super markets. The Sales Representatives had developed a good rapport with supermarkets and other retail outlets. The company had issued discount coupons to the stockiest for passing over the same to the customers. The buyer was entitled to Rs. 5 discount per packet of 400 grams. The scheme continued for about 6 months.</p> <p>Despite all the above efforts. The product was unable to attract customers. It was observed that launching of this product has not affected the market position of other branded coffee at all, which was being sold at Rs. 90 for a pack of 250 grams. In fact, surprisingly, the sale of other brands of coffee increased marginally, consequent to the advertisement campaign by the Cool Heads. The company could achieve only 25% of its sales target in the first year and remained static for the next year.</p>			
<p>a) Compile the reasons for the failure of the company to achieve its targets.</p>	6	5	L5
<p>b) Develop a suitable promotion plan for pushing up the sales volume of the company.</p>	6	5	L5
<p>c) A change in the distribution channel bring some improvements in the sales position of the product. Discuss.</p>	10	5	L5



USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	MARKETING MANAGEMENT			
Course Code:	MBA105	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 micro and macro environmental factors.	5	1	L2
2	Translate the factors influencing consumer behavior.	5	1	L2
3	Explain the product life cycle stages and strategies.	5	1	L2
4	Extend the roles and purpose of marketing channels.	5	1	L2
5	Explain the bases for segmenting consumer markets.	5	1	L2
6	Outline the meaning of AR & VR. Explain its implications in marketing.	5	1	L2
PART B				
7	An international company wants to show presence into urban market with its new range of cosmetic products. Being the Marketing Manager of the company, identify a marketing mix strategy for urban market.	8	2	L3
OR				
8	“Marketing management is a total system of business activities designed to plan, promote and distribute want satisfying goods and services to present and potential consumers” Build this statement and bring out the importance of marketing management in a developing economy like India.	8	2	L3
9	“Dentist prescribed Colgate Sensodyne to my grannie for her oral health, our experienced neighbor also strongly suggested the same and my dad directed me to purchase immediately and I did it”. Identify buying roles in the context.	8	2	L3
OR				
10	“Instagram screen time is furiously increasing now a days due to youngsters spend time on Insta, however profits/money added inset to account”. Build the Black-box model of consumer behavior in the context.	8	2	L3
11	As a product development manager at Dove, inspect the new product development process for the anti-pollution skin care product line.	8	3	L3
OR				

12	You are a marketing consultant for a newly launched organic skincare brand. The company is struggling to position itself in a competitive market. Consider aspects such as brand, elements of branding, brand identity, logo, packaging design and sustainability. Develop a branding and packaging strategy to enhance its market appeal.	8	3	L3
13	As a decision maker from a real estate builder, there is a requirement for 6 Diesel Generator Set to the new project (Flats/Apartments), discover the situation comes under B2B or B2C and categorize the buying process.	8	3	L4
OR				
14	Dissect the concept on message designed by Saptham Taila Cold Pressed Oil.	8	4	L4
15	Distinguish the segmentation and targeting of Decathlon Sports company with any other sports company.	8	4	L4
OR				
16	“Apple charges a premium for its high-end products”. Simplify the same with Premiumization concept.	8	4	L4
17	As a digital marketing strategist for an e-commerce brand, you are tasked with optimizing the company's website for both Visual Search (VS) and Voice Search (VS). Discover specific SEO (Search Engine Optimization) strategies would you implement to enhance discoverability and user experience for these search types.	8	4	L4
OR				
18	You are a marketing strategist for a sustainable fashion brand that wants to leverage Green Marketing to attract environmentally conscious consumers. However, the company is struggling to differentiate itself in a competitive market. Inspect Green Marketing strategies for effectively promoting the brand while ensuring authenticity and consumer trust.	8	4	L4
PART C				
19	<p>Cools Head was established to manufacture, distribute and market pharmaceutical soft drinks. This Indian Company has to face stiff competition from Multinationals during the initial period. Adopting successful marketing strategies, the company had established a place for itself amongst leading Pharma Companies in the country.</p> <p>In 2000, CEO of the company, stressed the need for diversification and addition of new products to its existing range. He floated the idea of manufacturing and marketing coffee with milk, cocoa and sugar. The consultant, who were hired to discuss the idea, suggested that the new product should be a big success especially in view of its competitor's brand. The market research department of the company also gave the green signal to the project after conduction a brief survey.</p> <p>The company promoted its coffee with “Chaco Coffee” as the brand name. It was supplied in 400 gram packet at a price of Rs. 75. The product was heavily advertised in newspaper, radio and TV. Target audience were middle class. Ordinary, unbranded coffee was available in the market at the rate of Rs. 30 to Rs. 40 per kg. The</p>			

<p>key thrust of Chaco Coffee in the promotion campaign was that, it contained cocoa, milk and sugar.</p> <p>Company had a sales force of 150 and stockiest numbering 50. Product was channelized through super markets. The Sales Representatives had developed a good rapport with supermarkets and other retail outlets. The company had issued discount coupons to the stockiest for passing over the same to the customers. The buyer was entitled to Rs. 5 discount per packet of 400 grams. The scheme continued for about 6 months.</p> <p>Despite all the above efforts. The product was unable to attract customers. It was observed that launching of this product has not affected the market position of other branded coffee at all, which was being sold at Rs. 90 for a pack of 250 grams. In fact, surprisingly, the sale of other brands of coffee increased marginally, consequent to the advertisement campaign by the Cool Heads. The company could achieve only 25% of its sales target in the first year and remained static for the next year.</p>			
<p>a) Compile the reasons for the failure of the company to achieve its targets.</p>	6	5	L5
<p>b) Develop a suitable promotion plan for pushing up the sales volume of the company.</p>	6	5	L5
<p>c) A change in the distribution channel bring some improvements in the sales position of the product. Discuss.</p>	10	5	L5



USN	1	S	J						
-----	---	---	---	--	--	--	--	--	--



SJC INSTITUTE OF TECHNOLOGY

(An Autonomous Institute under VTU, Belagavi)

1st SEMESTER MBA DEGREE SEMESTER END EXAMINATIONS APRIL 2025

Course:	BUSINESS COMMUNICATION			
Course Code:	MBA106	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	Demonstrate common barriers to effective communication and provide one example for each.	5	1	L2
2	Summarize the classifications of nonverbal communication.	5	1	L2
3	Extend the steps involved in the 3x3 writing process for business communication.	5	2	L2
4	Media management is important in corporate communication, Explain.	5	3	L2
5	Interpret the approaches in case analysis.	5	4	L2
6	Illustrate the factors affecting negotiation.	5	4	L2
PART B				
7	Design a crisis communication plan for a scenario where a company faces a data breach.	8	1	L3
OR				
8	An organization is experiencing frequent misunderstandings during meetings. Outline the barriers to oral communication and propose a strategy to improve conversation control.	8	1	L3
9	“You work for a non-profit organization that aims to raise awareness about climate change among. You are preparing a speech to deliver at a local school event”. Identify the types of audience analysis.	8	2	L3
OR				
10	“Mr. Raj holds the position of Managing Director in “Wistron” a blue-chip manufacturing company & has asked eligible employees to apply for Promotion”. Assuming yourself as “Team Leader” Build a recommendation letter for Mr XYZ.	8	2	L3
11	You are a Project Manager at a software development company. Your team is working on a new mobile application but progress has slowed due to miscommunication and unclear task assignments. To address these issues, you decide to conduct a meeting with all team members to discuss progress, challenges, and next steps. Identify the documents to be prepared after the conclusion of meeting.	8	3	L3
OR				

12	Your company is offering a limited time discount on a service, and you need to inform potential customers. Develop a persuasive message that conveys the value and scarcity of the offer without seeming too promotional.	8	3	L3
13	Assume yourself as the HR manager and draft a memo to staff reminding them of the company's dress code policy.	8	3	L4
OR				
14	List and prepare a table of contents for a long report on "The Impact of Remote Work on Employee Productivity."	8	3	L4
15	Delloite a multinational corporation has its branches in USA, Abu Dhabi and other counties. It has a plan to develop a professional services network like risk advisory, tax and legal services. It has a plan to arrange a meeting of all the branch heads. Select among the given technology enabled communication system intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing and compare and contrast the merits and demerits for the same.	8	4	L4
OR				
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. Develop the difficulties that are faced in solving a case.	8	4	L4
17	Unison, an MNC company is also involved in a contract negotiation with a software supplier to finalize pricing, service terms, and delivery timelines. The negotiation team must consider various factors, including cost, service quality, and risk management, while adopting the most effective strategy to reach a mutually beneficial agreement. Survey key factors that could affect the negotiation process between Unison and the software supplier.	8	4	L4
OR				
18	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. Inspect three key elements of an effective business presentation that Alex should incorporate.	8	4	L4
PART C				
19	Global Tech Solutions (GTS) is a multinational IT firm headquartered in the United States, with regional offices in India, Germany, and Japan. The company specializes in software development, cloud solutions, and AI-driven business applications. Due to its global reach, GTS frequently collaborates across time zones and cultures. In 2023, GTS undertook a major project: developing an AI-based customer service platform for a European telecommunications giant. The project required seamless collaboration between teams in the			

<p>U.S., Germany, and India. However, early stages of the project revealed significant communication gaps. Such as</p> <ul style="list-style-type: none"> • The German and American teams preferred a direct communication style, addressing issues openly in meetings. • The Indian team, on the other hand, leaned towards a more indirect approach, avoiding confrontation and using polite suggestions instead of firm statements. <p>The U.S. team expected quick email responses, even outside working hours. The Indian team observed strict work-life boundaries, causing delays. The German team preferred structured weekly updates rather than ad-hoc email exchanges. Indian employees hesitated to challenge senior managers' ideas due to hierarchical workplace norms. American employees were accustomed to open discussions where all team members, regardless of rank, could question ideas. Recognizing these challenges, GTS leadership implemented the following strategies:</p> <ul style="list-style-type: none"> • Cross-Cultural Training: Conducted workshops to educate employees on cultural communication styles, expectations, and conflict resolution. • Hybrid Communication Approach: Balanced structured updates (for German teams) with flexible real-time messaging (for U.S. teams) while respecting working hours (for Indian teams). • Facilitated Meetings: Assigned cultural mediators who understood multiple perspectives and could bridge gaps during virtual discussions. • Encouraging Open Feedback: Created an anonymous feedback system to identify communication barriers and address them effectively. <p>Within six months, the project showed significant improvement:</p> <ul style="list-style-type: none"> • Meetings became more productive with clearly defined expectations. • Teams adapted to new collaboration methods, reducing misunderstandings. • Employee engagement and satisfaction improved due to enhanced communication. <p>The AI customer service platform was successfully delivered on time, meeting client expectations.</p>			
a) Explain how communication styles differ across cultures and how these differences affected teamwork at GTS.	6	4	L5
b) Determine the role of cross-cultural training in improving communication at GTS.	6	4	L5
c) Evaluate the importance of cultural mediators in multinational organizations like GTS.	10	4	L5