End Semester Examination, May 2014
MBA – First Semester
FOREIGN LANGUAGE (P-103) (FRENCH)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 a) Fill in the blanks: (Definite articles, le, la, l’, les)

__________ Homme __________ Voitures __________ Maison

__________ Fleur __________ Fille

b) Fill in the blanks: (Indefinite articles, un, une, des)

__________ Cahier __________ Livre __________ Crayon

__________ Table __________ Femmes

1x5

Q.2 a) Fill in the blanks: (Color in French)

i) Elle aime la couleur __________ (rouge, noir)

ii) Nous achetons une jupe __________ (blanche, vert)

iii) Ma maison est __________ (brune, Jaunes)

iv) Votre Voiture est __________ (Marron, blanches)

v) Les feuilles sont __________ (Vertes, orange)

1x5

b) Describe you self in French.

5

Q.3 a) Write the names of seasons in French.

b) Write the names of the following in French:

i) Days of the week

ii) Months of the year

5x2

Q.4 Describe yourself in French.

10

Q.5 Translate the following sentences in French:

a) My name is Rahul.

b) I live in Delhi.

c) I am an Indian.

d) See you tomorrow.

e) Good morning sir.

f) See you soon.

g) Good bye.

h) I have two cars.

i) She is tall.

j) He is small.

1x10

PART-B

Q.6 a) Conjugate the following verbs:

AVOIR

ETRE

10
End Semester Examination, May 2014
MBA – First Semester
MARKETING MANAGEMENT (P-104)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A. Each question carries equal marks.

PART-A

Q.1 How does technology impact the marketing? Explain in detail. 10

Q.2 a) Explain how do companies find and develop new product ideas. 5

b) "Right product to the right customer at the right time". Explain the statement. 5

Q.3 "The tracking of product life cycle is essential for effective marketing plan". Explain. 10

Q.4 Multiplexes are the big marketing areas for companies. Elaborate the statement by giving appropriate examples. 10

Q.5 Discuss promotional strategies for the products given below:
   a) Chocolates
   b) Chips
   c) Diet food
   d) Laptop
   e) Soya products 10

PART-B

Case Study:

Nike hit the ground running in 1962. Originally known as Blue Ribbon Sports, the company focused on providing high-quality running shoes designed for athletes by athletes. Founder Philip Knight believed high-tech shoes for runners could be manufactured at competitive prices if imported from abroad. Nike's commitment to designing innovative footwear for serious athletes helped it build a cult following among U.S. consumers. Nike believed in a "pyramid of influence" in which the preferences of a small percentage of top athletes influenced the product and brand choices of others. From the start its marketing campaigns featured accomplished athletes. Runner Steve Prefontaine, the first spokesperson, had an irreverent attitude that matched the company's spirit. In 1969, Nike signed up then-rookie guard Michael Jordan as a spokesperson. Jordan was still an up-and-comer, but he personified superior performance. Nike's bet paid off—the Air Jordan line of basketball shoes flew off the shelves and revenues hit over $100 million in the first year alone. As one reporter stated, "Few marketers have so reliably been able to identify and sign athletes who transcend their sports to such great effect."

In 1988, Nike aired the first ads in its $20 million "Just Do It" ad campaign. The campaign, which ultimately featured 12 TV spots in all, subtly challenged a generation of athletic enthusiasts to chase their goals. It was a natural manifestation of Nike's attitude of self-empowerment through sports. As Nike began expanding overseas to Europe, it found that its U.S.-style ads were seen as too aggressive. Nike realized it had to "authenticate" its brand in Europe, so it focused on soccer (known as football outside the

P. T. O.
United States) and became active as a sponsor of youth leagues, local clubs, and national teams. However, for Nike to build authenticity among the soccer audience, consumers had to see professional athletes using its product, especially athletes who won. Nike's big break came in 1994 when the Brazilian team (the only national team for which Nike had any real sponsorship) won the World Cup. That victory transformed Nike's image in Europe from a sneaker company into a brand that represented emotion, allegiance, and identification. It also helped launch Nike into other international markets over the next decade, and by 2003, overseas revenues surpassed U.S. revenues for the first time. In 2007, Nike acquired Umbro, a British maker of soccer-related footwear, apparel, and equipment. The acquisition helped boost Nike's presence in soccer as the company became the sole supplier of uniforms to over 100 professional soccer teams around the world. Nike focused its efforts on international markets, especially China, during the 2008 Summer Olympics in Beijing. Although Nike's rival, Adidas, was the official sponsor of the Olympic Games, Nike received special permission from the International Olympic Committee to run Nike ads featuring Olympic athletes during the games. In addition, Nike sponsored several teams and athletes, including most of the Chinese teams and 11 of the 12 high-profile members on the United States men's basketball teams. That year, sales in the Asian region grew 16 percent to $3.3 billion and Nike's international divisions grew to 53 percent of the company's revenue. Some believed Nike's marketing strategy during the Olympics was more effective than Adidas's Olympic sponsorship.

In addition to expanding the brand overseas, Nike successfully entered new athletic footwear, apparel, and equipment product categories by using endorsements from high-profile athletes and consumer outreach programs. The Nike Golf brand, endorsed by Tiger Woods, has changed the way professional golfers dress. Tiger's powerful influence on the game and his Nike emblazoned style have turned the greens at the majors into "golf's fashion runway." In addition, Nike has used the superstar to help build its relationship with consumers. In 2009, it launched a Tiger Web talkback session at nikeweb.com, where fans could ask questions and hear Tiger talk about golf. The session was part of a nationwide Nike Golf consumer experience day, which included equipment demos, long-drive contests, and in-store specials. Recently, Nike's lead in the running category has grown to 60 percent market share thanks to its exclusive partnership with Apple. Nike+(Plus) technology includes a sensor that runners put into their running shoes and a receiver, which fits into an iPod, iPhone, or iPad. When the athlete goes for a run or hits the gym, the receiver captures his or her mileage, calories burned, and pace and stores it until the information is downloaded. Nike is now considered the world's largest running club.

In 2008 and 2009, Nike hosted the Human Race 10K, the largest and only global virtual race in the world. The event, designed to celebrate running, drew 780,000 participants in 2008 and surpassed that number in 2009. To participate, runners register online, gear up with Nike technology, and hit the road on race day, running any 10K route they choose at any time during the day. Once the data is downloaded from the Nike+ receiver, each runner's official time is posted and can be compared to the times of runners from around the world. Like many companies, Nike is trying to make its company and products more eco-friendly. However, unlike many companies, Nike does not promote its efforts. One brand consultant explained, "Nike has always been about winning. How is sustainability relevant to its brand?" Nike executives agree that promoting an eco-friendly message would distract from its slick high-tech image, so efforts like recycling old shoes into new shoes are kept quiet. Today, Nike dominates the athletic footwear market with a 31 percent market share globally and a 69 percent market share in the United States. Swooshes abound on everything from wristwatches to skateboards to swimming caps. The firm's long-term strategy focuses on basketball, running, football, women's fitness, men's training, and sports culture. As a result of its successful expansion across geographic markets and product categories, Nike is the top athletic apparel and footwear manufacturer in the world, with corporate fiscal 2009 revenues exceeding $19 billion.

Q.6 Read the case study carefully given above and answer the following questions:
   a) What are the pros, cons, and risks associated with Nike's core marketing strategy? 5x2
   b) If you were Adidas, how would you compete with Nike?
End Semester Examination, May 2014
MBA – First Semester
ECONOMICS (P-105)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A. All questions carry equal marks.

**PART-A**

Q.1  a) The Price of a commodity is Rs.10/- and the quantity demanded at this price is 100 units. If the price falls to Rs.8/- then quantity demanded increases to 140 units. Calculate arc elasticity of demand.

5

b) Explain how monetary and fiscal policies can be used to control inflation. What are the limitations of these policies?

5

Q.2  "The indifference curve analysis has been a major advance in the field of consumer's demand". Critically examine this statement.

10

Q.3  "Advertising is a necessary evil of modern business." Discuss.

10

Q.4  Determine profit maximizing output when:

\[ P = 20 - 0.6Q \]
\[ TC = 12 + 8Q + 1.4Q^2 \]

10

Q.5  TC = 2500 - 10Q^2 + 2Q^3

Estimate TC, MC and AC if output is 100 units.

10

**PART-B**

Q.6  Read the case study carefully given below and answer the questions:
What should he do to sustain his business?

*Case study:*

In metropolitan cities of India, the grocery shops these days are facing a tough competition from the newly coming up Malls, Supermarkets and Hypermarket in the monopolistic competitive structure of the business.

Many grocery shops are family business enterprises or partnership concerns.

Mohandas Modi runs a family business grocery shop ‘Uttam’ Mini-market, at the corner of Thakur Village at Kandivli (East), Mumbai. The area is surrounded by many new residential buildings and complexes. In the vicinity, there is a Hypermarket called ‘D-Mart.’ ‘Uttam’ is in a Uttam complex corner that is away from ‘D-Mart’. Modi’s business is not disturbed by ‘D-Mart’. This is because ‘Uttam’ shop is at a more convenient location to the dwellers in ‘Uttam’ Complex.

In 2009, however, it is expected that a Hypermarket ‘Makro Mart’ will start operating just opposite the ‘Uttam’ mini-market. In Borivali, Makro Mart has earned reputation for everyday low price business strategy which has been possible due to its large-scale operations and bulk buying. Makro-Mart claims to have the following distinct features leading to its competitive advantage.

- Low prices
- Wide range of goods – besides groceries, consumer durables, clothing and hardware.
- Sophisticated on shopping infrastructure.
- Superior display of items
- Hygienic spacious environment
- Attractive packing
- Credit card facilities
- Gift schemes
- Aggressive advertising
- Social prestige and Snob appeal

On this count, Modi find his mini-market ‘Uttam’ is at a much disadvantageous position. 10
End Semester Examination, May 2014
MBA – First Semester
STATISTICS (P-106)

Time: 3 hrs

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 What is time series? Discuss the components of a time series and its application in forecasting.

Q.2 What is regression analysis and give some of its practical applications?

Q.3 Discuss some of the charts which are commonly used in graphically representing data.

Q.4 Discuss any two briefly:
   a) Binomial distribution
   b) Normal distribution
   c) Chi square test

Q.5 What is sampling? Discuss its application in research and business. Discuss some of the common sampling methods.

Q.6 Discuss the steps in hypothesis testing.

PART-B

Q.7 The given two series below indicate a sample of age and weight of males:

<table>
<thead>
<tr>
<th>Age</th>
<th>15</th>
<th>20</th>
<th>25</th>
<th>30</th>
<th>35</th>
<th>40</th>
<th>45</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>45</td>
<td>55</td>
<td>60</td>
<td>70</td>
<td>75</td>
<td>80</td>
<td>85</td>
</tr>
</tbody>
</table>

Find the correlation between age and weight of the males and comment.
End Semester Examination, May 2014
MBA – First Semester
PSYCHOLOGY OF WORK (P-107)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 Explain the relevance of 14 principles of management in managing the virtual organizations. What principles needs revision and why? 10

Q.2 Device an employability-enhancing training program based on reinforcement theory of learning. 10

Q.3 Discuss the Victor Vroom’s theory of motivation with reference to incentive program used for sales staff (for motivating them to achieve the targets). 10

Q.4 What is the difference between organization structure and culture? What is the appropriate structure and culture recommended for a high performance organization? 10

Q.5 How are teams different from groups? What basic things should a leader consider while forming cross-functional team? 10

**PART-B**

**Case study:**

**To Pay or Not to Pay**

Ajay Shukla, Sales Manager, of Orchid Publication was exhausted after a long day at work. He had a difficult meeting with his boss Nikhil Verma, General Manager Sales, regarding the incentives to be paid to sales executives in the company. All through the meeting, Ajay was trying to put across the point that sales executives work hardest among all the employees of the organization and, therefore, they are to be paid higher compensation when compared to employees of the other departments. Nikhil was not ready to concede to this point. The conversation between the two was as follows:

Ajay: Sir, I want you to take into consideration the package of sales executives in this company with the higher authorities.

Nikhil: I know why you have raised this concern earlier, but I don’t understand why they should be paid more than others.

Ajay: Sir, these are the people who bring business to the company. They are always in the field in any kind of weather. The business that our company does depends upon the way they portray our products to the customer outside. Since they are the face of the company, they need to be compensated highly.

Nikhil: Ajay, are you trying to tell me that people, who work at the backend, don’t contribute anything to the company. After all, they are also an important part of the organization. Any discrepancy in the compensation package is going to breed a lot of antagonism and bickering.

P.T.O.
Ajay: but these people just sit back in the office and relax, whereas my people go out in scorching sun, rain and freezing winter. They deserve higher perks otherwise they will lose interest and leave their jobs.
Nikhil: I don’t think your argument is valid. That is their job and they are supposed to do it. They are being appointed and are being paid for this only. Other administrative staff members do their job and get paid for it. This is an unjustified demand and I will not adhere to it. I am sorry. Would you please leave me now as I have an important meeting to attend?

Q.6 Read the case study carefully given above and answers the following questions:
Comment on the difference in perception of employees on the basis of their requirements and position in the organization.
End Semester Examination, May 2014
MBA – First Semester
ACCOUNTING FOR MANAGERS (P-108) /
KPMG (BASIC OF ACCOUNTING PART-I)-(P-111)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 From the following trial balance and additional information pertaining to Mr. Indian, prepare trading and profit and loss account for the year ended 31st March 2013 and balance sheet on that date:

```
Debit balances          Credits balances
Stock on 01.04.2012    15,000 Sales              1,07,800
Purchases             62,400 Return outwards 2,400
Wages                 10,600 Sundry creditors 32,500
Carriage in wards     1,400 Outstanding wages 1,400
Plant and Machinery   35,000 Capital           1,00,000
Coal, Gas, water      2,500 Discount           1,800
Trade Expenses        1,500 Bank overdraft    20,000
Furniture             5,000
Loose Tools           3,200
Depreciation on Plant & machinery  2,000
Salaries              4,500
Bank charges          500
Sundry debtors        15,000
Factory premises      1,00,000
Commission            1,000
Sales Returns         2,800
Drawings              3,000
Insurance (12 months) 500
Total                  2,65,900 Total 2,65,900
```

Additional information:
a) Stock on 31.03.2013 is valued at Rs. 30,000/-.  
b) Interest on overdraft outstanding Rs. 1000/-.  
c) Three months insurance paid in advance.  
d) Loose tools are to be valued at Rs. 2,000/-.  
e) Provide 10 % depreciation on furniture and 5 % on Factory premises.

Q.2 Z Ltd with an authorized capital of Rs. 2,00,000/- in equity shares of Rs. 10/- each, issued 15,000 shares payable Rs. 2/- on application, Rs. 3/- on allotment and balance in two equal installment by first call and final call.
All the shares were subscribed and paid except a member holding 1000 shares failed to pay first and final call money. The directors passed a resolution forfeiting these shares. The forfeited shares were reissued as fully paid for Rs. 8/- per share.
Show the journal entries to record the above transactions.

Q.3 Assuming a difference in figures to have been entered in a suspense account pass the journal entries required to correct the following mistakes:

P. T. O.
a) Cash Rs. 184 paid by Lalit (a customer) posted as Rs. 180.
b) Sale to Ramesh Rs. 52 not posted.
c) The account of a creditor, Tarun over-added on the credit side by Rs. 10.
d) The balance of Petty Cash in hand Rs. 50 placed on the credit side of the trial balance.
e) A debit balance of Rs. 70 in Ram's account omitted from the trial balance.
f) Goods returned by Brown Rs. 35 credited to him, but not recorded in sales returns book.
g) Sales book overcast by Rs. 100.
h) The discount column on the debit side of the cash book under-added by Rs. 10/-

Q.4 On 31st December 2013, the cash book of a firm showed a balance at bank of Rs. 1,729/-. From the information given below prepare the Bank Reconciliation Statement, showing the balance as per pass book:
a) Cheques issued for Rs. 600/- had not yet been presented at the bank for payment.
b) Cheques amounting to Rs. 750/- were paid in on 29th December but had not been credited by the bank. One cheque, for Rs. 230/- was entered in the cash book on 31st Dec., but was banked on 2nd January, 2014.
c) A cheque from Vinod, for Rs.150/-, paid in on 27th December was dishonoured but the amount of dishonor was received only on 2nd January, 2014.
d) Pass book shows bank charges, Rs. 15/- debited by the bank. It also shows Rs. 350/- collected by the bank as interest on securities.

Q.5 a) The following are the extracts of trial balance of a firm as on 31st March 2013:
Sundry debtors Rs. 5, 05,000/-
Bad debts Rs. 15,000/-
After preparing trial balance, it was learnt that a debtor, balance due from him was Rs. 5,000/-, has become insolvent and nothing could be recovered from him.
On 31st March, 2013 Provision for doubtful debts A/c to be maintained at 10%.
Pass necessary journal entries, prepare sundry debtors account, Bad debts account and provision for doubtful debts account.
b) What are the differences between capital reserve and revenue reserve?

PART-B

Q.6 a) What are the three fundamental accounting assumptions? Explain briefly.
b) Explain the types of accounts with examples under traditional approach to accounting.
End Semester Examination, May 2014
MBA – First Semester
MANAGING SUSTAINABLE DEVELOPMENT (P-109)

Time: 3 hrs
Max Marks: 50
No. of pages: 3

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 What is sustainable development, and why has it moved from the margins of societal interest to a central position in today's world? 10

Q.2 Discuss the tools available for mainstreaming sustainable development into corporate policy for alignment with business strategies and objectives. 10

Q.3 What are the key challenges for governments, business, communities, and individuals in dealing with the issues of cross cultural sensitivity? 10

Q.4 Name the international agencies which play a role in promoting sustainable development with the help of examples. 10

Q.5 What are the various challenges to sustainable development in rural and urban India? 10

Q.6 Explain the impact of any two on sustainable development:
   a) Poverty.
   b) Population Growth.
   c) Environmental Management System. 5x2

**PART-B**

Case study:

It is estimated that ten trees are cut down for every one tree planted in the world today. Although, much of the third world, including Nepal, is largely responsible for this rapid deforestation, the whole world suffers. Global warming, decreased biodiversity, soil erosion, and desertification are only some of the problems associated with deforestation. For Nepal, it’s forest degradation has led to stagnant economic growth and extensive exploitation of a valuable natural resource. Deforestation has deep historical roots for Nepal that stem from inefficient and inappropriate government policies. These policies vary from taxes on labor to land taxes to collection patterns, but all have distorted incentives for the landowner. Population growth has deepened the deforestation problem, but the underlying causes of the population growth can even be linked to adverse government policies.

The major loss of forested land has not occurred in the higher mountains, as one might expect because of Nepal's history of floods, but rather in the lowland areas. In fact, studies have shown that during the period of 1965-80 the percent change in forested lands for the high and middle mountain regions has been positive (+1.8%), while the percent change in the Siwaliks and Terai regions (both lowland areas) has been -15.1% and -24.4%, respectively. Still, virtually all the forests in Nepal have been thinned during the last 10-30 years, and much of the mountain regions were cleared earlier in history.

P.T.O.
Government policies have historically had the largest impact on forest degradation in Nepal. Throughout the 18th and 19th centuries, Nepal had taxes on both land and labor. Land taxes amounted to the payment of one half of a land's produce to the government. These taxes were collected by ijaras, farmers who bid for the right to collect the moneys. Because these rights were only short term, the system produced "insecure tenure, minimum investment, and maximum short-term surplus extraction". These stiff land taxes could be avoided in three different ways. If a farmer chose to convert forest into agricultural fields, he could enjoy a three year tax holiday. Secondly, a farmer could obtain a jagir which was an assignment to the military. The compensation for the jagir was the right to the taxes from a particular land. Jagirs were necessary because of the uncertain political climate in Nepal. The military was financed almost entirely by land and labor taxes. These appointments were also renewed annually and provided for insecure land tenure. Thirdly, a farmer could obtain a birta, which was an assignment of a piece of land as a bonus for some work done for the king. The labor tax in Nepal during the 18th and 19th centuries required each family to work at least 75 days per year for the state. The tax could be avoided if the family was willing to supply a fixed quantity of fuel wood, iron, charcoal or other materials. This policy often increased the degradation of forests as one village, for example, had to supply 2.4kg of charcoal each day. The process of producing the charcoal necessities the consumption of 3 hectares of forest each year for that village alone. To further exacerbate the situation, ad hoc labor taxes were levied at irregular times when the government needed funds. The forests became a major source of the revenue.

As Nepal moved into the 20th century, the growing population and diminishing land led to a reduction in the tax rate, which is now a small cash payment. The stress put on the forest in the more recent past was largely in the hands of the subsistence farmers, however their behaviors are still strongly influenced by government policies. For example, in 1957, the forests were nationalized, which worsened the already existent problem of insecure tenure. Then in the 1970's, the government required farmers to register individual private lands. This encouraged many farmers to clear their land in an effort to make the boundaries more clear. During the early 1980's the government finally took notice of their inappropriate policies and allowed each village to control their own forests, but this practice is "inconsistently implemented by government officials" (Metz 808). The misuse of labor combined with the excessive taxes used to finance lavish spending on the military and a lack of investment in land kept Nepal from developing economically. The inefficient policies gave families underlying incentives to have more children. During the period of labor taxes, families would have as many children as possible so that they could send their sons abroad where they could earn greater wages. This behavior stunted the economic growth because the most valuable source of wealth, the strong and healthy young men, were being removed from the labor force.

In addition to the desire of families to have many children so that they could "export" their sons, families needed as many hands as possible to farm the fields at home. Since the land tax required one-half of a families' produce, having as many children as possible increased the overall wealth of the family because they were able to generate greater output. Because 80% of Nepal's population is involved in this type of farming, population growth is a very serious problem. The population growth rate per year during the 1960's was 2.1%, 2.6% during the 1970s, and over 3.0% during the 1980s. Population control schemes have been largely ineffective as only 4% of the Nepalese
women have ever used birth control and only 2% are using it currently. The average family gives birth to 5.4 children. A move needs to be made so that children "absorb rather than generate family income" (Metz 813). The underlying reason that families choose to have children, or the way that children often become an invaluable source of income in a subsistence household needs to be addressed.

During the 1990's Nepal's forests are still being degraded but for somewhat different reasons. Trade problems with India resulted in US$312.5 million worth of timber being smuggled into Asia in 1991 alone. This 15 month trade impasse with India in the early 1990's shut off petroleum supplies to the Nepalese, which forced them to switch to wood consumption. The result was 200 hectares of forest were destroyed each day. Trade problems with India have been a problem in the recent past because of the fact that India was losing control over their monopoly of trade with Nepal. As recently as 1970, India controlled 95% of Nepal's exports. Today, India controls only 40% of Nepal's foreign trade but most of the goods that Nepal exports to other countries need to pass through ports and facilities on Indian soil. This fact allows India significant leverage in the Nepal economy.

The forestry sector in Nepal hasn't been immune to government corruption either. In the early 1990's forestry minister Hem Bahadur Malla was thrown in jail on charges that he issued unauthorized timber permits and sold government timber at 1/3 of the market price. Malla was allowed to issue permits of area up to 5000 cubic feet, but was found guilty of issuing permits of area equal to 542,000 cubic feet. Tourism has further aggravated the forest degradation problem as almost 60,000 persons visit Nepal each year. Many of the nation's forests have been cleared to build resorts for these guests. Government agencies have also been unable to implement development projects. Very little international aid even reaches the villages; some say that figure is as low as 10%. The money is either stolen, used to help those that are not in need, or spent on inappropriate infrastructure.

One method that has been implemented in Nepal to aid the deforestation problem is the use of fees generated from the nation's parks to benefit the citizens. This has been especially successful around the Chitwan National Park where many villagers are actively involved in conserving the forests by leading tours for international visitors. The practice both conserves the forests as well as generates income for the villagers.

Q.7 Read the case study carefully given above and answer the following:
What are the historical causes of deforestation in Nepal and what is the current situation?
End Semester Examination, May 2014
MBA – First Semester
MANAGEMENT INFORMATION SYSTEM (P-110)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 Write short notes on any two:
   a) Network topologies
   b) Operating systems
   c) Database management systems 5x2

Q.2 How do cross-functional integrated enterprise systems improve functions of a business? Explain with examples how has it increased business values. 10
   Or
   How could CRM and SCM systems help businesses in locking-in their customers and suppliers by having better and long-term relationships? Give examples. 10

Q.3 Explain system development life cycle (waterfall method), with the help of a diagram. 10
   Or
   Explain the need for rapid system development tools and discuss CASE tools in detail, in this context. 10

Q.4 Using examples, compare and contrast expert system and DSS. 10
   Or
   Explain the various kinds of feasibility studies. 10

Q.5 What potential security problems do you visualize in the increasing use of intranets and extranets in business? What can be done to solve such problems? Give examples. 10

Q.6 Explain any two:
   a) Intellectual Property Rights
   b) OLAP
   c) Prototyping 5x2

**PART-B**

**Case Study:**
Read the case study given on the next page and answer the following questions:

Q.7 a) What functions of customer relationship management systems are illustrated in this case? Why is the call center so important for Chase Card Services? How could Chase’s call centers help it improve relationships with customers? 5
b) Describe the problem at Chase call centers. What management, organization, or technology factors contributed to the problem? How did using Enkata improve operational performance and decision making? Give examples. 5

P. T. O.
INTEGRATIVE SESSION: ORGANIZATIONS CUSTOMER RELATIONSHIP MANAGEMENT HELPS CHASE CARD SERVICES MANAGE CUSTOMER CALLS

If you have a credit card, there's a good chance that it is from Chase. Chase Card Services is the division of J.P. Morgan Chase which specializes in credit cards, offering a variety of credit card products such as the Chase Rewards Platinum Visa card. As one of the largest credit card issuers in the United States, the company fields a correspondingly large amount of calls from people seeking customer service for their credit card accounts. Each of Chase's 6,000 call center agents worldwide at the company's 11 call centers fields up to 120 calls per day. The company handles slightly less than 200 million calls each year from a customer base of 100 million.

Even a small reduction of 1% to the amount of calls received results in savings of millions of dollars and improved customer service for Chase. Achieving such a reduction was easier said than done, however. In 2000, Chase Card Services attempted to accomplish this by improving first-call resolution. First-call resolution is when a call center agent is able to resolve a customer's issues during the initial call to customer service without requiring additional calls.

The problem was that the company's record keeping did not give an accurate account of current rates of first-call resolution. Chase had previously tried tracking first-call resolution rates by having agents log the content and results of each call they received. But this task was time-consuming and was not standardized, since agents tended to record results subjectively and not in a uniform way. Company policies for some customer requests were also far from ideal for increasing first-call resolution. For example, agents were only able to process balance transfers for customers calling from their homes, and the fee structure underwent multiple changes over a short span, prompting repeat calls.

To improve call center efficiency, Chase contracted with Enkata Technologies to implement a performance and talent management system. The system monitors and tags each call with the topic and length of the call as well as the length of time the agent that handled the call has been working. When an agent is deemed capable of performing any action to achieve the information, it tracks calls automatically by keeping track of the keyboard actions of each agent. The system also allows agents to see how they compare to others in the company, providing valuable performance and competitive feedback.

Improvements in agent performance, customer satisfaction, and customer retention.

The results speak for themselves. Chase Card Services improved its first-call resolution rate to 91%, an increase of 7% in its first year after the implementation of the Enkata system. That represented a total savings of $8 million, approximately 2.5 million of that total savings was a direct result of the average call time decreasing by two seconds. The company hopes to reach its goal of 95% within the next few years. A perfect rate of 100% first-call resolution is not feasible because some additional calls after the first are acceptable under certain circumstances, such as a customer requesting a change that he or she had initially dismissed.

As soon as an agent clicks on the feature of the account that the customer is calling about, the Enkata system automatically identifies the reason for the call. Proprietary algorithms match the reason and caller identification to the amount of time predetermined for each type of call. The system then monitors discrepancies in call time, depending on the reason for the call. For example, a call from a customer requiring card activation should be a quick call, so the system will pinpoint card activation calls that take longer than normal, or for dispute calls that are shorter than normal. But sometimes customers have multiple reasons for calling, which would have been very difficult to track prior to the implementation of Enkata's system. Now Enkata separates each individual reason for calling and organizes them into a sequence, so that a call with multiple issues to resolve is analyzed using the appropriate time frame.

By separating and organizing reasons for calling into distinct categories, Chase is able to determine criteria for declaring particular calls 'resolved.' For example, a card activation call will be considered resolved after only a few days without a follow-up call, but a disputed fee call won't be considered resolved until the customer received another statement without any complaints. This method gives Chase much more accurate data on first-call resolution, a fact which is regarded as very difficult and impressive in the industry.

Enkata compiles this data and distributes it to Chase Card Services in the form of weekly reports on call type and length, call handling times, repeat call rates, and other performance measures that allow both agents and supervisors to monitor their performance. The system also connects reports with call recordings to assist managers in coaching and evaluating their agents. When the system was still being implemented, Enkata used historical call data gathered prior to the implementation to create initial reports. Chase Card Services executives considered this initial upload of data to be the most time-consuming part of the implementation. Once the implementation was complete, the company hoped that improvements in the interpretation and management of this information would lead to within three months time, 30% of agents that had scored below the acceptable rate for first-call resolution improved to an acceptable rate. And although the number of active customer accounts grew by 5.2% in the six months after implementation of the system, call volume decreased 6.3% over the same span.

Encouraged by these successes, Chase Card Services is now looking to expand the capabilities of the system to classify calls into even more categories, and to link their collected data to marketing programs to foster cross-selling and upselling.

Sources: Marshall Lager, "CreditWhereDue.com" Customer Relationship Management, April 2000, Michelle Helies, "How Chase Got Control of Call-Center Expenses," American Dealer, February 21, 2000,
End Semester Examination, May 2014  
M.B.A. – First Semester  
ACCOUNTING FOR MANAGERS (CP-106)  

Time: 3 hrs  
Max Marks: 50  
No. of pages: 1  

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 Which are the basic accounting concepts which guide the formulation of generally accepted accounting principles in relation to a balance sheet?  

Q.2 Financial statements give the risk and profitability position of a firm. Discuss with the help of ratios.

Q.3 Discuss any three of the following:  
a) Sunk costs  
b) Fixed costs  
c) Opportunity cost  
d) Cost allocation

Q.4 Discuss the process of issuance of equity shares and the intermediaries involved. How is the fixed price issuance of shares different from issuing shares through the IPO route?

Q.5 Explain any two of the following:  
a) Methods of inventory valuation  
b) Break-even analysis  
c) Beneficiaries of financial statements

**PART-B**

Q.6 With the help of the following ratios regarding Indu films, draw the balance sheet of the company for the year 2011.

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio</td>
<td>2.5</td>
</tr>
<tr>
<td>Liquidity Ratio</td>
<td>1.5</td>
</tr>
<tr>
<td>Net working capital</td>
<td>Rs. 3,00,000</td>
</tr>
<tr>
<td>Stock turnover ratio (cost of sales to closing stock)</td>
<td>6 times</td>
</tr>
<tr>
<td>Gross profit ratio</td>
<td>20 per cent</td>
</tr>
<tr>
<td>Fixed assets turnover ratio (on cost of sales)</td>
<td>2 times</td>
</tr>
<tr>
<td>Debt collection period</td>
<td>2 months</td>
</tr>
<tr>
<td>Fixed assets to shareholders net worth</td>
<td>0.80</td>
</tr>
<tr>
<td>Reserve and surplus to capital</td>
<td>0.50</td>
</tr>
</tbody>
</table>
End Semester Examination, May 2014
MBA – Second Semester
FOREIGN LANGUAGE-FRENCH (P-203)

Time: 3 hrs

Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 a) Fill in the blanks (prepositions in French):
   i) Le ballon est ______ (under) la table. (sous, sur)
   ii) Le cahier est ______ (on) le cartable. (sur, dans)
   iii) Kartik est ______ (in front) l’arbre. (derriere, devant)
   iv) Tu vas au cinema ______ (without) tes parents. (sans, avec)
   v) L’école est ______ (near of) la cafetaria. (pres de, loin de)

b) Fill in the blanks (Adjectif demonstrative in French):
   Ce, cet, cette, ces
   i) ______ Ecole (ces, cette)
   ii) ______ Voiture (cette, cet)
   iii) ______ Fleur (ce, ces)
   iv) ______ Jupe (cette, ce)
   v) ______ filles (ce, ces)

Q.2 a) Fill in the blanks (Adjective interrogative in French):
   Quel, quels, quelles, quelle
   i) ______ robe aimez vous? (quels, quelle)
   ii) ______ est votre nom? (quelles)
   iii) ______ langue parlez vous? (quelle)
   iv) ______ est votre saison preferree? (quel, quelle)
   v) De ______ couleur est votre maison? (quelles, quelle)

b) Prepare your identity form in French.

Q.3 a) Write the names of few fruits and vegetables in French.
   5

b) Write the names of few animals in French.
   5

Q.4 Match the followings:
   a) Il fait beau.
   b) Il fait chaud.
   c) Il fait froid.
   d) Il neige.
   e) Il fait du brouillard.
   f) Go straight.
   g) Then.
   h) Turn left.
   i) Turn right.
   j) Continuous straight.

   i) Tournez a gauche.
   ii) Tournez a droite.
   iii) Allez tout droit.
   iv) Continuez tout droit.
   v) Puis.
   vi) It’s hot.
   vii) It’s cold.
   viii) It’s snowing.
   ix) It’s beautiful.
   x) It’s foggy.

Q.5 Describe your house in French.

PART-B

Q.6 Conjugate the following verbs:
   a) Aller.
   b) Demander.
End Semester Examination, May 2014
MBA – Second Semester
PRODUCTION AND OPERATIONS MANAGEMENT (P-204)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Discuss one qualitative method and one quantitative method of forecasting. 10

Q.2 Answer the following any two:
   a) Lean six sigma.
   b) DMAIC methodology of six sigma.
   c) Factors influencing inventory.  5x2

Q.3 Discuss the following concepts any two:
   a) Service layout and its important aspects.
   b) Steps in method study.
   c) Aggregate planning and factors affecting it. 5x2

Q.4 Discuss the advantages and limitations of process layout. 10

Q.5 Explain the importance of product quality and reliability for businesses. 10

PART-B

Q.6 Discuss the key personnel roles for successful implementation of six sigma in organizations. Also give example of a company that follows six sigma approaches for quality management. 10
End Semester Examination, May 2014
MBA – Second Semester
RESEARCH METHODOLOGY (P-205)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 You are a Research Manager in a company of repute of brand A, which shows declining, trends for the last few months. How will you conduct the research to determine why sales have declined? Also identify the type of research? Explain your reasons?

Q.2 "Research design in exploratory studies must be flexible but in descriptive studies, it must minimize bias and maximize reliability." Discuss.

Q.3 Critically examine the following:
   a) Data collection through projective techniques is considered relatively more reliable.
   b) Interviews introduce more bias than does the use of questionnaire.

Q.4 For each of the following situations, suggest a specific sampling plan- probability, non-probability or perhaps a combination of the two and justify your selection. Also briefly describe how the sample should be selected in each situation.
   a) A political candidate for Lok Sabha election is in very tight race with his opponent. Election Day is 10 weeks away, and this candidate wants to get a weekly reading of how much registered voters prefer him to his opponent.
   b) The president of an electronic products firm wants to know what the field of computer chip technology will look like five years from now.

Q.5 After receiving some complaints from the readers, your campus newspaper decides to redesign its front page. Two new formats, B and C, were developed and tested against the current format, A. A total of 75 students were randomly selected and 25 students were randomly assigned to each of three format conditions. The students were asked to evaluate the effectiveness of the format on an 11-point scale (1=poor, 11=excellent):
   a) State the null hypothesis.
   b) What statistical test should you use?
   c) What are the degrees of freedom associated with the test statistic?

PART-B

Q.6 Case study:

NASCAR: Changing the Redneck Image

The sound of engines roaring...the voices of screaming fans...the beating of heart’s pumping...the excitement of NASCAR! The National Association of Stock Car Auto Racing (NASCAR) is a company unlike any other. Although it generates excitement in

P. T. O.
fans all across the nation, NASCAR has been stereotyped as only appealing to people with lower incomes who work in laborer-type jobs. Brian France, CEO of NASCAR, wanted to increase its audience and change its stereotyped image. NASCAR conducted exploratory research to identify ways to penetrate the nonrace market, reach younger fans, and build its brand image across the nation. Extensive focus groups revealed that: 1) NASCAR had a rural sports image, 2) this image was not necessarily negative, and 3) companies that supported sports were viewed positively.

Read the case study carefully given above and answer the following questions:

a) Do you think the research design adopted by NASCAR was appropriate? Why or why not?

b) What research designs would you recommend?

c) Discuss the role of the type of research design you recommend in enabling Brian France to change the image of NASCAR.
Q.1  The following are the balance sheet of Ryan Ltd as at 31st March 2012 and 2013:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Capital</td>
<td>1,000,000</td>
<td>800,000</td>
<td>Plant and Machinery</td>
<td>700,000</td>
</tr>
<tr>
<td>Reserve</td>
<td>200,000</td>
<td>150,000</td>
<td>Land and building</td>
<td>600,000</td>
</tr>
<tr>
<td>Profit &amp; Loss</td>
<td>100,000</td>
<td>60,000</td>
<td>Investments</td>
<td>100,000</td>
</tr>
<tr>
<td>account</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debentures</td>
<td>200,000</td>
<td>-</td>
<td>Sundry debtors</td>
<td>500,000</td>
</tr>
<tr>
<td>Provision for</td>
<td>100,000</td>
<td>70,000</td>
<td>Stock</td>
<td>400,000</td>
</tr>
<tr>
<td>Taxation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed dividend</td>
<td>200,000</td>
<td>100,000</td>
<td>Cash in hand</td>
<td>200,000</td>
</tr>
<tr>
<td>Sundry</td>
<td>700,000</td>
<td>820,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,500,000</td>
<td>2,000,000</td>
<td>2,500,000</td>
<td>2,000,000</td>
</tr>
</tbody>
</table>

Additional Information:
a) Depreciation at 25% was charged on the opening value of plant and machinery.
b) During the year one old machine costing Rs. 50,000 (WDV Rs. 20,000) was sold for Rs. 35,000.
c) Rs. 50,000 was paid towards income tax during the year.

Prepare cash flow statement for the year ended 31st March 2013, as per accounting standard 3. Use indirect method. 10

Q.2  a) A company bought an asset for Rs. 2,00,000 with an expected useful life of five years. After two-years of use, company decided to change the depreciation method from straight-line basis to reducing balance method at the rate of 15% p.a.
    Calculate the depreciation for the third and fourth year. 5

b) ABC Limited purchased machinery on 1 April 2014 for Rs. 1,50,000 and the salvage value of the machinery is Rs. 10,000. Its useful life is 5-years. Depreciation is to be charged according to the sum of the year digit method. Pass necessary journal entries and prepare machinery account and provision for
depreciation account for the first three-years. The company follow accounting year as its financial year.

Q.3 The following is the Profit and Loss account and balance sheet of Sach International Ltd.

**Profit and Loss account for the year ended 31st March 2013**

<table>
<thead>
<tr>
<th>Particular</th>
<th>Amount</th>
<th>Particulars</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening stock</td>
<td>150,000</td>
<td>Sales</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Purchase</td>
<td>500,000</td>
<td>Closing Stock</td>
<td>250,000</td>
</tr>
<tr>
<td>Wages</td>
<td>200,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Expenses</td>
<td>130,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling and distribution Expenses</td>
<td>47,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on debentures</td>
<td>10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on short term loan</td>
<td>8,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net profit</td>
<td>185,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,250,000</td>
<td>1,250,000</td>
<td></td>
</tr>
</tbody>
</table>

**Balance Sheet as at 31st March 2013**

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Rs.</th>
<th>Assets</th>
<th>Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Share Capital</td>
<td>200,000</td>
<td>Plant</td>
<td>100,000</td>
</tr>
<tr>
<td>10% Debentures</td>
<td>100,000</td>
<td>Land and building</td>
<td>80,000</td>
</tr>
<tr>
<td>General Reserve</td>
<td>80,000</td>
<td>Investment</td>
<td>170,000</td>
</tr>
<tr>
<td>Securities Premium</td>
<td>10,000</td>
<td>Trade Mark</td>
<td>30,000</td>
</tr>
<tr>
<td>Profit and Loss account</td>
<td>110,000</td>
<td>Stock</td>
<td>150,000</td>
</tr>
<tr>
<td>Short term loan</td>
<td>100,000</td>
<td>Debtors</td>
<td>80,000</td>
</tr>
<tr>
<td>Creditors</td>
<td>100,000</td>
<td>Cash and bank</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preliminary Expenses</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td>700,000</td>
<td></td>
<td>700,000</td>
</tr>
</tbody>
</table>

Calculate following ratios by using above given information:

a) Gross profit ratio.
b) Net profit ratio.
c) Current ratio.
d) Liquid ratio.
e) Stock turnover ratio.
f) Fixed Assets ratio.

Q.4 Explain the following with examples:

a) Events occurring after balance sheet date.
b) Adjusting events.
c) Non-adjusting events.
d) Changes in accounting estimates.

Q.5 a) ABC Ltd has purchased a machinery for Rs. 10,00,000 to manufacture light bulbs. This machinery can only produce 50,000 bulbs in its entire life of 4 years. No. of bulbs produced by ABC in four years are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Bulbs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>12000</td>
</tr>
<tr>
<td>Year 2</td>
<td>13000</td>
</tr>
<tr>
<td>Year 3</td>
<td>15000</td>
</tr>
<tr>
<td>Year 4</td>
<td>10000</td>
</tr>
</tbody>
</table>
Calculate the amount of depreciation for all 4 years by applying production unit method?

b) ABC Limited has purchased machinery on 1st April, 2012 for Rs. 3,60,000 and spent Rs. 50,000 on its cartage and installation. The estimated useful life and residual value of the machinery is expected to be 4-years and Rs. 70,000 respectively. On 30th September, 2014, it sold the machinery for Rs. 1,00,000. The company follows accounting year as its financial year. What will be the amount of profit or loss on the sale of machinery on 30th September 2014?

**PART-B**

Q.6 The following are the balances extracted from the books of Glory Ltd as on 31st March 2013.

<table>
<thead>
<tr>
<th></th>
<th>Dr.</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital (Rs. 10 each)</td>
<td>3,200,000</td>
<td>8,000,000</td>
</tr>
<tr>
<td>Building</td>
<td>376,000</td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>144,000</td>
<td></td>
</tr>
<tr>
<td>Cash in hand</td>
<td>220,000</td>
<td></td>
</tr>
<tr>
<td>Bills Receivable</td>
<td>544,000</td>
<td></td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>1,332,000</td>
<td></td>
</tr>
<tr>
<td>General Reserve</td>
<td></td>
<td>3,000,000</td>
</tr>
<tr>
<td>Advances</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>1,700,000</td>
<td></td>
</tr>
<tr>
<td>Plant and machinery</td>
<td>5,124,000</td>
<td></td>
</tr>
<tr>
<td>Calls in arrears</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>395,200</td>
<td></td>
</tr>
<tr>
<td>Goodwill</td>
<td>640,000</td>
<td></td>
</tr>
<tr>
<td>Interim Dividend</td>
<td>397,000</td>
<td></td>
</tr>
<tr>
<td>Sundry Creditors</td>
<td></td>
<td>1,222,400</td>
</tr>
<tr>
<td>Profit and loss account</td>
<td></td>
<td>313,800</td>
</tr>
<tr>
<td>Stock on 31-03-2013</td>
<td>1,904,000</td>
<td></td>
</tr>
<tr>
<td>14% Debentures</td>
<td></td>
<td>4,000,000</td>
</tr>
<tr>
<td></td>
<td>16,536,200</td>
<td>16,536,200</td>
</tr>
</tbody>
</table>

Note: The authorized share capital is Rs. 10,00,000 equity shares of Rs. 10 each.

Prepare the balance sheet as at 31st March 2013, as per revised Schedule VI of the Companies Act.
End Semester Examination, May 2014
MBA – Second Semester
HUMAN RESOURCE MANAGEMENT (P-207)

Time: 3 hrs
Max Marks: 50
No. of pages: 3

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Organizational turnover is generally considered a negative outcome; many organizations spend a great deal of time and money trying to reduce it. What situations would indicate that an increase in turnover might be just what an organization needs? Given the difficulty of terminating employees, what organizational policies might promote the retention of high performing workers but voluntary turnover among low performers.

Q.2 How can diversity training programs help in developing a workplace suitable for multicultural employees? What is a balanced scorecard? Why is it a part of strategic human resource management?

Q.3 What is role of HR in preparing workplace within an organization that is heading for merger with other organization where workplace follows a high performance work culture?

Q.4 Despite of problems with forced ranking subsystems, first consulting group, an IT healthcare consulting firm based on long beach, California uses a forced ranking system. The company system has five numerical grades that do not mandate the exact proportion of employees to be placed in different categories or what will happen to those employees. Ranking combined with the results of traditional employee evaluation and project reviews to provide a comprehensive picture of each employee’s strength and weaknesses. Manager coaches and discusses each employee’s performance for about 10 minutes and then each evaluation gives employees a numerical score. How does this type of performance management system potentially affect training and development and compensation?

Q.5 Discuss the relative merits and demerits of internal recruitment vs. external recruitment. What types of business strategies might best be supported by recruiting externally and what might call for internal recruitment? What factors might lead a firm to decide to switch from internal to external recruitment or vice-versa?

Q.6 Why do people join labour unions? Would you be interested in joining labour union if given the opportunity? Why or why not? As a manager, would you prefer to work with a union or would you prefer that employees be unrepresented by a union. Explain.

PART-B

Q.6 Case study:
Read the case study carefully given below and answers the following questions:

a) Given Bandag Auto’s size, and anything else you know about it, should we reorganize the human resource management function, and if so why and how?

b) What, if anything, would you do to change and/or improve upon the current HR systems, forms and practices that we now use?

P. T. O.
BANDAG AUTOMOTIVE*

Jim Bandag took over his family’s auto supply business in 2005, after helping his father, who founded the business, run it for about 10 years. Based in Illinois, Bandag employs about 300 people, and distributes auto supplies (replacement mufflers, bulbs, engine parts, and so on) through two divisions, one that supplies service stations and repair shops, and a second that sells retail auto supplies through five “Bandag Automotive” auto supply stores.

Jim’s father, and now Jim, have always endeavored to keep Bandag’s organization simple as possible. The company has a full-time chief financial officer, managers for each of the five stores, a manager that oversees the distribution division, and Jim Bandag’s executive assistant. Jim (and his father, working part-time) handles marketing and sales.

Jim’s executive assistant administers the firm’s day-to-day human resource management tasks, but they outsource most HR activities to others, including an employment agency that does their recruiting and screening; a benefits firm that administers their 401(k) plan, and a payroll service that handles their paychecks. Bandag’s human resource management systems consist almost entirely of standardized HR forms they purchase from an HR supplies company. It supplies HR tools including forms such as application forms, performance appraisal forms, and an “honesty” test Bandag uses to screen the staff that works in the five stores. The company performs informal salary surveys to see what other companies in the area are paying for similar positions, and use these results for awarding annual merit increases (which in fact are more accurately cost-of-living adjustments).

Jim’s father took a fairly paternal approach to the business. He often walked around speaking with his employees, finding out what their problems were, and even helping them out with an occasional loan— for instance, when he discovered that one of their children was sick, or for part of a new home down payment. Jim, on the other hand, tends to be more abrupt, and does not enjoy the same warm relationship with the employees as did his father. Jim is not unfair or dictatorial. He’s just very focused on improving Bandag’s financial performance, and to do this he needs to make decisions, including his HR-related decisions, generally come down to cutting costs. For example, his knee-jerk reaction is usually to offer fewer days off rather than more, fewer benefits rather than more, and to be less flexible when an employee needs, for instance, a few extra days off because a child is sick.

It’s therefore perhaps not surprising that over the past few years Bandag’s sales and profits have increased markedly, but that the firm has found itself increasingly enmeshed in HR/equal employment-type issues. Indeed, Jim now finds himself spending a day or two a week addressing HR problems. For example, Henry Jaques, an employee of one of their stores, came to Jim’s executive assistant and told her he was “late” about his recent firing and was probably going to sue. On Henry’s last performance appraisal, his store manager had said Henry did the technical aspects of his job well, but that he had “serious problems interacting with his coworkers.”

He was continually arguing with them, and complaining to the store manager about working conditions. The store manager had told Jim that he had to fire Henry because he was making “the whole place poisonous,” and that (although he felt sorry because he’d heard rumors that Henry suffered from some mental illness) he felt he had to go. Jim approved the dismissal.

Gavin was another problem. Gavin had worked for Bandag for 10 years, the last two as manager of one of the company’s five stores. Right after Jim Bandag took over, Gavin told him he had to take a Family and Medical Leave Act medical leave to have hip surgery, and Jim approved the leave. So far so good, but when Gavin
returned from leave, Jim told him that his position had been eliminated. They had decided to close his store and open a new, larger store across from a shopping center about a mile away, and appointed a new manager in Gavin's absence. However, the company did give Gavin a (nonmanagerial) position in the new store as a counter salesperson, at the same salary and with the same benefits as he had before. Even so, "This job is not similar to my old one," Gavin insisted. "It doesn't have nearly as much prestige." His contention is that FMLA requires that the company bring him back in the same or equivalent position, and that this means a supervisory position, similar to what he had before he went on leave. Jim said no, and they seem to be heading toward litigation.

In another sign of the times at Bandag, the company's controller, Miriam, who had been with the company for about 6 years, went on pregnancy leave for 12 weeks in 2005 (also under the FMLA), and then received an additional 3 weeks' leave under Bandag's extended illness days program. Four weeks after she came back, she asked Jim Bandag if she could arrange to work fewer hours per week, and spend a day per week working out of her home. He refused, and about 2 months later fired her. Jim Bandag said, "I'm sorry, it's not anything to do with your pregnancy-related requests, but we've got ample reasons to discharge you—your monthly budgets have been several days late, and we've got proof you may have forged documents." She replied, "I don't care what you say your reasons are, you're really firing me because of my pregnancy, and that's illegal."

Jim felt he was on safe ground as far as defending the company for these actions, although he didn't look forward to spending the time and money that he knew it would take to fight each. However, what he learned over lunch from a colleague undermined his confidence about another case that Jim had been sure would be a "slam dunk" for his company. Jim was explaining to his friend that one of Bandag's truck maintenance service people had applied for a job driving one of Bandag's distribution department trucks, and that Jim had turned him down because the worker was deaf. Jim (whose wife has occasionally said of him, "No one has ever accused Jim of being politically correct") was mentioning to his friend the apparent absurdity of a deaf person asking to be a truck delivery person. His friend, who happens to work for UPS, pointed out that the U.S. Court of Appeals for the Ninth Circuit had recently decided that UPS had violated the Americans with Disabilities Act by refusing to consider deaf workers for jobs driving the company's smaller vehicles.

Although Jim's father is semi-retired, the sudden uptick in the frequency of such EEO-type issues troubled him, particularly after so many years of labor peace. However, he's not sure what to do about it. Having handed over the reins of the company to his son Jim, he was loath to inject himself back into the company's operational decision making. On the other hand, he was afraid that in the short run, these issues were going to drain a great deal of Jim's time and resources, and that in the long run they might be a sign of things to come, with problems like these eventually overwhelming Bandag Auto. He comes to you, who he knows consults in human resource management, and asks you the following questions.
End Semester Examination, May 2014
MBA – Second Semester
INTERNATIONAL PRACTICES IN BUSINESS (P-208)

Time: 3 hrs  Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 'Globalization is an engine of growth for developing countries'. Critically examine this statement. 10

Q.2 What are trade blocs? How may they encourage business amongst member countries? Explain with examples. 10

Q.3 Write short notes on any two:
   a) Population-productivity situation in India.
   b) Real and nominal exchange rates.
   c) Current and capital account convertibility. 5x2

Q.4 Comment on the functional business strategy used by McDonalds (Fast Food Chain). 10

Q.5 How may the political situation of a country encourage or discourage international business? Explain. 10

Q.6 What challenges may be faced while moving from a fixed exchange rate system to a floating exchange rate system? 10

PART-B

Q.6 Case study:

Mary T. Barra, General Motors Chief Executive, announced another round of wide-ranging recalls in March 2014, a sign that the company was moving with a new sense of urgency on safety problems after it disclosed a decade long failure to fix a defect tied to 12 deaths. The recalls, which cover 1.7 million vehicles worldwide for a variety of problems, come in addition to Feb. 2014’s recall of 1.6 million Chevrolet Cobalts and other models. In one of Monday’s recalls, GM had alerted owners to the problem three years ago but did not make a recall Barra also made her most forceful comments yet on GM’s need to reform its safety efforts. “Something went very wrong in our processes in this instance, and terrible things happened,” she said in an internal video broadcast to employees. GM has come under intense pressure from government officials to explain why it took years to address faulty ignition switches that could cut off engine power and disable air bags in Cobalts and other small cars.

Barra’s comments to employees-including a letter on March 4 represent the latest effort by the company to limit the damage that the recalls have inflicted on its reputation and consumer confidence. “Mary Barra understands the value of taking full responsibility for GM's latest, high-profile challenges, especially if she wants to send the message that this is a new GM,” said KarlBSE 0.00% Brauer, an analyst with the auto-research firm Kelley Blue Book. Investors showed scant reaction to the news. Shares of GM closed at $34.63, up more than 1 percent on a strong day for the market. The latest recalls followed orders by Barra to accelerate product reviews of safety issues that were

P.T.O.
already underway, the company said. While the recalls were in various stages of completion, the company decided to announce all three actions at the same time, according to a person briefed on the decision who spoke on condition of anonymity. Barra said the move was a direct result of GM's internal review of the faulty ignition switches. "I asked our team to redouble our efforts on pending product reviews, bring them forward and resolve them quickly," she said. GM also took the unusual step of disclosing the estimated cost of the ignition switch recall as well as the three new recalls. The company said it expected to take a charge of $300 million for the combined safety actions — a figure it would not normally announce until its quarterly earnings release. There was no indication by GM that any of the affected models had been involved in accidents that resulted in injuries or deaths. The largest of three latest recalls was for 1.33 million SUVs because of a wiring problem that could cause air bags not to deploy in a crash. The vehicles are Buick Enclaves and GMC Acadias from the 2008 to 2013 model years, Chevrolet Traverses from the 2009 to 2013 model years, and Saturn Outlooks from the 2008 to 2010 model years. GM said a wiring problem could cause the illumination of a "service air bag" warning. Ignoring the warning will eventually result in the non-deployment of seat-mounted side air bags.

Read the case study carefully given above and answers the following questions:

a) What challenges does value chain co-ordination pose for GM?

b) In such a crucial scenario, as presented in the case, how should MNC's train frontline staff all over the world to handle the angry customers?
End Semester Examination, May 2014
MBA – Second Semester
BUSINESS AND LABOUR LAWS (P-209)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 a) Raj hires Ravi to murder Anu in return of Rs. 100,000/-. Raj borrows the amount from Namit by telling him the purpose of the loan. Can Namit recover this money? Give reason to support your answer.
5

b) Y is a director who has a experience of 20 years. On this basis X Ltd has taken him as a director. Can X Ltd quote that the director Y’s experience is the company’s experience?
5

Q.2 a) ABC is a company conducting an AGM. There are three members personally present and one member present in his individual capacity as well as a representative of a body corporate. State whether the AGM is valid.
5

b) S delivered his car to H for repair. H completed the work but did not return the car to S within the reasonable time, though S repeatedly reminded H for return of car. In the mean time, a big fire occurred in the neighborhood and the car was destroyed. Decide whether H can be held liable under the provisions of the Indian Contract Act, 1872?
5

Q.3 a) Rohan teaches his parrot to recite some words amounting to an offer. He then sends his parrot to Nisha. The bird repeats the words. Is this a valid offer? Give appropriate reason in support of your answer.
5

b) A contracted to supply 200 bags of rice to B on 30 December, 2014. After the supply of 20 bags of rice, A informed B that he will not supply the remaining bags of rice. What will be the consequence of this for B? Explain.
5

Q.4 India Cosmetics Limited was a registered company under Indian Companies Act, 1956. Later on, another company, India Cosmetics and Accessories Limited was formed and registered. There being similarity in the names of both the companies, India Cosmetics Limited lodged a complaint against India Cosmetics and Accessories Limited, with the Registrar of Companies, stating that there is sufficient similarity between these two names which may mislead or defraud the public. India Cosmetics and Accessories Limited is intending to alter its name. Advise India Cosmetics and Accessories Limited to alter the name of the Company according to the provisions of the Companies Act, 1956.
10

Q.5 a) A, B and C are partners in a firm. As per terms of the partnership deed, A is entitled to 20 % of the partnership property and profits. A retires from the firm and dies after 15 days. B and C continue business of the firm without settling accounts. What are the rights of A’s legal representatives against the firm under the Indian Partnership Act, 1932?
5

b) Mahesh, Suresh and Dinesh are partners in a trading firm. Mahesh, without the knowledge or consent of Suresh and Dinesh borrows himself Rs. 50,000/- from Ramesh, a customer of the firm, in the name of the firm. Mahesh, then buys some goods for his personal use with that borrowed money. Can Mr. Ramesh hold Mr. Suresh and Mr. Dinesh liable for the loan? Explain the relevant provisions of the Indian Partnership Act, 1932.
5

P.T.O.
PART-B

Q.6  
a) _______ means forcibly compelling a person to enter into a contract.  
b) D threatens to kill A if he does not sell his house to B at a very low price. Even if D 
is a stranger the transaction between A and B, the agreement is cased by what. 
Please give valid reason in support of your answer.  
c) When a person is declared insolvent, he is _______ all his contractual liabilities 
incurred prior to the date of insolvency order.  
d) P offered to Q to sell his vehicle after concealing a defect in its body temporarily. Q 
agreed to buy the vehicle without any inspection. Later, on discovering the defect he 
sought to cancel the contract. Is Q allowed to do that?  
e) M contracts to sell his machines to K without disclosing that it is faulty. Is the 
contract valid?
End Semester Examination, May 2014
MBA – Second Semester
ETHICS, VALUES AND CSR (P-210)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Amazon has made headlines recently for a surprising policy: it pays its workers to quit, but not in order to reduce the size of its workforce. Amazon believes that an employee who takes the offer should not be at the company in the first place. CEO Jeff Bezos explained the program by stating, “In the long-run, an employee staying somewhere they don’t want to be isn’t healthy for the employee or the company.” The cost of poorly motivated workers is well documented, with Gallup estimating that $450 to $550 billion a year is lost in the United States alone — Amazon’s “Offer” starts at $2,000 and tops off at $5,000. A few have suggested this policy may reduce the likelihood that employees will press for that are really needed, and will instead take the money and run.

Is “paying employees to quit” a practice that should be accepted and widely adopted? Justify your answer with the help of any theory. 10

Q.2 This month, Coca-Cola CEO Muhtar Kent announced four worldwide business commitments toward promoting global health and well-being. In the press release, Mr. Kent sees the new commitments as “an evolution, not revolution—an elevation, not a revelation,” in Coca-Cola’s goal of making a positive difference in the communities they serve. The four commitments are:
   a) Offer low- and no-calorie options in every market we serve.
   b) Provide transparent product information, with calorie counts on the front of all of our packages.
   c) Help get more people moving by supporting physical activity programs in all of the 200-plus countries we proudly serve.
   d) Market responsibly, including no advertising to children under 12 anywhere in the world.

We think this is a step in the right direction for Coca-Cola, and a sign they are taking their social responsibility seriously. What do you think and why? 10

Q.3 You are in a head-to-head battle with your arch competitor, Evil Enterprises. One of your co-workers approaches you. He has recently joined your company after having worked for a second competitor for several years. He suggests, “I made notes on all of Evil’s bids when I could get the data. They use some clear cost standards. Would you like me to bring my notes to the office tomorrow and let you look through them?”

How do you respond? Justify your answer with the help of any theory. 10

Q.4 A supplier sends a basket of expensive foodstuffs to your home at Diwali with a card: “We hope you and your family enjoy the ‘goodies’.

What action(s) might you want to take and Why? 10

Q.5 What are the salient differences between the Gita and Gandhian philosophy? 10

P.T.O.
PART-B

Q.6  
Case study:

Anurag had several friends including Rahul and Sachin. Rahul has recently met and started dating a wonderful lady named Preeti. He is convinced this is a long term relationship. Unknown to Rahul, Anurag observed them at a restaurant several days ago and realized Preeti is the wife of his other friend Sachin.

Anurag is deciding whether to tell Rahul that Preeti is married when he receives a call from Sachin. Sachin suspects his wife is having an affair and since they and Anurag share many friends and contacts, he asks if Anurag has heard anything regarding an affair.

Read the case study carefully given above and answers the following questions:

What do you think Anurag should do and why? Justify?  

10
End Semester Examination, May 2014
MBA – Third Semester
EXECUTIVE COMPENSATION AND WAGE ADMINISTRATION
(EPHR-303)

Time: 3 hrs  Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 What factors determine the relevance of market survey? When does the market survey for determining compensation become unimportant? 10

Q.2 Enumerate some of the market performance indicators which influence the compensation package of CEO. 10

Q.3 Reflect on the emerging trends/developments in employment benefits. When might you use a group incentive plan rather than an individual plan? 10

Q.4 Explain the contributory and non-contributory benefits especially with reference to annuity and medical insurance. 10

Q.5 In what kind of conditions broad banding is preferred over pay grade? Elucidate with examples. 10

PART-B

Q.6 Answer the questions below on the basis of pay slip of Global Information Technology Pvt. Ltd.
   a) Discuss the Pay mix in the total compensation structure mentioned in the pay slip below. 10
   b) Can you explain the difference between traditional pay grades and new broad band’s with shadow ranges? 10

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<table>
<thead>
<tr>
<th>Global Information Technology Pvt Ltd</th>
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<tbody>
<tr>
<td>Name</td>
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<tr>
<td>Labor Welfare Fund</td>
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<td>Net In-Hand Salary</td>
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#Please note that the non-taxable part of your salary is paid only subject to the bills provided by you on a monthly basis. In case you do not submit the bills to us then the reimbursements are paid to you as allowances, which will be a part of your taxable income.
Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**.

**PART-A**

Q.1 What is the difference between traditional commerce and electronic commerce? Discuss the advantages and disadvantages of each. Identify new applications for ecommerce in a fabric manufacturing company.  

Q.2 Explain what is EDI? Give an account of the various industries that use EDI. Explain why these industries are interested in setting up these standards.  

Q.3 Give an account of various prepaid electronic payment systems and make a comparison between them.  

Q.4 Explain the difference between public-key encryption and private key encryption. List the advantages and disadvantages of each encryption method.  

Q.5 Make a comparison among the various revenue models. Which model would you use if you own a e-book business and why?  

Q.6 Explain the following terms:  
   a) e-CRM.  
   b) Virtual community.  
   c) WAP.  
   d) Cryptology.  
   e) G to G.  

**PART-B**

**Case study:**  
**First conviction in India**

A complaint was filed in by Sony India Private Ltd, which runs a website called sony-sambandh.com, targeting Non Resident Indians. The website enables NRIs to send Sony products to their friends and relatives in India after they pay for it online.

The company undertakes to deliver the products to the concerned recipients. In May 2002, someone logged onto the website under the identity of Barbara Campa and ordered a Sony Colour Television set and a cordless head phone. A lady gave her credit card number for payment and requested that the products be delivered to Arif Azim in Noida. The payment was duly cleared by the credit card agency and the transaction processed. After following the relevant procedures of due diligence and checking, the company delivered the items to Arif Azim.

At the time of delivery, the company took digital photographs showing the delivery being accepted by Arif Azim.
The transaction closed at that, but after one and a half months the credit card agency informed the company that this was an unauthorized transaction as the real owner had denied having made the purchase.

The company lodged a complaint for online cheating at the Central Bureau of Investigation which registered a case under Section 418, 419 and 420 of the Indian Penal Code.

The matter was investigated into and Arif Azim was arrested. Investigations revealed that Arif Azim, while working at a call centre in Noida gained access to the credit card number of an American national which he misused on the company’s site.

The CBI recovered the colour television and the cordless head phone.

The accused admitted his guilt and the court of Shri Gulshan Kumar Metropolitan Magistrate, New Delhi, convicted Arif Azim under Section 418, 419 and 420 of the Indian Penal Code — this being the first time that a cyber crime has been convicted.

The court, however, felt that as the accused was a young boy of 24 years and a first-time convict, a lenient view needed to be taken. The court therefore released the accused on probation for one year.

Read the case study carefully given above and answer the following questions:

Q.7  a) Cyber security is one of the most critical issues in present day. Explain the various categories of malware and the methods attackers employ to destroy the components of an ecommerce system.

b) What steps would you take to ensure safety and security of your computer and your privacy online?
End Semester Examination, May 2014  
MBA – Fourth Semester  
REGIONAL BUSINESS POLICIES (EPIB-401)

Time: 3 hrs  
Max Marks: 50  
No. of pages: 1  
Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 Discuss advantages and disadvantages of integration of EU into a single market.  
10

Q.2 Write a short note on Schengen Visa and its implications.  
10

Q.3 Write a brief note on NAFTA and its impact on Indo-US relations.  
10

Q.4 “Russia: from socialism to market economy” Comment.  
10

Q.5 Discuss implications of doing business in South East Asia in context with India.  
10

Q.6 **Case Study:**

**Indian Oil Corporation’s Internationalization Strategy**

Indian Oil Corporation (IOC) is the largest commercial undertaking in India and the only Indian company in Fortune magazine’s ‘Global 500 Listing’. As a part of its internationalization strategy, it has entered foreign markets by using the entry methods like exporting, turnkey projects, strategic alliance, joint venture, wholly owned subsidiaries etc.

Besides, IOC has also formed a wholly owned subsidiary in Sri Lanka – known as Lanka IOC Pvt. Ltd. (LIOC). LIOC acquired 100 retail outlets owned by the Ceylon Petroleum Corporation (CPC) in 2003. Besides building and operating storage facilities at Trincomalee tank farm, LIOC is also involved in bulk supply to industrial consumers. In order to facilitate the operations of LIOC, the government of Sri Lanka has extended the following concessions:

i) A tripartite agreement signed between the Sri Lankan Government, CPC, and LIOC guarantees that only three retail players (including CPC and LIOC) will operate in the Sri Lankan market for the next five years.

ii) LIOC has been allowed income tax exemption for 10 years from the date of commencement of operations and a concessional tax of 15 % thereafter against the prevailing rate of 35 %.

iii) LIOC has also been granted customs duty exemption for import of project related plant, machinery, and equipment during the project implementation period of five years, besides free transfer of dividend / income to India.

As a strategic perspective, Indian Oil Corporation is moving towards globalizing its markets.

Read the case study given above and answers the following question:

a) Identify the main reasons behind IOC’s expansion into global markets.

b) IOC has adapted a mix of entry modes for approaching international markets. Critically evaluate the factors affecting IOC’s selection of these entry modes.

c) In view of the emerging economic and political scenario, evaluate IOC’s entry into Sri Lanka as a wholly owned subsidiary.  
10
End Semester Examination, May 2014  
MBA – Fourth Semester  
INTERNATIONAL TRADING OPERATIONS AND PRACTICES (EPIB-402)

Time: 3 hrs  
Max Marks: 50  
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 What are the differences between FOB and CIF contract? Also explain duties and obligations of importers and exporters?  
10

Q.2 Describe the different regulatory documents which serve the purpose of monitoring the realization of export proceeds.  
10

Q.3 “Arbitration is better than litigation”. Discuss.  
10

Q.4 “Letter of credit is the safest mode of payment in import and export”. Comment.  
10

Q.5 Explain the procedure of custom clearance of import consignments.  
10

**PART-B**

Q.6 Case study:  
MAHINDRA AND MAHINDRA

Mahindra and Mahindra (M and M) is a major player in the tractor business and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000 to 2001.

M and M has been selling its tractors and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad.

M and M has a 100 per cent subsidiary in USA, Mahindra USA, with a strong network of 100 dealers.

Mahindra has a five per cent market share in the US market in the 28-30 horse power (HP) range.

As a part of the strategy aimed at building global supply chain, Mahindra USA has signed a Memorandum of Understanding (MoU) with the Korean tractor major Tong Yang, a part of the $2 billion Tong Yang Moolsam group, according to which Mahindra will source high power (mostly 25-40 hp range) and sell them around the world under the M and M brand name. To start with, the premium range of tractors will be sold in the US.

M and M’s current tractor range is more utility-oriented and lacks the aesthetic appeal that Tong Yang’s tractors have, a must for a strong presence in the US market.

Read the case study given above and answers the following questions:

a) What are the advantages and disadvantages of global sourcing?  
b) How will the foreign market expansion help M and M?  
c) How does the strategic alliance with Tong Yang benefits M and M?  
d) What are the possible risks of the alliance? How can they be overcome / minimized?  
10
End Semester Examination, May 2014
MBA – Fourth Semester
SERVICE MARKETING (EPMK-401)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A. All questions carry equal marks.

PART-A

Q.1 If you were the manager of a service organization and wanted to apply the gaps model to improve service, which gap would you start with? Why? In what order would you proceed to close the gaps? 10

Q.2 Discuss the five dimensions of service quality. What do they mean in the context of?
   a) An industrial repair shop
   b) A retail bank
   c) A big 4 accounting firm. 10

Q.3 What would be an appropriate service recovery policy for a wrongly bounced cheque for?
   a) Your local savings bank
   b) A major national bank
   c) A high end private bank for high-net-worth individuals.
   Explain your rationale, and also compute the economic costs of the alternative service recovery policies. 10

Q.4 Choose a service company with which you are familiar and discuss how each of the eight elements (8Ps) of integrated service management applies. 10

Q.5 From a customer perspective, what serves to define value in the following services?
   a) A hairdressing salon
   b) A legal firm specializing in business and taxation law.
   c) A health club. 10

Q.6 List five ways in which investment in hiring and selection, training, and ongoing motivation of employees will pay dividends in customer satisfaction for:
   a) A restaurant
   b) An airline
   c) A hospital
   d) A consulting firm 10

PART-B

Q.7 Read the case study given on the next page and answers the following questions:
   a) What rational and emotional attributes do you look for in a fast food restaurant? Do these attributes fit your favourite food establishment in your country?
   b) Evaluate Nirula’s service concept and business model.
   c) What could go wrong with plans to expand sales volume and profits? 10

P. T. O.
Case Study: Comeback Kid?

If you turn the corner at L-block in central Delhi's Rajiv Chowk, you will run into a Haldiram's food outlet, which for many Delhites, is a jarring realisation of the changing times. This, after all, was the flagship location of the legendary eating establishment, Nirula's, which Delhi residents regularly flocked to for mouth-watering savouries or ice-cream. Its other immensely popular location, near the Chanakya Cinema hall, also no longer exists. In the past 15 years or so, Indian consumers have gotten increasingly younger and armed with more disposable income than ever. They've become hungrier for food outside home; frequenting fastfood chains such as McDonald's, Domino's, Pizza Hut, KFC and others—even fuelling the rise of formidable domestic players, such as Haldiram's and Bikanervala's. Yet, Nirula's has atrophied, unable to exploit this valuable demographic, despite its storied brand name and once-loyal fan following, having ceded acres of ground to its more agile fast-food competitors.

With time, Nirula's is chasing a path of growth by trying everything: venturing into new territories, embracing new formats and luring new customers. Primarily known as an NCR player, it is now spread across many north Indian cities and is planning to enter others, like Indore in Madhya Pradesh. Nirula's mode of expansion is diverse. The chain has ventured into clubs, malls, fuel stations, bus stations, airports and railway stations in order to seek its consumers, and is even considering areas such as corporate parks, educational institutions and hospitals for additional outlets. Its formats range from hotels (just two) to ice-cream kiosks and pastry corners. In its menu, lower-cost options have made an entry. An example: Chillo—an ice-cream priced at Rs 15—which brought in new customers to its outlets this summer. Of course, this kind of strategy brings with it the eminent danger of spreading the company's resources too thin.
Time: 3 hrs

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A. All questions are carry equal marks.

**PART-A**

Q.1 Compare and contrast the opportunities that a one to one marketing using the Internet provides over traditional transaction-oriented marketing?

Q.2 Explain in detail how will you determine Internet marketing mix for a product of your choice?

Q.3 Discuss the role of product opinion sites in increasing the marketing opportunities for a product?

Q.4 Explain the following terms concerning measurement of web site effectiveness:
   a) Hits.
   b) Page impression.
   c) Referring pages.

Q.5 What are the legal and ethical issues involved in Internet Marketing? What actions should e-commerce managers take to safeguard consumer privacy and security while visiting websites?

Q.6 Explain the following terms:
   a) Pay-per-click marketing.
   b) Email marketing.
   c) Blogging.
   d) Podcasting.
   e) RSS.

**PART-B**

Q.7 Case study:

In 2008, when co-owners Matt Buchan and Alex Garcia decided to buy and makeover a hair salon in Seattle Washington, which they renamed Emerson Salon after Ralph Waldo Emerson, They decided that the Internet would be an important focus for their business. Little did they know that two years later, 75% of their business would be sourced from Facebook, Twitter and their blog. After talking with these savvy entrepreneurs, it was obvious that they had created a whole new business model in the hair and beauty industry, in which social media was king. Social media is so ubiquitous in their salon that Buchan noted that, "It’s rare for even a walk-in customer to come in and not have read our blog or seen our tweets". Buchan and Garcia have lent tremendous efforts towards building an online community while keeping up with the latest trends. You can measure their efforts by

P. T. O.
taking a look at their website. Right away, they have links to all of their social profiles, links to all of their stylists' social profiles, their blog feed, and a button where users can book their next hair appointment online. Even more impressively, after booking an appointment, a user can share their appointment with friends on Twitter or Facebook. Since introducing social media into the mix, traffic to their website has more than tripled. It's no wonder the salon believes so strongly in the power of connecting.

Lastly, Emerson Salon makes it a point to stay involved with the local community and build a place where customers can gather for just about anything. Buchan elaborated that, "whether it's talking about the next local street fair, things we are passionate about (like the Lost finale), or just our latest hair cut special, social media is great place to engage the community".

Read and case study carefully given above and answers the following questions:

a) Discuss how social Media can be used for promotion of real estate properties? How would you reach your target groups?

b) What can be the pitfalls of using social media for promotion?  

5x2
End Semester Examination, May 2014
MBA – Fourth Semester
STRATEGIC HUMAN RESOURCE MANAGEMENT (EPHR-401)

Time: 3 hrs
Max Marks: 50
No. of pages: 3

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 "IBM created several minority task forces for groups such as women and native Americans. These task forces have been helpful in expanding IBM's multicultural markets". What steps can any organization take for creating and maintaining a diverse workforce? 10

Q.2 Elucidate the difference in universalistic and contingency approach of strategic human resource management. Under what different internal and environmental conditions can organization opt for universalistic approach? 10

Q.3 What are various measures to evaluate effectiveness of strategic human resource management during merger and acquisition? 10

Q.4 What are the positive and negative aspects of implementing HRIS in a manufacturing organization heading for diversification? 10

Q.5 Explain the difference between insurance and gratuity. Under what conditions any company in India is liable to implement the laws relating to insurance and gratuity? 10

Q.6 How strategic HR planning differs during acquisition and restructuring? Explain by citing examples. 10

PART-B

Q.7 Read the case study carefully given below and answers the following questions:

a) My strategy is to (Hopefully) expand the number of stores and eventually franchise, while focusing on serving only high-quality fresh ingredients. What are three specific human resource management implications of my strategy (including specific policies and practices)? 5

b) Identify and briefly discuss five specific human resource management errors that I'm currently making. 5

Case study:

Angelo’s Pizza

Angelo Camero was brought up in the Bronx, New York, and basically always wanted to be in the pizza store business. As a youngster, he would sometimes spend hours at the local pizza store, watching the owner knead the pizza dough, flattern it into a large circular crust, fling it up, and then spread on tomato sauce in larger and larger loops. After graduating from college as a marketing major, he made a beeline back to the Bronx, where he opened his first Angelo’s Pizza store, emphasizing its clean, bright interior, its crisp green, red, and white sign, and its all-natural, fresh ingredients. Within 5 years, Angelo’s store was a success, and he had opened three other stores and was considering franchising his concept.

Eager as he was to expand, his 4 years in business school had taught him the difference between being an entrepreneur and being a manager. As an entrepreneur/small-business owner, he knew he had the distinct advantage of being able to personally run the whole operation himself. With just one store and a handful of employees, he could make every decision and watch the cash register, check in the new supplies, oversee the takeout, and personally supervise the service.

P. T. O
When he expanded to three stores, things started getting challenging. He hired managers for the two new stores (both of whom had worked for him at his first store for several years) and gave them only minimal "how to run a store"-type training, on the assumption that, having worked with him for several years, they already knew pretty much everything they needed to know about running a store. However, he was already experiencing human resource management problems, and he knew there was no way he could expand the number of stores he owned, or (certainly) contemplate franchising his idea, unless he had a system in place that he could clone in each new store, to provide the manager (or the franchisee) with the necessary management knowledge and expertise to run their stores. Angelo had no training program in place for teaching his store managers how to run their stores. He simply (erroneously, as it turned out) assumed that by working with him they would learn how to do things on the job. Since Angelo really had no system in place, the new managers were, in a way, starting off below zero when it came to how to manage a store.

There were several issues that particularly concern Angelo. Finding and retaining good employees was number one. He'd read the new National Small Business Poll from the National Federation of Independent Business Education Foundation. It found that 71% of small-business owners believed that finding qualified employees was "hard." Furthermore, "the search for qualified employees will grow more difficult as demographic and education factors" continue to make it more difficult to find employees. Similarly, reading The Kiplinger Letter one day, he noticed that just about every type of business couldn't find enough good employees to hire. Small firms were particularly in jeopardy; the Letter said: Giant firms can outsource many (particularly entry-level) jobs abroad, and larger companies can also afford to pay better benefits and to train their employees. Small firms rarely have the resources or the economies of scale to allow outsourcing or to install the big training programs that would enable them to take untrained new employees and turn them into skilled ones.

Although finding enough employees was his biggest problem, finding enough honest ones scared him even more. Angelo recalled from one of his business school courses that companies in the United States are losing a total of well over $400 billion a year in employee theft. As a rough approximation, that works out to about $9 per employee per day and about $12,000 lost annually for a typical company. Furthermore, it was small companies like Angelo's that were particularly in the crosshairs, because companies with fewer than 100 employees are particularly prone to employee theft. Why are small firms particularly vulnerable? Perhaps they lack experience dealing with the problem. More importantly: Small firms are more likely to have a single person doing several jobs, such as ordering supplies and paying the delivery person. This undermines the checks and balances managers often strive for to control theft. Furthermore, the risk of stealing goes up dramatically when the business is largely based on cash. In a pizza store, many people come in and just buy one or two slices and a cola for lunch, and almost all pay with cash, not credit cards.

And, Angelo was not just worried about someone stealing cash. They can steal your whole business idea, something he learned from painful experience. He had been thinking of opening a store in what he thought would be a particularly good location, and was thinking of having one of his current employees manage the store. Instead, it turned out that this employee was, in a manner of speaking, stealing Angelo's brain—what Angelo knew about customers, suppliers, where to buy pizza dough, where to buy tomato sauce, how much everything should cost, how to furnish the store, where to buy ovens, store layout—everything. This employee soon quit and opened up his own pizza store, not far from where Angelo had planned to open his new store.

That he was having trouble hiring good employees, there was no doubt. The restaurant business is particularly brutal when it comes to turnover. Many restaurants turn over their employees at a rate of 200% to 300% per year—so every year, each position might have a series of two to three employees filling it. As Angelo said, "I was losing two to three employees a month." As he said, "We're a high-volume store, and while we should have [to fill all the hours in a week] about six employees per store, we were down to only three or four, so my managers and I were really under the gun."
The problem was bad at the hourly employee level: "We were churning a lot at the hourly level," said Angelo. "Applicants would come in, my managers or I would hire them and not spend much time training them, and the good ones would leave in frustration after a few weeks, while often it was the bad ones who'd stay behind." But in the last 2 years, Angelo's three company-owned stores also went through a total of three store managers—"They were just blowing through the door," as Angelo put it, in part because, without good employees, their workday was brutal. As a rule, when a small-business owner or manager can't find enough employees (or an employee doesn't show up for work), about 80% of the time the owner or manager does the job himself or herself. So, these managers often ended up working 7 days a week, 10 to 12 hours a day, and many just burned out in the end. One night, working three jobs himself with customers leaving in anger, Angelo decided he'd never just hire someone because he was desperate again, but would start doing his hiring more rationally.

Angelo knew he should have a more formal screening process. As he said, "If there's been a lesson learned, it's much better to spend time up-front screening out candidates that don't fit than to hire them and have to put up with their ineffectiveness." He also knew that he could identify many of the traits that were needed. For example, he knew that not everyone has the temperament to be a waiter or waitress (he has a small pizza/Italian restaurant in the back of his main store). As Angelo said, "I've been personalities that were off the charts in assertiveness or overly introverted, traits that obviously don't make a good fit for a waiter or waitress."

As a local business, Angelo recruits by placing help wanted ads in two local newspapers, and he's been "shocked" at some of the responses and experiences he's had in response to his help wanted ads. Many of the applicants left voice mail messages (Angelo or the other workers in the store were too busy to answer), and some applicants Angelo "just axed" on the assumption that people without good telephone manners wouldn't have very good manners in the store either. He also quickly learned that he had to throw out a very wide net, even if only hiring one or two people. Many people, as noted, he just deleted because of the messages they left, and about half the people he scheduled to come in for interviews didn't show up. He'd taken courses in human resource management, so (as he said) "I should know better," but he hired people based almost exclusively on a single interview (he occasionally made a feeble attempt to check references). In total, his HR approach was obviously not working. It wasn't producing enough good recruits, and the people he did hire were often problematical.

What was he looking for? Service-oriented courteous people, for one. For example, he'd hired one employee who used profanity several times, including once in front of a customer. On that employee's third day, Angelo had to tell her, "I think Angelo's isn't the right place for you," and he fired her. As Angelo said, "I felt bad, but also knew that everything I have is on the line for this business, so I wasn't going to let anyone run this business down." Angelo wants reliable people (who'll show up on time), honest people, and people who are flexible about switching jobs and hours as required.

Angelo's Pizza business has only the most rudimentary human resource management system. Angelo bought several application forms at a local Office Depot, and rarely uses other forms of any sort. He uses his personal accountant for reviewing the company's books, and Angelo himself computes each employee's paycheck at the end of the week and writes the checks. Training is entirely on-the-job. Angelo personally trained each of his employees. For those employees who go on to be store managers, he assumes that they are training their own employees the way that Angelo trained them (for better or worse, as it turns out). Angelo pays "a bit above" prevailing wage rates (judging by other help wanted ads) but probably not enough to make a significant difference in the quality of employees that he attracts. If you asked Angelo what is his reputation is as an employer, Angelo, being a candid and forthright person, would probably tell you that he is a supportive but hard-nosed employer who treats people fairly, but whose business reputation may suffer from disorganization stemming from inadequate organization training. He approaches you to ask you several questions.
End Semester Examination, May 2014
MBA – Fourth Semester
CROSS CULTURAL MANAGEMENT (EPHR-402)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Should Indian managers be equipped with the knowledge of cross-cultural management? Discuss with examples. 10

Q.2 In the Indian context, what are the implications of culture on international recruitment and selection? Explain with examples. 10

Q.3 Do Indian companies have an edge over other companies at being successful in cross-border mergers and acquisitions? Discuss with examples. 10

Q.4 With examples, explain the problems related to working with cross-cultural teams in the service industry. 10

Q.5 With examples, explain the challenges faced while integrating cultural with the performance of expatriates in India. 10

PART-B

Read the case study carefully given below and answer the following question:

Q.6 Discuss the cultural constructs embraced by apple, which you believe may put Apple into difficulties in the future.

Case study:

Apple Inc. — the Culture That Makes It Great!

"Work hard play hard"—this is what the culture of US-based consumer electronics major, Apple, Inc. proclaims. Apple's work culture is driven by passion, and it also believes in introducing new products to create a niche of its own. With a relaxed and informal work culture, Apple maintains stringent commitment to deadlines, and ensures "fun, yet demanding" work environment. Apple was founded on 1 April 1976, and is engaged in designs, manufacturing, and marketing of personal computers, portable digital music players, mobile communication devices and related software, services, peripherals, and various networking solutions. With Steven Paul Jobs, Stephen Gary Wozniak, and Ronald Gerald Wayne as the founders, Apple has emerged as the most challenging workplace for creative minds.

Shredding the formal hierarchical organization, Apple embraced the result-driven approach, making its employees as the most active partners in business growth. Matt Asay, Vice President of business development of Apple, rightly said, "The people within believe that they are doing The Right Thing, and that they will win…. Passion for one’s company is arguably a prerequisite for any company that wants to dominate its market." According to 2009 rankings, Apple, Inc.
has been adjudged the most admired company by the Fortune Magazine. Apple bagged this award for the second consecutive year, for achieving excellence in innovation and people management.

The year 2009 is the milestone for Apple as the fourth quarter (ended on September 26, 2009) saw Apple's revenue reach $9.87 billion with growth in quarterly profitability of $1.67 billion, against the revenue of $7.9 billion and quarterly profit of $1.14 billion for the same quarter in the previous year. Such revenue growth and profitability of Apple largely due to its increase in international sales, which accounts for 46% of the total sales. Sales of i-phones, the landmark product of the company today, has again increased against previous years' decline in sales. With more sales of Macs and i-phones, and introduction of some innovative products, the year 2010 looks to be more challenging and result orientated. Apple attributes its growth in revenue and profitability to its people who enjoy working with the company in a challenging and creative environment. Steve Jobs, the CEO of the company, believes in nurturing the work culture which values creative people.

Some of the cultural constructs embraced by Apple are:

- **Work hard, play hard**: Apple embraced this culture since its inception. It focuses on innovation and venture into those markets where it can make a significant contribution. This culture of Apple is reinforced by the introduction of customer-centric technology-intensive products.

- **Run your own show**: Apple does not stick to organizational hierarchy. It rather respects individuality and allows excellence to sprout to attract and retain the talent in the organization.

- **Nurturing diversity**: Being an equal opportunity employer, Apple promotes diversity, and diversity-inclusive culture helps the company to promote innovation and creativity in work place.

- **Flexible compensation and benefits**: Apple's compensation and benefits plans are flexible enough to accommodate the needs of its employees. While standard benefits are common, flexible benefits, enable the employees to select from a wide range of options.

- **Career opportunities and employment security**: Positive recruitment policy, internship, on-the-job training and career opportunities are Apple's strategic HR policies to attract and retain people.

- **Culture of secrecy**: Being always ahead in innovation, secrecy is in-built with Apple's corporate culture. It is the way the employees' believe in working with the company.

With all these cultural constructs, Apple, Inc. has thrived in a competitive market, creating a niche for the company.
End Semester Examination, May 2014  
MBA – Fourth Semester  
SYSTEM ANALYSIS AND DESIGN (EPIS-401)

Time: 3 hrs  
Max Marks: 50  
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 What are business to consumer and business to business web applications, and give some examples of each type? 10

Q.2 What are the business factors that are driving system analysis? Based on these factors, what should system analysis address? 10

Q.3 Why is decision analysis phase needed? 10

Q.4 How should analysts show the object or class relationship using UML? 10

Q.5 a) What is the essential difference between system analysis and system design? 5x2
   b) What are some of the benefits of Prototyping?

PART-B

Case study:

An outside systems analyst was asked by the bank's President to contact Mrs. Mandelbaum about some problem in the accounting department. During the first meeting, Mrs. Mandelbaum, the supervisor, said there have been problems reconstructing the Christmas club account three out of five days each week. The tape shows figures that are either more or less than actual cash receipts. The Headteller blames it on the old teller terminals, which are "down" most of the time. The accounting department counters by emphasizing that the teller department is accountable for the difference. Everything points to human error.

With this in mind, the analyst went straight to the teller in charge of the club account and pretty much accused her of stealing money. Following this meeting, he conducted interviews with the Headteller and the reconciling clerk in charge of the club accounts. Late that day, he phoned the President and told him it would take a week to correct the problem.

The next day, the analyst studied the coupons and the procedure followed by the clerk. Although counting coupons was manual, there was nothing in particular to explain the difficulty in balancing the receipts. During the next three days, the analyst observed the teller and how.

She handled the coupons. Everything seemed normal, although there were occasional errors in keying the amounts or code. The last day was Friday and the analyst had no answers. The President was disappointed with the lack of feedback. When confronted, the analyst admitted that he had little knowledge of accounting.

P.T.O.
auditing, or how accounts are reconciled, but if he had another week, he could learn enough to computerize the whole operation.

Toward the end of the day, a customer’s passbook was posted with the wrong amount. Upon closer inspection, it was found that the teller machine always printed 9 instead of 0. When the machine was replaced the Christmas club account balanced with no difficulty.

Q.6 Read the case study carefully given above and answers the following questions:

a) What mistakes did the analyst make in handling the project? Did he use a correct procedure? Explain.

b) In deciding on an analyst, what criteria do you suggest the bank consider for future invitations? Elaborate.
End Semester Examination, May 2014
MBA – Fourth Semester
INFORMATION SYSTEM AND BUSINESS INTELLIGENCE SYSTEM
(EPIS-402)

Time: 3 hrs
Max Marks: 50
Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Describe the components, characteristics and functions of a Decision Support System (DSS) and show how these are displayed in a particular example of its use. 10

Q.2 Business Intelligence (BI) systems include elements of both Executive Information Systems (EIS) And Decision Support Systems (DSS). Explain the key features of an EIS and DSS. 10

Q.3 What is web mining? Explain web content mining. 10

Q.4 Explain three tier data warehousing architecture. Explain differences between operational database systems and data warehouse. 10

Q.5 Explain the following terms:
a) Artificial Intelligence.
b) Expert Systems. 5x2

Q.6 Write short notes on any two:
a) Knowledge management systems.
b) OLAP and OLTP.
c) Approaches to text mining. 5x2

PART-B

Q.7 Case study:
A Marketing Decision Support System at Corn Rail

Corn Rail is a non-profit corporation started in 1976 by the U.S. Administration to revitalize its freight service of 6 bankrupt rail lines. The company operates in a competitive environment mainly against the truck transport and therefore marketing strategies are very important. The success of Corn Rail depends on pricing requests for adhoc information by the many decision makers at remote locations which must be responded very fast. A huge database of historical data (about 5 million records per year, each containing 100 fields of data) is used for information retrieval. To reply to users' request means a search for data, sorting, summarization, consolidation, computation, data presentation and data transfer. Most users do not have computer experience and therefore it is necessary to have a user friendly Database Management System (DBMS). In addition to internal data, the DBMS includes industry and other environmental information provided by external data banks and information about clients and competitors.

Read the case study carefully given above and answers the following questions:
a) Draw a flow diagram on Corn Rail customer interactive computing software. What are the improvements you may suggest as a software vendor to increase its usage? 5x2
b) What type of training programme would you suggest for the users? What are the likely savings to the company by interacting this system?
End Semester Examination, May 2014
MBA – Fourth Semester
INDUSTRY PROJECT (EPMC-401)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 What are the key factors you would consider while planning a media campaign? Explain through a practical example.

Q.2 How would you define the target segment for a campaign before media and communication planning? Explain through a practical example.

Q.3 How is communication planning different from media planning? Explain through a practical example.

Q.4 What tools/research reports would you use for print media planning? Explain through a practical example.

Q.5 What tools/research reports would you use for Television media planning? Explain through a practical example.

PART-B

Q.6 Case study:

2 States (Film)

2 States is a 2014 Indian romantic comedy film directed by Abhishek Varman based on the 2009 novel of the same name written by Chetan Bhagat. It is produced by Karan Johar and Sajid Nadiadwala. The film stars Arjun Kapoor and Alia Bhatt in lead roles. The film released on April 18, 2014 and earned positive to great reviews from critics and has been received exceptionally well by the masses. For a movie with comparatively fresh stars, the movie is one of the top 3 grossers this year (2014).

Plot:
The story begins in the IIM Ahmedabad mess, where Krish, a Punjabi boy from Delhi sees a beautiful girl, Ananya, a Tamilian from Chennai, quarreling with the mess staff about the food. They become instant friends and decide to study together. During this time, they become romantically involved. They both get job placements, and have serious plans for marriage. Initially Krish tries to convince Ananya’s parents, and at last convinces them by helping Ananya’s father to do his first PowerPoint Presentation, her brother, Manju, by coaching him for his exams, and her mom by asking her to sing in a concert organised by his workplace. After which, they try to convince Krish’s mom. But the problem is Krish’s maternal side of the family are completely against such a union. They say that Krish should not marry a “Madrasi” but end up agreeing when Ananya successfully helps one of Krish’s cousins to get married. The last step they had to go through was to get their families to like and respect each other (after a disastrous first meeting during convocation). That though failed miserably as Krish’s mother kept making snide remarks which led to Ananya’s parents walking out. In an effort to keep the situation in hand, Krish tries to soothe his mother’s anger by lying, during this

P.T.O.
End Semester Examination, May 2014
MBA – Fourth Semester
GENERAL EMPLOYABILITY (EPMC-402)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 What are various elements of team work skills required to succeed in a corporate environment? 10

Q.2 What are various elements of spoken communication skills required to succeed in a corporate environment? 10

Q.3 What are various elements of written communication skills required to succeed in a corporate environment? 10

Q.4 What are various elements of problem solving skills required to succeed in a corporate environment? 10

Q.5 What are various elements of practical execution skills required to succeed in a corporate environment? 10

PART-B

Q.6 Case study:

Spend a few minutes reflecting on your own professional profile. Now if you were to introduce yourself in one written page to a potential employer, highlighting the following skills – team work, spoken communication, written communication, problem solving, practical execution – then how would you do it? 10
End Semester Examination, May 2014
MBA – Fourth Semester
PROFESSIONAL PRACTICES IN REAL ESTATE AND REAL ESTATE VALUATION (EPRE-401)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 Answer the following:
   a) Comparative method of valuation.
   b) Replacement method of valuation.  
      5x2

Q.2 Discuss the various roles involved in the real estate sector.  

Q.3 Enlist 10 duties to clients and customer by NAR-India.  

Q.4 Discuss lump-sum fee basis and computation as per IESL, Sri Lanka.  

Q.5 Explain operational guidelines on 3 key policy and governance areas in the real estate sector.  

Q.6 What are the different Government contracting options practiced for real estate sector?  

PART-B

Q.7 Discuss the property valuation concept in detail including its purpose and types of value.  

10
PART-A

Q.1 Answer the following:
   a) Use of SCADA and IT applications in power stations.
   b) Discuss smart grid system.

Q.2 What is an open-access system? Discuss major challenges in open access.

Q.3 Elucidate on the growth of transmission system in India.

Q.4 a) Detail some of the features of Budget 2014-15.
    b) Discuss objectives and targets of PMGSY.

Q.5 Discuss the National Development Plan Bharat Nirman and PMGSY under Bharat Nirman.

Q.6 Enlist the functional classification of Highways in India.

PART-B

Q.6 Case Study:
The reasons for the relatively slow growth of India's green real estate sector can be defined at different levels. At the policy level (Centre and State): The scale of policy-level incentives continues to be a constraint for manufacturers of green technologies, products and equipment as also for developers and consumers of green buildings. To be more precise, the incentives being offered are not consistent across all states, and in states where they exist, the implementation mechanism is not aligned to the expected throughput.

While environmental clearance norms have gained traction over the years, this has arguably had a negative impact on growth because states have not evolved the adoption of appropriate and adequate machinery to ensure that clearances are accorded objectively and most importantly in time. This has created a backlog which has further slowed the growth of green real estate.

As a result process of providing environmental clearances, while being preferential for green buildings, is inherently slow, resulting in reduced effectiveness of this incentive. From the perspective of developers, there appear to be limited incentives for enabling green initiatives, and current technologies are either too expensive or do not address the requirements of such projects.

While proactive efforts, such as providing extra FSI for projects that incorporate green initiatives and property tax rebates for green developments, have been made by some local bodies, they are not prevalent on a large scale.

Read the case study carefully given above and answer the question:

What are the measures you would take to boost growth in green real sector?
Poolside purchased 75% of Seacoast for $4,000,000 10-year ago. On the date of acquisition the balance on its retained earnings was $2,088,000. The statements of financial position of the two companies as at 31st March, 2014 are as follows:

<table>
<thead>
<tr>
<th>Particular</th>
<th>Poolside</th>
<th>Seacoast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in Seacoast</td>
<td>4,000</td>
<td>-</td>
</tr>
<tr>
<td>Land and buildings</td>
<td>6,700</td>
<td>-</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>2,020</td>
<td>4,420</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>1,020</td>
<td>690</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>1,780</td>
<td>704</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>2,744</td>
<td>1,028</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>178</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td>18,442</td>
<td>6,944</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share capital-$1 ordinary shares</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>8,450</td>
<td>5,220</td>
</tr>
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<td>Revaluation surplus</td>
<td>5,000</td>
<td>-</td>
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<tr>
<td><strong>Non-current liabilities</strong></td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td>10% debentures</td>
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<tr>
<td><strong>Current liabilities</strong></td>
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<td></td>
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<tr>
<td>Trade payables</td>
<td>1,992</td>
<td>724</td>
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<tr>
<td></td>
<td>18,442</td>
<td>6,944</td>
</tr>
</tbody>
</table>

The following additional information is available:

a) Included in trade receivables of poolside are amounts owed by seacoast of $150,000. The current accounts do not at present balance due to a payment for $78,000 being in transit at the year end from seacoast.

b) Included in the inventories of Seacoast are items purchased from poolside during the year for $62,400. Poolside marks up its good by 30% to achieve its selling price.

c) $360,000 of the recognized goodwill arising is to be written off due to impairment losses.

d) Seacoast shares were trading at $8.80 just prior to acquisition by poolside.
Required:
Prepare the consolidate statement of financial position group of companies as at 31st March, 2014. It is the group policy to value the non-controlling interests at fair value.

Q.2 Moonwalk acquired a 60% holding in Sunlight three year ago when Sunlight’s retained earnings balance stood at $ 8,000. Both businesses have been very successful since the acquisition and their respective statements of profit or loss for the year ended 30 Jun 2014 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Moonwalk</th>
<th>Sunlight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>201,700</td>
<td>96,500</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>100,700</td>
<td>46,300</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>101,000</td>
<td>50,200</td>
</tr>
<tr>
<td>Distribution costs</td>
<td>8,000</td>
<td>7,300</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>12,125</td>
<td>8,900</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>80,875</td>
<td>34,000</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>30,875</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>Profit for the year</strong></td>
<td>50,000</td>
<td>23,000</td>
</tr>
</tbody>
</table>

Additional information:
During the year Sunlight sold some goods to Moonwalk for $ 20,000, including 25% mark up. Half of these items were still in inventories at the year-end.

Required:
Produce the consolidated statement of profit or loss of Moonwalk and its subsidiary for the year ended 30th June, 2014. Goodwill is to be ignored.

Q.3 The following transactions took place at ABC, a company reporting in dollars, in the year 31st December, 2012:

a) Sale of goods on credit on 1st October 2012 for GBP 50,000. The customer paid on 3rd December.

b) Purchase of goods on credit for GBP 60,000. The goods were received by ABC on 15th December, 2012 and the account had not been settled by the year end.

c) An asset with a useful life of five years and purchased on 1st 2012 for GBP 200,000 cash.

d) A long term loan of GBP 800,000 was taken out with a bank on 3rd December 2012 for the purpose of improving the company's working capital.

Exchange rates in the year 2012 are:

| 1 January | GBP 1.70 |
| 1 October | GBP 1.65 |
| 3 December | GBP 1.50 |
| 15 December | GBP 1.40 |
| 31 December | GBP 1.35 |

Required:
Show how each of the above transactions would be represented in the financial statements of ABC in the year ended 31st December, 2012.

Q.4 The following transactions relate to Cameroon for the year ended 31st December, 2014. Cameroon purchased 8,000 kg of materials on December 2014 to use in their production process.
End Semester Examination, May 2014
MBA – Fourth Semester
KPMG - PAPER-I (CORPORATE FINANCIAL REPORTING)
(EPKPMG-401)

Time: 3 hrs
Max Marks: 50
No. of pages: 3

Note: Attempt ALL questions are compulsory. Marks are indicated against each.

PART-A

Q.1 Poolside purchased 75% of Seacoast for $4,000,000 10-year ago. On the date of acquisition the balance on its retained earnings was $2,088,000. The statements of financial position of the two companies as at 31st March, 2014 are as follows:

<table>
<thead>
<tr>
<th>Particular</th>
<th>Poolside</th>
<th>Seacoast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in seacoast</td>
<td>4,000</td>
<td>-</td>
</tr>
<tr>
<td>Land and buildings</td>
<td>6,700</td>
<td>-</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>2,020</td>
<td>4,420</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>1,020</td>
<td>690</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>1,780</td>
<td>704</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>2,744</td>
<td>1,028</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>178</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td>18,442</td>
<td>6,944</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share capital-1 ordinary shares</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>8,450</td>
<td>5,220</td>
</tr>
<tr>
<td>Revaluation surplus</td>
<td>5,000</td>
<td>-</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td>10% debentures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade payables</td>
<td>1,992</td>
<td>724</td>
</tr>
<tr>
<td></td>
<td>18,442</td>
<td>6,944</td>
</tr>
</tbody>
</table>

The following additional information is available:

a) Included in trade receivables of poolside are amounts owed by seacoast of $150,000. The current accounts do not at present balance due to a payment for $78,000 being in transit at the year end from seacoast.

b) Included in the inventories of Seacoast are items purchased from poolside during the year for $62,400. Poolside marks up its good by 30% to achieve its selling price.

c) $360,000 of the recognized goodwill arising is to be written off due to impairment losses.

d) Seacoast shares were trading at $8.80 just prior to acquisition by poolside.

P. T. O.
Required:
Prepare the consolidate statement of financial position group of companies as at 31st March, 2014. It is the group policy to value the non-controlling interests at fair value.

Q.2 Moonwalk acquired a 60% holding in Sunlight three year ago when Sunlight's retained earnings balance stood at $8,000. Both businesses have been very successful since the acquisition and their respective statements of profit or loss for the year ended 30 Jun 2014 are as follows:

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Additional information:
During the year Sunlight sold some goods to Moonwalk for $20,000, including 25% mark up. Half of these items were still in inventories at the year-end.

**Required:**
Produce the consolidated statement of profit or loss of Moonwalk and its subsidiary for the year ended 30th June, 2014. Goodwill is to be ignored.

Q.3 The following transactions took place at ABC, a company reporting in dollars, in the year 31st December, 2012:

a) Sale of goods on credit on 1st October 2012 for GBP 50,000. The customer paid on 3rd December.

b) Purchase of goods on credit for GBP 60,000. The goods were received by ABC on 15th December, 2012 and the account had not been settled by the year end.

c) An asset with a useful life of five years and purchased on 1st 2012 for GBP 200,000 cash.

d) A long term loan of GBP 800,000 was taken out with a bank on 3rd December 2012 for the purpose of improving the company’s working capital.

Exchange rates in the year 2012 are:

<table>
<thead>
<tr>
<th>Date</th>
<th>GBP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 January</td>
<td>1.70</td>
</tr>
<tr>
<td>1 October</td>
<td>1.65</td>
</tr>
<tr>
<td>3 December</td>
<td>1.50</td>
</tr>
<tr>
<td>15 December</td>
<td>1.40</td>
</tr>
<tr>
<td>31 December</td>
<td>1.35</td>
</tr>
</tbody>
</table>

**Required:**
Show how each of the above transactions would be represented in the financial statements of ABC in the year ended 31st December, 2012.

Q.4 The following transactions relate to Cameroon for the year ended 31st December, 2014. Cameroon purchased 8,000 kg of materials on December 2014 to use in their production process.
The supplier is located in England where the currency is GBP. The goods cost 400,000 GBP and have not been paid for at the year end.

The relevant exchange rates are:
1 December US$1 = 40 GBP
31 December US$1 = 30 GBP

**Required:**
Show how this transaction will be included in the financial statements at 31st December, 2014.

**PART-B**

Q.5 Tanker Ltd. purchased a building in January 2014 for $600,000. For tax purposes, depreciation is 200000 per year over 3-years. Depreciation for accounting purposes is 100000 using the straight-line depreciation method. Useful life of building is 6-years. The tax rate is 40%.

**Required:**
According to IAS 12 income Taxes, show the deferred tax balance for all six-years.
End Semester Examination, May 2014
MBA – Fourth Semester
KPMG-PAPER 2 (CORPORATE FINANCIAL REPORTING) (EPKPMG-402)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt ALL questions compulsory. Marks are indicated against each.

PART-A

Q.1 Explain the meaning of below mentioned documents with the help of examples:
   a) Invoice.
   b) Credit note.
   c) Good receipt note.
   d) Delivery note.  10

Q.2 a) Briefly explain the difference between internal reporting and external reporting
    with respect to record process.  5
    b) Explain the meaning of three-way match in Procure to pay process along with its
    importance in the process.  5

Q.3 Briefly explains the steps involved in the process of:
   a) Procure to Pay (P2P).
   b) Order to Cash (O2C).  5x2

Q.4 List down all the differences between IFRS and IGAAP related to:
   a) Property, plant and equipment (PPE) IAS 16 and AS 10, AS 6 fixed and
      depreciation accounting.  5
   b) Provisions, contingent liabilities and contingent assets IAS 37 and AS 29.  5

PART-B

Q.6 Case study:

On 1st April 2012, Bale Company has a portfolio of $ 50,000/- financial assets (debt
instruments) that have two years to maturity and are correctly accounted for at
amortised cost. Each asset has a coupon rate of 10% as well as an effective rate of
10%. No previous impairment loss has been recognized. At the year-end, information
has emerged that the sector in which the borrowers operate is experiencing tough
economic conditions.

It is now felt that a proportion of loans will default over the remaining loan period.
After considering a range of possible outcomes, it is expected that it will only receive
25,000/- after 2 year period.

Read the case study carefully given above and answer the question:

Calculate the expected amount of loss which should be recorded in the books of the
bale on 31st march 2013.  10
End Semester Examination, May 2014
MA (Applied Psychology) – First Semester
RESEARCH METHODOLOGY-I (AP-103)

Time: 3 hrs
Max Marks: 50
No. of pages: 2

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 What is ANOVA technique and when is it used? Enumerate the steps involved in ANOVA. 10

Q.2 a) Explain the meaning and principles of judgment sampling. 5
   b) Explain the observation method of collection of data. 5

Q.3 Explain the different scales of measurement of data. 10

Q.4 a) Differentiate between Census and Sampling Method of collection of data. 5
   b) Explain any one principle of experimental design that is practiced in interpretation of data. 5

Q.5 Assume that we wish to study the effects of eight different experimental conditions designated by A, B, C, D, E, F, G, H upon performance on a sensorimotor task. From a total of 48 subjects, 6 are assigned at random to each of 8 groups and the same test is administered to all. Do the mean scores achieved under the 8 experimental conditions differ significantly?
   Record for the 8 groups are shown in parallel columns in the table below:
   (For d.f 7 and 40; F at 0.05=2.26 and F at 0.01=3.14)

<table>
<thead>
<tr>
<th>CONDITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
</tr>
<tr>
<td>64</td>
</tr>
<tr>
<td>72</td>
</tr>
<tr>
<td>68</td>
</tr>
<tr>
<td>77</td>
</tr>
<tr>
<td>56</td>
</tr>
<tr>
<td>95</td>
</tr>
</tbody>
</table>

10

Q.6 The data below shows the distribution of scores on a Music Appreciation Test achieved by 145 high school seniors. The total distribution of 145 scores has been broken down into two subdivisions the first made up of 21 students who had training in music and the second of 124 students without any formal training in music. The problem is to find out whether there is a correlation between test score and previous training in music.

<table>
<thead>
<tr>
<th>Scores</th>
<th>Training Group</th>
<th>Non Training Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>55-59</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>60-64</td>
<td>0</td>
<td>21</td>
</tr>
<tr>
<td>65-69</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>70-74</td>
<td>6</td>
<td>27</td>
</tr>
<tr>
<td>75-79</td>
<td>6</td>
<td>19</td>
</tr>
<tr>
<td>80-84</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>85-89</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

10

R T O
PART-B

Q.7 The following data of a medical study on obesity being conducted in a private hospital is as follows:

<table>
<thead>
<tr>
<th>Student</th>
<th>Height in Inches</th>
<th>Weight in Pounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>72</td>
<td>170</td>
</tr>
<tr>
<td>B</td>
<td>69</td>
<td>165</td>
</tr>
<tr>
<td>C</td>
<td>66</td>
<td>150</td>
</tr>
<tr>
<td>D</td>
<td>70</td>
<td>180</td>
</tr>
<tr>
<td>E</td>
<td>68</td>
<td>185</td>
</tr>
</tbody>
</table>

Conduct a study on the correlation between height and weight of the above five students.
End Semester Examination, May 2014
MA (Applied Psychology) – Second Semester
APPLIED COGNITIVE SCIENCE-II (AP-201)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

**PART-A**

Q.1 Design an experiment to demonstrate the limited capacity of short term memory. 10

Q.2 In your opinion, what is the influence of nature and nurture in language acquisition? 10

Q.3 What can you tell a person about problem solving, which will make them better at solving problems? 10

Q.4 Based on what you have learned about creativity, what can you do to improve your own creativity? 10

Q.5 With examples, discuss the importance of rule based reasoning and associative reasoning in your everyday experiences. 10

**PART-B**

Q.6 **Case study:**

You are psychologist who has specialized in cognitive psychology. You receive an invitation to speak to senior students at a school on the topic of stress management. At the end of the talk, the principle of the school requests you to conduct a workshop after a week, to help Class XII students to prepare for their final examinations.

With details and examples, design a single day workshop for these students on “How to improve your memory”? 10
End Semester Examination, May 2014
MA (Applied Psychology) – Second Semester
LIFE SPAN DEVELOPMENT (AP-202)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 From 'mental retardation' to 'differently abled' – trace the history of the intelligence assessment movement.

Q.2 Which according to you is the best stage of development? Justify your response with the help of any one theory.

Q.3 Discuss early development stages with respect to twins and what are the challenges faced by twins?

Q.4 How does the concept of death and dying evolve though the life span?

Q.5 Terrible two's and then adolescence, why are these two stages considered difficult stages? What are the similarities in these two stages of development?

PART-B

Q.6 Case study:

What are little boys made of?
What are little boys made of?
Slugs and snails
And puppy-dogs' tails,
That's what little boys are made of.
What are little girls made of?
What are little girls made of?
Sugar and spice
And everything nice,
That's what little girls are made of

Read the rhythm carefully given above and answers the following questions:

Do you think this rhyme depicts accurately the story of the two genders? How does the identity develop through the life span? Explain with the help of a theory.
End Semester Examination, May 2014  
MA (Applied Psychology) – Second Semester  
RESEARCH METHODOLOGY AND APPLIED PSYCHOMETRY (AP-203)

Time: 3 hrs  
Max Marks: 50  
No. of pages: 2

Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**.

**PART-A**

Q.1 Describe the relationship between four errors of measurement. Give example relationships.

**OR**

Test from the following data of two tests that whether they are loaded on power of speed components.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Test A</th>
<th>Test B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Wrong</td>
<td>Un-attempted</td>
</tr>
<tr>
<td>1</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>15</td>
<td>10</td>
</tr>
</tbody>
</table>

10

Q.2 Describe the relationship between reliability and validity of a psychological scale. Discuss the various methods used to establish the realibility of a scale.

**OR**

A test has a reliability of 0.60 and validity of 0.60 with 150 items. Adding more items increased its reliability to 0.70. What will be the new validity of the increased test and how many new items are added? 10

Q.3 Giving example, differentiate between item discrimination and item difficulty. Also discuss the usefulness of norms in diagnosis of an individual.

**OR**

Find the value of Lvc for the following three tests (Sample=20):

<table>
<thead>
<tr>
<th></th>
<th>Test A</th>
<th>Test B</th>
<th>Test C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>25</td>
<td>26</td>
<td>35</td>
</tr>
<tr>
<td>SD</td>
<td>3.0</td>
<td>4.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Correlations</td>
<td>r_ab=0.30</td>
<td>r_bc=0.50</td>
<td>r_ac=0.40</td>
</tr>
</tbody>
</table>

10

Q.4 Briefly describe the strategies used in the construction of structured personality tests.

**OR**

P.T.O.
Find P_{20} and P_{40} for the data given below

<table>
<thead>
<tr>
<th>Class Interval</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>129-133</td>
<td>5</td>
</tr>
<tr>
<td>124-128</td>
<td>4</td>
</tr>
<tr>
<td>119-123</td>
<td>5</td>
</tr>
<tr>
<td>114-118</td>
<td>7</td>
</tr>
<tr>
<td>109-113</td>
<td>6</td>
</tr>
<tr>
<td>104-108</td>
<td>4</td>
</tr>
<tr>
<td>99-103</td>
<td>5</td>
</tr>
<tr>
<td>94-98</td>
<td>7</td>
</tr>
<tr>
<td>89-93</td>
<td>4</td>
</tr>
</tbody>
</table>

**PART-B**

**Case study:**

Large number of candidates have applied for the two positions for Assistant Managers sales in an organization in response to the advertisement. It is very difficult for the HR manager to conduct interview for the eligible 200 candidates for two positions. After brainstorming session, the HR manager decided to short list the candidates based on the psychometric assessment of the behavioral dimensions required for the sales person’s job profile as this is the most important trait required for effective salesmanship in the organization in view of the existing consumers and market.

Read the case study carefully given above and answers the following questions:

a) Identify three dimensions of behavior along with the definition for assessment.  

b) Write three items for each dimension for assessment.
End Semester Examination, May 2014
MA (Applied Psychology) – Second Semester
FOREIGN LANGUAGE-FRENCH (AP-206)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt FIVE questions in all; PART-B is compulsory. Attempt any FOUR questions from PART-A.

PART-A

Q.1 a) Fill in the blanks (Prepositions in French):
   i) Le livre est _______ (on) la table. (sous, sur)
   ii) Le stylo est _______ (in) le cartable. (dehors, dans)
   iii) Kartik est _______ (behind) l’arbre. (derriere, devant)
   iv) Nous allons au cinema _______ (with) nos amis. (sans, avec)
   v) Le cinema est _______ (in front) la maison. (pres de, loin de)

b) Fill in the blanks (Adjectif demonstrative in French):
   Ce, cet, cette, ces
   i) _______ Maison (ces, cette)  ii) _______ Moto (cette, cet)
   iii) _______ livres (ce, ces)  iv) _______ Stylo (ce, ces)
   v) _______ Stylos (ce, ces)

Q.2 a) Fill in the blanks (Adjective interrogative in French):
   Quel quels, quelle, quelles
   i) _______ saison aimes vous? (quels, quelle)
   ii) _______ heure est il? (quelle, quelles)
   iii) _______ temps fait il? (quelle, quel)
   iv) _______ est votre nationalite? (quell, quelle)
   v) De _______ couleur est votre voiture? (quelles, quelle)

b) Prepare your identify form in French.

Q.3 a) Write the names of few fruits and vegetables in French.
   5

b) Write the names of few animals in French.
   5

Q.4 Match the followings:
   a) Il fait beau.  i) Tournez a gauche.
   b) Il fait chaud.  ii) Tournez a droite.
   c) Il fait froid.  iii) Allez tout droit.
   d) Il pleut.    iv) Continuez tout droit.
   e) Il fait du vent.    v) Puis.
   f) Go straight.    vi) It’s hot.
   g) Then.    vii) It’s cold.
   h) Turn left.    viii) It’s raining
   i) Turn right.    ix) It’s beautiful.
   j) Continuous straight.   x) It’s windy.

Q.5 Describe your city in French.

10

PART-B

Q.6 Conjugate the following verbs:
   a) Aller.
   b) Parler.

10
Their sanity was never detected except, ironically enough, by the actual patients in the hospitals.
All of Rosenhan's associates retained the deviant label even after being discharged. Their schizophrenia was said to be "in remission," implying that it was dormant and could possibly resurface.
At no time during their stay in the hospital was the legitimacy of their schizophrenic label ever questioned. It was simply assumed that they were schizophrenic; after all, why else would they have heard voices?
Everything the pseudopatients did and said while in mental institutions was understood from this premise. Normal behaviors were overlooked entirely or were profoundly misinterpreted. Minor disagreements became deep-seated indicators of emotional instability. Boredom was interpreted as nervousness or anxiety. Even the act of writing on a notepad was seen by the staff as a sign of some deeper psychological disturbance.
Furthermore, even though there was nothing "pathological" about the pseudopatients' past histories, these records were reinterpreted to be consistent with the schizophrenic label.
One pseudopatient, for instance, he had a close relationship with his mother but a remote one with his father during early childhood. As he matured he became closer to his father while his relationship with his mother became more distant. He had a warm and loving relationship with his wife and children, although there were occasional fights and friction. In short, there was nothing particularly unusual about this person's history.
'This white 39-year-old male... manifests a long history of considerable ambivalence in close relationships, which began in early childhood. A warm relationship with his mother cools during his adolescence. A distant relationship to his father is described as becoming very intense. Affective stability is absent. His attempts to control emotions with his wife and children are punctuated by angry outbursts and, in the case of the children, spankings. And while he says that he has several good friends, one senses considerable ambivalence embedded in those relationships also.'
Just as behavior was interpreted in light of the label, the facts of this man's past were distorted to achieve consistency with what was generally believed to be true about the family dynamics of schizophrenics.
Rosenhan didn't conclude that the staffs at these hospitals were incompetent or dishonest. In fact, he argued that there was no conscious effort to misconstrue the evidence to fit the label. They were doing their jobs effectively.
Rather, Rosenhan reasoned, the labels were so powerful that they profoundly affected the way information was processed and perceived. Had the same behaviors been observed in a different context, they no doubt would have been interpreted in an entirely different fashion.'

Q5. Read the case study carefully given above and answers the following questions:
   a) If sanity and insanity exist, how shall we know them? Is Mental illness a myth?
      Discuss your answer in the light of the study done by Rosenhan.
   b) Discuss the stickiness of diagnosis and what can a psychologist do to overcome it.

5x2
PART-A

Q.1 Staffing, training, compensation and performance management are important HRM functions. How can each of these functions help companies succeed in meeting the global challenge, the challenge of using new technology, and the sustainability challenge? 10

Q.2 Suppose a manager asked you to determine whether training was supporting a company's business strategy. How would you conduct this type of analysis? What kind of information would you look for? 10

Q.3 What are some specific, uniquely international activities an international HR manager typically engages in? 10

Q.4 Discuss any two models for managing change by citing examples. 10

Q.5 Which kinds of training needs can be fulfilled by using methods of role play and in-basket exercises? Discuss by giving examples for each of the methods. 10

Q.6 Write short notes on (any two):
   a) Structural intervention
   b) Learning organization
   c) Cultural diversity
   d) Future challenges in HR 5x2

PART-B

Q.6 Read the case study carefully and prepare a report to brief thoroughly the questions which follow:

Diversity: Mediating morality

An employee who has an alternate lifestyle claims this is why is co-worker is complaining about him. The co-worker staunchly disputes this claim. The human resource manager is attempting to assist the two workers is resolving their differences. Her ultimate goal is to redirect the attention of these employees back to achieving the established goals of the organization. The case stresses the importance of understanding diversity in the workplace. Diversity surrounds each of us every day in the working environment. The difference in the people must be acknowledged. Employees must be encouraged to gain appreciation for the many positive aspects diversity has to offer.

i) What does diversity mean to you?
ii) What exposure to diversity do you feel you have experienced?
iii) How did this diversity exposure affect you?
iv) What positives do you find in diversity?
v) How can dealing with diversity in individuals be made easier? 10
End Semester Examination, MAY 2014  
B.Sc. (Hotel Management) - First Semester  
FOOD PRODUCTION THEORY-I (BHM-101)

Time: 3 hrs  
Max Marks: 60

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What is cooking? Discuss the aims and objectives of cooking.  
10

Q.2 What do you understand by kitchen organization? Draw the organization structure of food production department in a five star hotel.  
10

Q.3 Define stock, state the various types of stock and give the guidelines and precautions taken while preparing stock.  
10

Q.4 List ten equipments used in kitchen and mention their use with description of each.  
10

**PART-B**

Q.5 What are sauces? List the six mother sauces.  
5

Q.6 What are soups? Classify soups.  
5

Q.7 Write short notes on:  
a) Boiling  
b) Baking  
c) Roasting  
d) Glazing  
e) Steaming  
1x5

Q.8 What are cooking fuels? Mention the advantages of electricity over other fuels.  
5

Q.9 Differentiate between Fats and Oils.  
5

Q.10 List five different types of vegetables cuts and explain each of them.  
5

Q.11 Differentiate between mirepoix and bouquet garni.  
5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - First Semester
FOOD AND BEVERAGE SERVICE-I (BHM-102)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Name and explain any five food and beverage outlets. 10
Q.2 Write ten basic etiquettes required for food and beverage service personnel. 10
Q.3 Explain different types of breakfasts available in restaurants. 10
Q.4 Draw organizational chart of food and beverage department in a large hotel. 10

**PART-B**

Q.5 What does the term ‘Dummy Waiter’ refer to? Explain its importance. 5

Q.6 Give measurement of following:
   a) Quarter plate
   b) Coffee cup
   c) Large plate
   d) Cover size
   e) Square table for 4 individuals. 1x5

Q.7 What are the points to be kept in mind while selecting crockery? 5
Q.8 Differentiate between a la carte and table d’hote Menus. 5
Q.9 Give duties and responsibilities of a restaurant manager. 5
Q.10 Give uses of following:
   a) Fish knife
   b) Soup bowl
   c) Water jug
   d) Tea pot
   e) Toothpick holder 1x5
Q.11 Name five different spoons. 5
Q.12 What is a brunch? 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - First Semester
HOUSEKEEPING OPERATIONS-I (BHM-104)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Explain the role of housekeeping in hospitality industry. 10

Q.2 What are the cleaning agents? Discuss their classification and write a short essay describing each category of cleaning agent briefly. 10

Q.3 Categorise with suitable diagrams and describe in brief the types of manual equipments used by housekeeping staff. 10

Q.4 How does housekeeping coordinate with the following?
   a) The front office
   b) Maintenance
   c) F&B department 10

**PART-B**

Q.5 Draw an organizational hierarchy of 250-300 room property. 5

Q.6 Write the duties and responsibilities of executive housekeeper. 5

Q.7 Write the standard procedure for cleaning an occupied room. 5

Q.8 Differentiate about job description and job specification. 5

Q.9 Define the following terms:
   a) Par stock
   b) Inventory
   c) Valet service
   d) Shower cap
   e) DND 1x5

Q.10 Name atleast five rooms in a hotel and explain briefly. 5

Q.11 Draw the layout of housekeeping department. 5

Q.12 Explain the key control procedure. 5
End Semester Examination, MAY 2014
B.Sc. (Hotel Management) - First Semester
FOOD SCIENCE AND NUTRITION (BHM-105)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A
Q.1 What is food preservation? Discuss the methods of food preservation. 10
Q.2 What are nutrients? Explain macro and micro nutrients in detail. 10
Q.3 What is malnutrition? Discuss how RDA can help in planning a balanced diet. 10
Q.4 What is adulteration? Discuss how adulteration can prove to be a fatal health hazard. 10

PART-B
Q.5 Write short notes on:
   a) Dietary fibre
   b) Food borne diseases
   c) Preservations
   d) Contaminants
   e) Hygiene 1x5
Q.6 What is pasteurization? 5
Q.7 Differentiate between fruits and vegetables. 5
Q.8 Differentiate between vitamins and minerals. 5
Q.9 Differentiate between fats and oils. 5
Q.10 Differentiate between cereals and pulses. 5
Q.11 Differentiate between fat soluble and water soluble vitamins. 5
End Semester Examination, May 2014  
B.Sc. (Hotel Management) - First Semester  
PROFESSIONAL DEVELOPMENT AND SOFT SKILLS (BHM-106)

Time: 3 hrs  
Max Marks:  60  
No. of pages: 1  

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What are the important qualities of a hospitality professional? Discuss. 10

Q.2 A guest is served stale food at a restaurant. As the restaurant manager how will you take care of the angry customer? 10

Q.3 Describe the process of communication in detail. 10

Q.4 What are the main areas of hotel management? Explain. 10

**PART-B**

Q.5 For a presentation, what factors should be considered about the audience. 5

Q.6 What are the attributes of a good performer in a group discussion? 5

Q.7 What systems are used in organizations for vertical communication? 5

Q.8 Why is the hospitality sector one of the most promising sectors of the Indian economy? 5

Q.9 Stress is unavoidable in today’s scenario. How should professionals deal with it? 5

Q.10 Explain how non-verbal communication is important for service professionals? 5

Q.11 How does technology help in communication today? 5

Q.12 ‘A candidate may be just as good as his /her performance in an interview’. Explain. 5
End Semester Examination, May 2014
B.Sc. (Hotel Management) - First Semester
BASICS OF COMPUTER APPLICATIONS (BHM-107)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A

Q.1 Explain any two of the following:
   a) Storage devices.
   b) MS Word.
   c) Search engines.  
   5x2

Q.2 Explain the various types of operating systems and their features. Which operating system do you use?  
   10

Q.3 What is a database? Elaborate why database systems are important for a hotel?  
   10

Q.4 Explain the uses of information technology in the hospitality industry by giving suitable examples.  
   10

PART-B

Q.5 Explain the components of computer. Draw a block diagram of computer system.  
   5

Q.6 Write a short note on programming languages.  
   5

Q.7 Explain the terms:
   a) WWW.
   b) e-mail.  
   5

Q.8 Differentiate between RAM and ROM.  
   5

Q.9 Explain the various generations of computers.  
   5

Q.10 Write a short note on MS-Access.  
   5

Q.11 What is e-commerce? Explain any three models of e-commerce.  
   5

Q.12 Internet is a network of networks. Comment.  
   5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - First Semester
FOUNDATION COURSE IN FOOD AND BEVERAGE SERVICE
(FMS-HM-102)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt any SIX questions in all. Part-A is compulsory. Attempt any FIVE questions from Part-B.

PART-A

Q.1 Answer in brief/Fill in the blanks:
   a) Size of a cover is ________.
   b) Dummy Waiter refers to ________.
   c) Diameter of full plate is ________.
   d) Pre-plated food is served from ________ side of the guest.
   e) Service from Trolley is called ________ service.
   f) Oyster is an example of ________ course.
   g) Ravioli can be served in ________ course.
   h) What does KOT stand for?
   i) What does Mise-en-Place refer to?
   j) Which breakfast is considered as the heaviest of all the breakfasts?
   k) Name two refreshing drinks.
   l) Name two methods of making coffee.
   m) Name the best coffee bean.
   n) Give two brand names of tea available in India.
   o) Give two brand names of instant coffee available in India.
   p) What is the use of finger bowl in a restaurant?

PART-B

Q.2 How is coffee shop different from specialty restaurant?

Q.3 What is a sideboard known as? What is its role in restaurant?

Q.4 Write short notes on any two attributes/qualities of service personnel.

Q.5 Explain importance of pantry in service area.

Q.6 Draw a detailed beverage chart.

Q.7 Write down eleven courses of French classical menu.
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
FOOD PRODUCTION THEORY-II (BHM-201)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What is fermentation? Discuss the role of yeast and the conditions ideal for fermentation.
10

Q.2 Draw a neat labeled diagram indicating the various cuts of beef.
10

Q.3 Classify vegetables and discuss its importance in our diet.
10

Q.4 Classify fish and mention the different cuts of fish used in cooking.
10

**PART-B**

Q.5 Differentiate between Ham and Bacon.
5

Q.6 Differentiate between fruits and vegetables.
5

Q.7 Differentiate between sweetening agents and leavening agents.
5

Q.8 Differentiate between fats and oils.
5

Q.9 Differentiate between spices and condiments.
5

Q.10 Differentiate between fermentation and proofing.
5

Q.11 Differentiate between caramel and sugar syrup.
5

Q.12 Differentiate between the two types of vegetables, bulbs and tubers.
5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
FOOD AND BEVERAGE SERVICE-II (BHM-202)

Time: 3 hrs  Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What is the importance of control system in food and beverage department? Explain duplicate checking system followed in restaurants.

Q.2 What is in-room dining? Explain types of room service systems in hotels.

Q.3 Explain classification of wines.

Q.4 Draw a flow chart for manufacturing process of Beer.

**PART-B**

Q.5 Give procedure for serving food and clearing room service equipments from guest room.

Q.6 Name any five brands of Indian Beer.

Q.7 What is fermentation? What happens when fermentation occurs during wine manufacturing?

Q.8 Give two examples each of nourishing, refreshing, stimulating beverages.

Q.9 Explain manufacturing process of black tea leaves.

Q.10 Describe different types of cheese with suitable examples.

Q.11 Give names of two speciality coffees with ingredients.

Q.12 Explain briefly about Cider, Sake and Perry.
End Semester Examination, May 2014
B.Sc. (Hotel Management) - Second Semester
HOTEL ENGINEERING AND SECURITY (BHM-205)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What are the duties and responsibilities of hotel engineering staff? 10

Q.2 Discuss different types of fire. Explain the types of fire extinguisher used for each type of fire. 10

Q.3 What precautions you take while handling electric appliances? 10

Q.4 Define condition for comfort. 10

**PART-B**

Q.5 What do you mean by maintenance? 5

Q.6 Explain vapor compressor refrigeration cycle. 5

Q.7 What is a closed and an open circuit? 5

Q.8 Explain the source of water. 5

Q.9 Give the classification of fuels. 5

Q.10 Describe the vertical transport systems used in the building. 5

Q.11 What are the disadvantages of hard water? 5

Q.12 Explain the following:
   a) Calorific value.
   b) Break down maintenance.
   c) Dumb waiters.
   d) Compressor.
   e) LPG. 1x5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
HOTEL ACCOUNTING (BHM-206)

Time: 3 hrs Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Who are the potential users of financial statements made by a firm? Mention three ratios which can be used for analyzing the profitability of a firm. 10

Q.2 Define accounting and list its uses. 10

Q.3 List three accounting concepts and discuss briefly. 10

Q.4 Discuss how cost can be classified into various heads. 10

**PART-B**

Q.5 Why is inventory management required? Briefly discuss any two methods of inventory management. 5

Q.6 What is meant by depreciation? Discuss one method of depreciation. 5

Q.7 An income statement is a statement of revenues and expenses. Do you agree with the statement? What are the main items of expenses which appear in the income statement? 5

Q.8 The balance sheet balances assets and liabilities. What is the general format of a balance sheet? 5

Q.9 What is cash flow of a firm? Why is it important to identify the cash flow generated by a firm? 5

Q.10 For real, personal and normal accounts, what are the golden rules of accounting for debit and credit? 5

Q.11 Journalize the below transactions:
   a) Shivam starts a business with a capital of Rs.20,000/-
   b) He purchases furniture for cash Rs.5,000/-
   c) He purchases goods from Neha on credit for Rs. 2,000/-
   d) He pays cash to Neha Rs.1,000/- 5

Q.12 What is opportunity cost? Explain with an example. 5
End Semester Examination, May 2014
B.Sc. (Hotel Management) - Second Semester
ORGANISATIONAL BEHAVIOUR (BHM-207)

Time: 3 hrs  
Max Marks: 60

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A
Q.1 What is intra personal process? What factors are included in intra personal skills? 10
Q.2 Explain types of groups. What are the stages of group development? 10
Q.3 What are determinants of organizational climate? Explain in detail. 10
Q.4 Name and explain types of personality. 10

PART-B
Q.5 Define organizational culture. What are its characteristics? 5
Q.6 Define a team. How is a team different from work group? 5
Q.7 Define organizational effectiveness. 5
Q.8 What is organizational structure and why is it required? 5
Q.9 What are values? How one they formed and how do they affect organizational behavior? 5
Q.10 What is human behaviour? What are factors affecting human behaviour? 5
Q.11 Why is there resistance to change in an organization? 5
Q.12 Explain types of communication in inter personal process. 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
FOOD PRODUCTION OPERATIONS THEORY (FMS-HM-201)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt any SIX questions in all. Part-A is compulsory. Attempt any FIVE questions from Part-B.

**PART-A**

Q.1 Differentiate between:
   a) Herbs and spices
   b) Beef and pork
   c) Preservatives and adulterants
   d) Balanced diet and malnutrition.
   e) Vegetables and fruits.

*Fill in the blanks:*
   e) _______is done to make milk free from pathogens.
   f) Cereals are rich in carbohydrates and pulses are rich in _________.
   g) The full form of HACCP is _________.
   h) _______is a calf of less than 90 days of age.
   i) Puff pastry is used to make cheese straws and _________.
   j) _______is used for fermentation while making bread.
   k) Troncon is a slice cut on the bone from a flat fish and _________.

*Q.2 List six commodities which are vital in food production with the description of each.*

*Q.3 Classify fish and briefly explain the selection criteria while purchasing.*

*Q.4 What is HACCP? List the principles of HACCP.*

*Q.5 What is balanced diet and detail the principles of menu planning?*

*Q.6 Draw the structure of wheat and explain the difference between whole wheat flour and refined flour.*

*Q.7 Discuss the role of yeast in fermentation while making bread.*
End Semester Examination, May 2014  
B.Sc. (Hotel Management) – Second Semester  
FOOD AND BEVERAGE SERVICE OPERATIONS (FMS-HM-202)

Time: 3 hrs  
Max Marks: 50  
No. of pages: 1

Note: Attempt SIX questions in all; PART-A is compulsory. Attempt any Five questions from PART-B.

PART-A

Q.1  
(a) What does KOT stand for?  
(b) The top copy of KOT goes to ______________.  
(c) __________ means breakfast menu and order card.  
(d) Name three methods of placing order in room service department.  
(e) Unfermented grape juice is called ______________.  
(f) __________ is responsible for fermentation in wines.  
(g) __________ is a famous sparkling wine from France.  
(h) __________ is a process of wine making in which bottles are placed in wooden racks.  
(i) Degorgement is also known as __________.  
(j) Demi-Doux champagne contains ________% of sugar.  
(k) Name two shippers of champagne.  
(l) Which type of wine is well combined with Hors d'oeuvres?  
(m) __________ adds bitter taste to beer.  
(n) Barley is converted to __________ for producing beer.  
(o) Barely after roasting and grinding is known as __________.  
(p) Give two examples of hard cheese.

PART-B

Q.2  
What is a checking system? Explain briefly different checking systems used in restaurants.

Q.3  
Where is room service department located? What are the different types/systems of room service department in a hotel?

Q.4  
What is wine? How do you classify wines? Explain.

Q.5  
Explain cheese manufacturing process.

Q.6  
What is a Bar? Explain the functions of various parts of a Bar.

Q.7  
Explain different parts of a cigar.
End Semester Examination, May 2014
B.Sc. (Hotel Management) – Second Semester
FRONT OFFICE OPERATIONS THEORY (FMS-HM-203)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt SIX questions in all; PART-A is compulsory. Attempt any Five questions from PART-B.

**PART-A**

Q.1 Write short notes on:
   a) Corporate rate.
   b) Traveller’s cheque.
   c) American Plan (AP).
   d) Service-related complaint.
   e) Departure.
   f) Membership rate.
   g) Confirmed reservation.
   h) Continental plan (CP).
   i) Pre-arrival.
   j) Travel agent rate.

**PART-B**

Q.2 Explain various types of room rate designations.

Q.3 Explain all the stages of a guest cycle.

Q.4 What are the factors affecting room tariff?

Q.5 What are the various sources of reservation?

Q.6 Explain the different stages of the registration process.

Q.7 What are the guidelines followed while handling guest complaints?
End Semester Examination, May 2014
B.Sc. (Hotel Management) – Second Semester
ACCOMODATION OPERATIONS THEORY (FMS-HM-204)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt SIX questions in all; PART-A is compulsory. Attempt any FIVE questions from PART-B.

PART-A

Q.1 a) Define the following terms (any ten):
   i) Emergency key
   ii) Murphy bed
   iii) DNCO
   iv) Pile
   v) Mitre
   vi) Selvedge
   vii) Key cards
   viii) Shams
   ix) Maid's cart
   x) Second service
   xi) Occupancy report

   b) Fill in the blanks:
      i) ________ is the sanitary fitting consisting of toilet bowl and the cistern.
      ii) ________ is also known as evening service.
      iii) ________ is a book used to record all staff message from an earlier shift.
      iv) ________ is a book which contains the records of the pending maintenance work.
      v) HWC stands for ________.

PART-B

Q.2 How does housekeeping co-ordinate with the following?
   a) The front office
   b) Maintenance
   c) The F and B department

Q.3 What is the First-Aid? What are the steps to be taken by an employee in a fire emergency?

Q.4 Draw a sample layout of suite room and double room.

Q.5 Write the standard procedure for turn down service or departure room.

Q.6 Draw the formats of guest special registers maintained at control desk and explain briefly.

Q.7 Discuss the principles to be followed to achieve good interior design.
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
HUMAN RESOURCE MANAGEMENT (FMS-HM-205)

Time: 3 hrs  Max Marks: 50
No. of pages: 1

Note: Attempt any SIX questions in all. Part-A is compulsory. Attempt any FIVE questions from Part-B.

PART-A

Q.1 Write short notes on:
   a) Job analysis
   b) Employment interview
   c) Reference checks
   d) Internal recruitment
   e) Job specification
   f) Employee counseling
   g) On-the-job training
   h) Motivation of employees
   i) Employee safety
   j) Job rotation

   2x10

PART-B

Q.2 "Motivation of employees is important in an organization". Discuss. 6
Q.3 What are the internal and external sources of recruitment? 6
Q.4 Explain the importance of performance appraisal. 6
Q.5 Explain the factors which influence worker's health. 6
Q.6 Explain the importance of training in an organization. 6
Q.7 What are the objectives of the human resource management? 6
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Second Semester
LAW AND THE HOSPITALITY INDUSTRY (FMS-HM-206)

Time: 3 hrs
Max Marks: 50
No. of pages: 1

Note: Attempt any SIX questions in all. Part-A is compulsory. Attempt any SIX questions from Part-B.

PART-A

Q.1  a) Only written contracts are valid. (True/False)       1
     b) Implied contracts are valid. (True/False)          1
     c) An offer cannot be accepted without knowledge. (True/False)  2
     d) Sale of Goods Act, 1930 came into force on _________.  2
     e) A consumer protection is important for business because of i) Long-term interest  ii) Social responsibility
         iii) Use in society’s resource iv) All of the above  2
     f) The primary purpose of employee safety programme is to preserve the employees’ i) Mental health  ii) Emotional health
        iii) Physical health iv) All of the above  2
     g) A person who has ultimate control over the affairs of the factory under the Factories Act of 1948 is called _________.  2
     h) According to the definition of "Week" under the Act, it is a period of 7 days beginning at midnight on _________.
           i) Saturday ii) Sunday
           iii) Friday iv) Monday  2
     i) The power of inspectors is discussed under ________ of the Factories Act, 1948.
           i) Section 9 ii) Section 10
           iii) Section 11 iv) Section 12  2
     j) As per the Act, a person who has not completed his 15th year of age is a/an _________.
           i) Adolescent ii) Teenager
           iii) Child iv) Adult  2
     k) Which of the following persons are competent to contract?
           i) Minors ii) Persons of unsound mind
           iii) Persons disqualified by law iv) Judges  2

PART-B

Q.2  “An agreement enforceable by law is contract”. Explain the statement.  5

Q.3  What is a contract of sale of goods? Explain its essential features.  5

Q.4  What are the principles of food laws regarding prevention of food adulteration?  5

Q.5  What essential licenses and permits are required for hotels and catering establishments?  5

Q.6  What procedure is followed by the food inspector?  5

Q.7  Explain the importance of Environmental Protection Act – Important Provisions.  5
End Semester Examination, MAY 2014  
B.Sc. (Hotel Management) - Fourth Semester  
FOOD PRODUCTION THEORY-IV (BHM-401)  

Time: 3 hrs  
Max Marks: 60  
No. of pages: 1  

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.  

PART-A  
Q.1 Mention the points to be considered while purchasing fish. List 5 flat and 5 round fish.  

Q.2 Define fast food. Also list the merits and demerits of fast food.  

Q.3 Explain salads in detail and list 5 classical compound salads.  

Q.4 Design a 5-course Indian menu for a banquet function and plan of work.  

PART-B  
Q.5 Differentiate between Dark and Tron con.  

Q.6 What are the different stages in sugar cooking?  

Q.7 Differentiate between obese and malnutrition.  

Q.8 Define convenience food. List few convenience foods in Indian market.  

Q.9 Differentiate between simple salad and compound salad.  

Q.10 List 10 major equipments used in banquet kitchen with one line description.  

Q.11 Define hors d'oeuvres. List 5 classical hors d'oeuvres.  

Q.12 Write short notes on:  
a) Paupiette  
b) Shellfish  
c) Soft Ball Stage  
d) Club Sandwich  
e) Rechauffe  

1x5
End Semester Examination, MAY 2014
B.Sc. (Hotel Management) - Fourth Semester
FOOD AND BEVERAGE SERVICE-IV (BHM-402)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A

Q.1 Give in detail classification of wines with suitable examples. 10

Q.2 a) What is distillation? 1
   b) Name two types of Stills. 2
   c) Explain functioning of Pot Still with suitable diagram. 7

Q.3 Write brand names of Beer-five Indian brands and five international brands. 10

Q.4 Briefly describe ten classic types of Mixed Drinks. 10

PART-B

Q.5 What are the terms used to denote the level of sweetness in the Champagne? 5

Q.6 Name any five shippers of Sherry. 5

Q.7 Explain various methods of making Cocktails. 5

Q.8 Explain the terms used to indicate the colour of the wrapper of a Cigar. 5

Q.9 What is a Bar? Explain different types of Bar. 5

Q.10 Briefly explain different methods used for production of Liqueurs. 5

Q.11 Elaborate on the different wine laws of France. 5

Q.12 What are the ingredients used for making Beer? Briefly explain each one. 5
End Semester Examination, MAY 2014  
B.Sc. (Hotel Management) - Fourth Semester  
FRONT OFFICE THEORY-IV (BHM-403)

Time: 3 hrs  
Max Marks: 60  
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Explain the steps involved in night audit process.  
Q.2 Discuss the role of front office in hotel sales and marketing.  
Q.3 Discuss the different stages of the registration process.  
Q.4 "Various selling techniques are used to increase the sale of hotel room and other hospitality products". Discuss.  

**PART-B**

Q.5 What are the duties and the responsibilities of a night auditor?  
Q.6 Explain different types of guest complaints.  
Q.7 Explain different types of folios used in front office accounting.  
Q.8 Explain "pre-registration" process.  
Q.9 Explain the types of vouchers prepared by the front office.  
Q.10 Explain the organization of sales and marketing department of a large hotel.  
Q.11 Explain the detailed process of preparing guest folio.  
Q.12 What are the guidelines followed to handle guest complaints?
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Fourth Semester
HOUSE KEEPING OPERATIONS-IV (BHM-404)

Time: 3 hrs  Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from PART-A and any SIX questions from PART-B.

PART-A

Q.1 Explain the principles and features for a good design of flower arrangement. 10
Q.2 Discuss Prang’s color system with different types of color system in detail. 10
Q.3 Why is flooring important? State the different types of flooring with the advantages of each type. 10
Q.4 What is a pest? Explain the general methods of pest control. 10

PART-B

Q.5 Classify fires and write a short note on fire extinguishers. 5
Q.6 Discuss the lost and found procedure with appropriate formats. 5
Q.7 Define first-aid. Outline the three ‘Es’ of safety in an establishment. 5
Q.8 Write short notes on waste disposal. 5
Q.9 What are the considerations to be kept in mind when selecting carpets? 5
Q.10 Discuss light under following heads:
   a) Classification  
   b) Lighting fixtures 5
Q.11 What is fabric? Discuss the various types of fabric with their uses. 5
Q.12 What are wall coverings? Explain the selection criteria of wall coverings. 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Fourth Semester
MANAGERIAL ECONOMICS (BHM-405)

Time: 3 hrs

Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from PART-A and any SIX questions from PART-B.

PART-A

Q.1 What is elasticity of demand? On what factors does elasticity of demand depend? 10

Q.2 What do you mean by ‘markets’ in economics? What is the nature of the market for?
a) Fresh vegetable b) Wheat
c) Brick d) Gold
Also give reasons for your answer. 10

Q.3 What is monopolistic competition? How price and output are determined under it? 10

Q.4 What do you understand by the term micro-economics? Discuss the nature and scope of micro-economics? 10

PART-B

Q.5 Write short notes on:
a) Balance of payment
b) Consumer expenditure 5

Q.6 What is Oligopoly? Explain the main features of Oligopoly. 5

Q.7 Define monetary policy. Discuss the main objectives of monetary policy. 5

Q.8 Discuss the influence of the economy on hospitality industry. 5

Q.9 Find the mean and standard deviation of the following numbers:
4, 7, 9, 11, 13, 15, 18 5

Q.10 The weekly salaries of six employees at McDonald’s are $140, $220, $90, $180, $140,
$200. For these six salaries find mean, median and mode? 5

Q.11 “Is there any need of statistics in hotel and catering industry”? Discuss. 5

Q.12 What do you understand by the term ‘wage differential’? Also discuss the factors causing differences in wages. 5

Q.13 Define managerial economics. Also discuss its scope. 5
End Semester Examination, May 2014
B.Sc. (Hotel Management) - Fourth Semester
MANAGEMENT INFORMATION SYSTEM (BHM-406)

Time: 3 hrs
Max Marks: 60

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What is the role of Management Information System in hotel management? 

Q.2 What is the role of personal computer in office automation? 

Q.3 Write short notes on:
   a) Database management system.
   b) Decision support system.  

Q.4 What is MIS? Discuss the characteristics and applications of MIS. 

**PART-B**

Q.5 Discuss the role of computers of MIS. 

Q.6 Explain the procedure to create, open and save presentation in power point. 

Q.7 State any three advantages of MIS in marketing management. 

Q.8 How MIS is used in production management? Justify your answer. 

Q.9 Distinguish between Decision Support system and Management Information System. 

Q.10 What is autocontent wizard in power point? 

Q.11 Explain the types of database management systems. 

Q.12 What is an electronic spread sheet? What are its advantages?
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Fourth Semester
PRINCIPLES OF MANAGEMENT (BHM-407)

Time: 3 hrs  Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Discuss managerial roles and tasks of a professional manager. 10

Q.2 What are steps in the planning process? Mention any three advantages and three limitations of planning. 10

Q.3 State and explain the important contributions of Elton Mayo to the development of management thoughts. 10

Q.4 “Management is getting things done from others” in the light of this statement define management. 10

**PART-B**

Q.5 Define different levels of management. 5

Q.6 Discuss the factors which led to the recognition of social responsibility. 5

Q.7 Explain the principle of “Scalar Chain”. Is there any exception to the above said principle? 5

Q.8 What is the meaning of scientific management? Explain the features and elements of scientific management. 5

Q.9 Distinguish between:
   a) Objectives and policies.
   b) Policy and procedures. 5

Q.10 What do you understand by vision and mission? Explain with an example. 5

Q.11 Why should authority be delegated? Point out the difficulties in the process of delegation. 5

Q.12 Discuss the need and purpose of organizing. 5

Q.13 Discuss various techniques of controlling. 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Fifth Semester
ADVANCED FOOD AND BEVERAGE SERVICE-I (BHM-502)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A

Q.1 What does 'ODC' stands for? Prepare a check list for primary survey to be conducted before ODC. 10

Q.2 What is a buffet? Explain different types of buffet. 10

Q.3 What is Gueridon service? List and describe different types of equipments required on Gueridon trolley to prepare and serve a meal. 10

Q.4 What are the points to be considered when purchasing service equipments for a new restaurant? 10

PART-B

Q.5 Name various departments involved in arranging a banquet party and the role they play. 5

Q.6 Name the accompaniments and cover required for service of smoked salmon. 5

Q.7 Draw two shapes used for seating arrangement of a formal banquet party emphasizing arrangement on VIP table. 5

Q.8 Explain how will you handle a situation where a dish is dropped accidentally by a waiter in the restaurant. 5

Q.9 Which type of alcohols is used for flambéing? Give reasons for use of alcohol in Gueridon service. 5

Q.10 Explain the setup required for reception tea. 5

Q.11 How is banana flambe prepared and served from a Gueridon trolley? 5

Q.12 Plan an Indian regional menu for a full formal banquet party organized by Indian State Head in honor of a visiting foreign dignitary. 5
End Semester Examination, May 2014
B.Sc. (Hotel Management) - Fifth Semester
ADVANCED FRONT OFFICE THEORY-I (BHM-503)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 A package rate is beneficial for guests as well as the hotel. Comment. 10

Q.2 What do you understand by a meal plan? Explain different meal plans offered by hotels. 10

Q.3 What are the challenges faced by the HR department in the hospitality sector? How can key staff be retained? 10

Q.4 The peak season for hotel Connaught Palace is during October to February. This duration has many festivals and marriages and is most suitable for visiting the place. Also, in the month of January, a national level athlete meet and an all India Doctors Conference are scheduled. Hotel Connaught Palace is booked to its capacity for most of its period. There are very few rooms available in the visitor to the hotel in the said month. Mr. Sanjay Singh, a noted personality and frequent visitor to the hotel, who has a discount card form the hotel calls for reservation for a single room in that duration for a week. The reservation agent, as instructed by their supervisor, quotes the rack rate for the reservation. Mr. Singh gets irritated and decides to stay somewhere else.
   a) Discuss the impact of such an event on the future business of the hotel. 5
   b) Was the reservation assistant right in quoting the rack rate? 5

**PART-B**

Q.5 Explain in which situation hotels should practice duration restriction for room reservation. 5

Q.6 What pricing strategy should a hotel follow when the room demand is low and which strategy should be followed when the room demand is high? 5

Q.7 What are various factors which determine the availability of rooms? 5

Q.8 What is no-show percentage? How is it calculated? 5

Q.9 What are the major drawbacks of the rule of thumb approach? 5

Q.10 What do you understand by the term: Selection? Explain the selection process in detail. 5

Q.11 Explain the following sales techniques in detail. 2½x2
   a) Personal sales.
   b) Telephone sales.

Q.12 Explain merchandising. How does it affect hotel sales? 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Fifth Semester
HOSPITALITY SALES AND MARKETING (BHM-506)

Time: 3 hrs  
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What is total customer satisfaction? Why measuring customer satisfaction is important?  10

Q.2 Define business mission. Explain the concept of SWOT analysis in relation to the business unit strategic planning.  10

Q.3 What are factors that influence consumer behaviour?  10

Q.4 What is direct marketing? What are the benefits of direct marketing?  10

**PART-B**

Q.5 Explain consumer profitability and competitive advantage.  5

Q.6 Why product and service quality are key factors for customer satisfaction?  5

Q.7 What is CPU? What are the determinants of CPU?  5

Q.8 Explain what is corporate mission in detail?  5

Q.9 What are personal factors that influence the consumer buying decisions?  5

Q.10 What is packaging? What are the factors that influence packaging as an important marketing tool?  5

Q.11 Explain promotional pricing and list several pricing techniques a company uses to stimulate early purchase.  5

Q.12 What do you understand by Interactive Marketing? Explain the benefits of interactive marketing.  5
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Fifth Semester
HOSPITALITY (FRENCH) (BHM-507)

Time: 3 hrs  Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A

Q.1 Define the profession of Hotel management.

Q.2 What is the importance of French language in today's world?

Q.3 Put indefinite articles:
   1) Livres  2) Cahier  3) Cartable  4) Fille  5) Homme
   6) Table  7) Chaise  8) Femmes  9) Voiture  10) Moto

Q.4 Put definite articles:
   1) Stylo  2) Chemise  3) Maison  4) Chambre  5) Crayon

Q.5 a) Translate the following sentences into French:
   i) Good afternoon sir.  ii) Good night
   iii) Sorry Rahul  iv) Good bye
   v) Have a nice weekend Payal

b) Choose the appropriate color:
   i) White (Rouge, Blanc)  ii) Yellow (Noir, Jaune)
   iii) Brown (Brun, Blanc)  iv) Blue (Vert, Bleu)
   v) Pink (Brun, Rose)

Q.5 Describe yourself in French.

Q.6 Write the names of weeks and seasons in French.

Q.7 Write the names of five vegetables in French.

Q.8 Choose the suitable form of the adjective.
   a) Payez est -------------------- (Jolis, Jolie)
   b) La Maison est-------------------- (petit, Petite)
   c) Elle est --------------------- (Anglaise, Anglaise)
   d) Elles sont--------------------- (Indiennes, indiennes)
   e) Il est------------------------ (Intelligents, Intelligent)

Q.9 Put the following numbers into cardinal form:
   a) 3  b) 12  c) 8
   d) 20  e) 14

Q.10 Write the time in French:
   a) 4.20 AM  b) 9.10 PM  c) 11.20 AM
   d) 3.15 AM  e) 12.00 PM

Q.11 Write the names of any five dishes in French.

Q.12 Conjugate the ETRE verb.
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Sixth Semester
ADVANCED FOOD PRODUCTION THEORY-II (BHM-601)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A
Q.1 What is a banquet? Explain different types of banquets. 10
Q.2 Explain in detail about themes production. 10
Q.3 What do you understand by cocktail snacks? List the cocktail snacks with recipe of three snacks. 10
Q.4 What is forcemeats? Explain in detail. 10

PART-B
Q.5 What is sausage? 5
Q.6 Write a note on Canapés. 5
Q.7 Describe the limitations of outdoor catering. 5
Q.8 Compile a dinner menu for wedding party (250 PAX). 5
Q.9 Explain differences between brunch and lunch. 5
Q.10 Explain different types of sandwiches. 5
Q.11 What are advantages of convenience food? 5
Q.12 Explain the following:
   a) Burger 1x5
   b) Theme menus
   c) Buffet
   d) Chârcuterie
   e) Spring Rolls.
End Semester Examination, May 2014
B.Sc. (Hotel Management) - Sixth Semester
ADVANCED FOOD AND BEVERAGE SERVICE-II (BHM-602)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Discuss the objectives and importance of food and beverage control in hotels. 10
Q.2 Explain how break-even analysis can help any organization to achieve its objectives? 10
Q.3 Budgetary control is important in food and beverage operations. Discuss. 10
Q.4 What is inventory control and how it can help in food and beverage operations? 10

**PART-B**

Q.5 Identify five potential frauds that can happen in food and beverage control. 5
Q.6 Differentiate between perpetual and physical inventory. 5
Q.7 Differentiate between standard yield and standard portion size. 5
Q.8 Discuss the precautions which need to be followed when receiving goods. 5
Q.9 What is menu fatigue and how can this be avoided? 5
Q.10 List the considerations which are important during menu planning. 5
Q.11 Write short notes on:
   a) Power breakfast.
   b) Brunch. 2½x2
Q.12 What are the duties and responsibilities of food and beverage controller? 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Sixth Semester
ADVANCED FRONT OFFICE THEORY-II (BHM-603)

Time: 3 hrs  Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Explain the goals of revenue management.  10

Q.2 Define budgeting and its requirement in front office. Why departmental budgeting is important for different sections of hotel?  10

Q.3 Discuss the steps involved in determining and calculating room availability.  10

Q.4 Give the importance of front office reports and statistics for business with any five formulas’ required for front office.  10

**PART-B**

Q.5 What are occupancy ratios?  5

Q.6 Why forecasting is considered to be an important requirement of front office manager?  5

Q.7 How group room sales and F&B activities enhance the revenue of hotel?  5

Q.8 How revenue management software is used in front office operations?  5

Q.9 How can we measure the performance of hotel? Explain with suitable examples.  5

Q.10 Discuss PMS in detail.  5

Q.11 Describe the role of management in offering standard guest service.  5

Q.12 Why training plays an important role for developing standard operating practices in a hotel?  5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Sixth Semester
ADVANCED HOUSEKEEPING MANAGEMENT (BHM-604)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Describe the budget planning process. 10
Q.2 What are the energy conservation measures taken in hotel industry? 10
Q.3 Explain atleast five of housekeeping situations/complaints (with solutions) which hoteliers come across through. 10
Q.4 Describe the purchasing procedure followed by the purchase department. 10

**PART-B**

Q.5 What special arrangements are done for physically challenged people in hotel industry? 5
Q.6 Do you think ‘Single lady travelers’ should be treated specially? Why and how? 5
Q.7 In what ways airline crew members are given different attention while allotting guestrooms? 5
Q.8 Explain the action plan for use of energy efficiently. 5
Q.9 How can you control expenses in public area and guestrooms? 5
Q.10 List the purchasing principles with their importance. 5
Q.11 Why are standards laid down for housekeeping tasks? Give examples. 5
Q.12 How is the requirement of staff derived for H. K. department in a hotel? 5
End Semester Examination, May 2014
B. Sc. (Hotel Management) - Sixth Semester
HUMAN RESOURCE MANAGEMENT (BHM-605)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 Explain the process of human resource planning program.  10

Q.2 Describe the various methods of job design.  10

Q.3 Define the following:
   a) Job enrichment
   b) Job enlargement
   c) Job rotation
   d) Job description
   e) Job specification  2x5

Q.4 Describe the process for recruitment and selection.  10

**PART-B**

Q.5 Define human resource planning. Brief its importance.  5

Q.6 How can job design help in the organization of work?  5

Q.7 What are the 4 Rs of motivation? What are its goals?  5

Q.8 Explain training and development and their objectives in HRM.  5

Q.9 When does the need for training arise and what are its advantages?  5

Q.10 What is a trade union? Why do you think employees unionize?  5

Q.11 What are the three main steps in recruiting and selecting employees?  5

Q.12 What is the role of management and workers in trade unions?  5
End Semester Examination, May 2014  
B.Sc. (Hotel Management) - Sixth Semester  
FACILITY PLANNING (BHM-606)

Time: 3 hrs  
Max Marks: 60  
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

PART-A

Q.1 Discuss how the layout and design of a kitchen is important to enhance productivity and efficiency.  
Q.2 Explain the general considerations and principles followed while planning the facility for a commercial kitchen.  
Q.3 List the emerging trends implemented to minimize the cost of operations in hotels.  
Q.4 “What management is important for our universe”? Detail how a hotel can contribute in conservation and minimize wastage.

PART-B

Q.5 Discuss how breakdown maintenance can prove to be detrimental to guest satisfaction.  
Q.6 Explain how soft water is advantageous to hotels.  
Q.7 Managing waste is very important; discuss the principle of three Rs.  
Q.8 How can we manage waste water so that it can be reused wisely?  
Q.9 Explain why we should stress on “Energy conservation”.  
Q.10 “Heavy machinery is expensive and hence should be carefully considered while purchasing”. Discuss.  
Q.11 Differentiate between maintenance and renovation.  
Q.12 Differentiate between a lift and an escalator.
End Semester Examination, May 2014
B. Sc. (Hotel Management) – Sixth Semester
HOTEL LAW (BHM-607)

Time: 3 hrs
Max Marks: 60
No. of pages: 1

Note: Attempt any THREE questions from Part-A and SIX questions from Part-B.

**PART-A**

Q.1 What are the laws applicable to catering industry? 10

Q.2 Write in detail about Contract Act. 10

Q.3 Explain the following:
   a) Working environment according to Factories Act, 1948. 5
   b) FPO standard. 5

Q.4 a) Explain the agreements, offers and acceptance. 5
   b) How do you relate the Factories Act of 1948 with the hotel industry? Give relevant examples to justify your answer. 5

**PART-B**

Q.5 What are the different types of licenses required for any eating outlet? 5

Q.6 What is labour law? Why is it essential to the hotel industry? 5

Q.7 What are the central and local food laws which are to be followed by the hotels? 5

Q.8 Which food standards are especially developed for the Indian food industry? Give relevant explanation for the same. 5

Q.9 Enlist the powers of a food inspector. 5

Q.10 You want to open a bar in your restaurant. Why is it important to acquire a license? What would be the consequences if you operate without a license? 5

Q.11 What are the criteria for fixation of taxes for various tariff structures? 5

Q.12 What rules are followed by hotels relating to loss of guest property? 5