End Semester Examination, Dec. 2015
MA (Applied Psychology) – Third Semester
CLINICAL PSYCHOLOGY–INTRODUCTION AND THEORETICAL PERSPECTIVES (APCY-301)

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 With reference to Rosenhan’s 1973 study, what are your thoughts and feelings? 10
Q.2 Explain six strategies of rapport formation in detail. 10
Q.3 Explain, with examples, Obsessive – Compulsive Disorder (OCD). 10
Q.4 Distinguish between a Major Depressive Episode and a Manic Episode. 10
Q.5 List the DSM- IV-TR diagnostic criteria for Schizophrenia. 10

PART-B

Case study:

A 40-year-old man saw the September 11, 2001, terrorist attack on the World Trade Center on television. Immediately thereafter he developed feelings of panic associated with thoughts that he was going to die. The panic disappeared within a few hours; however, for the next few nights he had nightmares with obsessive thoughts about dying. He sought consultation and reported to the psychiatrist that his wife had been killed in a plane crash 10 years earlier. He described having adapted to the loss normally and was aware that his current symptoms were probably related to that traumatic event. On further exploration in brief psychotherapy, he realized that his reactions to his wife's death were muted and that his relationship with her was ambivalent. At the time of her death he was contemplating divorce and frequently had wished her dead. He had never fully worked through the mourning process for his wife, and his catastrophic reaction to the terrorist attack was related, in part, to those suppressed feelings. He was able to recognize his feelings of guilt related to his wife and his need for punishment manifested by thinking he was going to die.

Q.6 Read the case study carefully given above and answer the following question:
a) What is your diagnosis and how will you manage this case? 10
End Semester Examination, Dec. 2015
MA (Applied Psychology) – Third Semester
MANAGEMENT PROCESS (APIP-302)

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

MAX MARKS: 50
No. of pages: 3

PART-A
Q.1 Differentiate between career planning and career succession. What is the relevance of these functions in human resource management? 10
Q.2 Explain any two internal and external sources of recruitment? What are the emerging trends in the recruitment process? 10
Q.3 What are the barriers to effective selection process? How can psychological tests be an effective selection tool? Explain any two types of psychological test by giving suitable examples? 10
Q.4 What are common rating errors? Describe any four types of rating errors? In what kind of situations 360 degree appraisal method should be preferred over ranking method? 10
Q.5 An HR department forecasts both short and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. Explain the above statement with reference to human resource planning process. 10

PART-B
Case study:
Q.6 Read the case study carefully given on the next page and answer the following questions:
   a) Outline the different initiatives which enhanced the employee experience in HCL.
   b) Do you think EFCS can be a success in all organizations? If yes, can it be implemented in the same manner in all organization? Explain your answer. 5x2

HCL Technologies

HCL Technologies: Transformation Through Employees
The Y2K phenomenon pushed India onto the IT map of the world and it has never looked back since then. The Indian IT industry had gone through many phases to reach where it had by 2005. It had started with ‘body shopping’ in the 1980s followed by staff augmentation in the 1990s and doing projects in the 2000s. Body shopping meant sending employees to the client site. Staff augmentation meant taking responsibility of providing and maintaining certain skills either at the client site or offshore. In both these instances, project management and finding solutions were retained by the customer. However, in these kinds of engagements, the important thing to note is that the size of the revenue was directly proportional to the scale-up in terms of the headcount. Simply put, more employees deployed meant more money! The business imperative drove the HR imperative.

After 2003, the complexity and sophistication of the engagement that IT companies had with the customers brought in renewed challenges. Now, people were required, in huge numbers like before, but, the skills that they needed to have were more complex and deeper. The country’s educational system was not able to cope with the requirement of this kind of talent. Companies had to spend huge amount of time and effort to train and then retain these people. In an environment like this, in 2005 when Vineet Nayar took over as the CEO of HCL technologies, it was also one of those companies grappling with these issues. Added to the problem of the industry, the morale of people was down and not surprisingly attrition was higher than the industry average. However, what followed in the next few years transformed the company and central to this was the new philosophy propounded by Vineet Nayar—he said Employee First, Customer Second (EFCS). Transformation in Phases: Shift from the Volume to the Value Game
Until 2005, HCL like many of its competitors were playing the volume game. This meant that...
they would take up any business to add up to the targeted volume of sales. Success in the ‘volume game’ was defined by the improvement in processes and scaling up in the numbers of people. The value game meant that HCL would only take large multiyear, multiservice and unique customer value propositions only. This also meant that they would drop any business which did not fit these criteria. This was a significant shift in the business paradigm and the company planned to do it in three phases. The first phase meant building on a workforce which was competent, innovative and energized to engage with the customer to build, deliver and maintain the value proposition to the customer. The second phase was to build strategic partnership with companies and the third was to deliver on the shift in strategy for the company by having more than 50 per cent of their business coming from new lines non-existent till 2005.

EFCS was a thought, a belief—an aspiration for a way in life at HCL, but making it come true meant implementing clearly-thought-out processes. Some of those path-breaking steps are explained in the following sections.

Smart Service Desk (SSD). HCL had to inculcate an innovative knowledge workforce and it was important that they maintained an egalitarian culture to keep them energized. In most companies, it is seen that the service functions such as HR, administration and IT are careful about their service quality when it comes to the senior managers in the organizations but the other employees usually have a tough time. The company dealt with this problem by creating a system to make these service functions totally accountable for their jobs. They implemented a ticket-based online system for the resolution of queries and complaints. An employee could open a ticket and only they would have the power to close it. The tickets could be about something as simple as a broken chair to help with pursuing some certification programme. This decreased resolution time and increased transparency in the system. Every service department was then evaluated with the resolution time and the customer service scores that they got.

360-degree Feedback. The accountability of service functions was taken care of by the SSD, the 360-degree feedback process drove reverse accountability, i.e., managers accountability to their direct reports. The purpose of the feedback is only developmental and is not connected to any kind of appraisal. What makes the feedback unique is that it is voluntarily public. In 2005, when the process was kicked off the CEO made his feedback public. In 2006, some of his senior colleagues joined him. In 2007, more than 50 per cent of the managers had made their feedback public. This built an environment of trust and constructive criticism became a way of life.

Opinion Polls. Wherever any policy decision would affect people, HCL adopted the method of opinion polls to make sure that they knew what the employees felt about a certain issue. There were 45 opinion polls which were conducted in one year for a cross-section of issues. Some of them were whether the buses ought to be made air-conditioned even if it meant an increase in the charges or how many people would be interested in picking up an e-learning course. The opinion polls made people feel that their views mattered.

Directions. This was the name of the initiative which took the business strategy out of closed doors (till then discussed only between the company elites) to the employees at large. Every year the strategy as discussed and articulated by the senior management was captured in a CD. This CD was then shared with the employees at forums in all major locations by the members of the senior management team. The session was then thrown open for discussions with the employees. This initiative (attended by a high percentage of employees) made sure that all employees understood the direction the
company was taking and the language used across the company became uniform.

(You and I). This was the online forum in which employees could ask any questions to the CEO. When the service started the questions were mostly around compensation evaluation, but soon employees realized that those issues could be sorted out using the SSD and the shade issues raked took a strategic colour. Another important feature was that even the CEO was held on his service level.

CEO's Blog. This was the online forum in which the CEO could put any discussion point on the board for employees to respond to. It could be a problem in the delivery process or exploring an innovative service possibility.

Natasha. This was the name of the animated online assistant for the company intranet which housed all policies and procedures of the company. Gen. This was the name given to the idea generation portal at HCL. Through this, any employee could give an idea which could possibly have a business impact. Once an idea was accepted, it was assigned a mentoring team, so that the idea could be followed to its logical end and get implemented.

The company kept a tab on whether these processes were working well or not through a carefully crafted employee survey questionnaire administered every quarter. The questionnaire consisted of 15 questions bundled in five categories—enhanced focus on employees, enhanced productivity, alignment with company goals and visions, accountability to employees and participative culture. Then the employees rated whether the initiatives were working out or not. Do we all not know? What measures, improves—the rest is history!

That all these have worked to take HCL where it wanted to be is proved by the fact that the organization is now known and recognized for its innovation at multiple forums and award ceremonies. At the time when this was being written, HCL had opened a one-of-its-kind IT innovation lab in Singapore aimed at developing novel technologies and improving operational efficiencies for the Global pharmaceutical company Eli Lilly.
End Semester Examination, Dec. 2015
MA (Applied Psychology) – Third Semester
DEVIATIONS AND DISORDERS (APCY-302)

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 Distinguish between sex and gender. Discuss the challenges of sex re-assignment as a treatment of Gender Identity Disorder. 10

Q.2 Discuss in detail the early, middle and late stages of alcoholism. 10

Q.3 Explain, with examples, how psychological factors affect physical conditions of an individual. 10

Q.4 Discuss the possible causes and prevention of Intellectual Disability. 10

Q.5 What is Oppositional Defiant Disorder? What is the way forward for treatment? 10

PART-B

Case study:

The parents of a 7-year-old boy came for consultation because the boy had told his parents on several occasions that he would like to be a girl. From 2 to 3 years of age, he showed interest in dressing in his older sister's clothing. Initially, both parents thought that their son's interest in his sister's and, occasionally, his mother's clothes was cute. They were reassured of its transient nature by their family doctor. Preschool teachers told them that many boys dress up and that it was normal. When his parents kept the clothes from him, he would improvise with a towel for long hair and a large t-shirt for a dress. When playing mother father games, he would be mother, and he imitated female characters from children's stories. Most of his playmates were girls. He played often with his sister's discarded dolls and did not like sports. At school, he was teased by age-mates, notably boys, for cross-gender activities. At consultation, the father was concerned that his son would grow up to be gay. Mother was less concerned with this potential but was more worried that he was becoming a loner and unhappy at school in consequence of peer stigma.

Q.6 Read the case study carefully given above and answer the following question: a) What is your diagnosis and how will you manage this case? 10
PART-A

Q.1 Explain the various dimensions of organization culture. Elaborate the role of culture in sustaining viability of an organization. 10

Q.2 Elucidate the process of preparing a competency map for an organization. 10

Q.3 What is relevance of job evaluation process in compensation management? Describe any two methods of conducting job evaluation. 10

Q.4 Write short notes on any two:
   a) Impact of globalization on human resource management.
   b) Leadership competencies.
   c) Pay equity. 5x2

Q.5 What are emerging trends in organizational behaviour? 10

PART-B

Case study:

Q.6 Read the case study carefully given below and answers the following questions:
   a) How would you react to such a program? Explain your reactions.
   b) Why do you think more companies do not use these sorts of incentives? 5x2

REDUCING TRAVEL COSTS AT APPLEBEE’S

QualityAgent to make an airline reservation that didn’t fall within the Applebee’s travel policy, so he could send an e-mail before the employee purchased the ticket to remind the person of the policy. He also got weekly reports on travel usage to control costs and usage patterns better.

Although these elements alone saved Applebee’s money, Face wasn’t finished. He decided to provide incentives for using the system. To employees who followed travel policy and took six or more trips per year, Face promised a pair of domestic airline tickets if the company saved $100,000 in costs that first year. Eventually he got usage up to 55 percent to 60 percent of employee travel.
BA (Applied Psychology) – Third Semester
ENVIRONMENTAL SCIENCE (BA-AP-111)

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

Note: **Section-A** is compulsory. Attempt any **SIX** questions from **Section-B**. Marks are indicated against each question.

**SECTION-A**

Q.1 Attempt **any ten** of the following:
   a) Earth day is held every year on ________.  
   b) Environment day is celebrated on _________.
   c) Define E-waste.
   d) Describe environment studies.
   e) Enlist three R’s.
   f) Define marine pollution.
   g) What is green building?
   h) Write a short note on saving energy.
   i) Explain the term smog.
   j) Why is water a unique source?
   k) List two possible solutions to water crisis.
   l) List sources of energy.
   m) What kind of energy do we get from the sun?
   n) How wind energy is tapped?  

**SECTION-B**

Q.2 Explore what India can do to promote green economy and green jobs.  

Q.3 Describe the impact of earthquakes in general.  

Q.4 Discuss key issues of garbage management in India.  

Q.5 Explain why managing nuclear waste is a problem.  

Q.6 Describe how the water cycle gives us freshwater every year.  

Q.7 Establish a connection between forests and climate change.  

Q.8 Describe the likely impact of global warming on India.  

Q.9 Describe the implications of population explosion in the world and in India.  

Q.10 Trace the sources of the pollutants and describe their effects.  

End Semester Examination, Dec. 2015
PART-A

Q.1 Differentiate between the following:
   a) Primary memory and secondary memory.
   b) System software and application software.  
   5x2

Q.2 Explain the various network topologies? In which topology is data packet always delivered? 
   10

Q.3 Explain the various types of operating systems and their features in detail. Which operating system do you like to use and why? 
   10

Q.4 Explain briefly the various security risks to your computer. What is a firewall? Why is it important and needed in computer networks? 
   10

Q.5 What is database? Why database management has become very crucial to success of a business in present scenario? 
   10

PART-B

Q.6 Read the case study given below and answer the following question:
   What do you understand by e-commerce? Explain the various models of e-commerce. What are the benefits for Amway’s business owners as well as for the Amway? 
   10

Case study:

NEW DELHI, INDIA: Amway India, the country’s leading direct selling FMCG company has announced its e-commerce foray with the launch of www.amway.in. Powered by Microsoft. The e-commerce platform has been implemented by Microsoft Enterprise Services division, the company’s consulting, technical services and support arm.

The portal is a strategic lever to deliver on Amway’s objective of crossing Rs. 6,500 crore in revenue by 2015 and is aimed at leveraging the online medium to further expand the company’s existing
distribution network across 500,000 Amway Business Owners, while also providing consumers in semi urban customers with direct access to Amway’s expanding product range. ABO i.e amway business owners are distributors or the consumers who sell amway products further.

Outlining the objective of the launch of the Ecommerce Suite, Sanjay Malhotra, Vice President- IT & E - Biz said “The new URL www.amway.in would provide our Amway Business Owners(ABO’s) with a round the clock single touch point making it possible for them to access information about their business and place orders any time. The user-friendly website would have extended features for Amway Business Owner’s & facilitate easy ordering”. Pinckney added, “AMWAY India is now deliberating to empower its ABO’s with online training as well. This would unfold in the next phase of this website by 2015”.

Designed and implemented by Microsoft, the portal delivers a centralized one-stop touch point for over 500,000 Amway Business Owners in India. The extended features of the website will help Amway Business Owners automate the manual process of ordering goods and eliminate the process of physically travelling to pick orders from warehouses.

Speaking about the implementation, Malhotra said, “To launch Amway India’s e-commerce foray, we needed a reliable and experienced partner to build a strong IT infrastructural foundation for our online business. After spending time evaluating options, we were convinced that Microsoft Enterprise Services was an ideal fit for building our online solution, and are confident that Microsoft’s expertise in enterprise scenarios will help us achieve our aggressive business goals”.

Commenting on the company’s partnership with Amway for this launch, Vikas Arora, Director – Microsoft Enterprise Services, Microsoft India said, “Today, we are delighted to be a part of Amway India’s e-commerce foray and look forward to further consolidating their IT infrastructure requirements in the future”. He further added, “As the long time leader in business technology solutions, Microsoft understands the significance of right planning and implementation of IT infrastructure in determining the success of any given business. Microsoft Enterprise Services division works towards making the entire lifecycle of implementing technology easier by collaborating with customers, partners, and teams across Microsoft to provide the greatest impact of solutions, services, and support.”
End Semester Examination, Dec. 2015
BA (Applied Psychology) – First Semester
PSYCHOLOGY OF EVERYDAY LIFE-I (BA-AP-101)

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 Briefly explain ‘Psychology as a science’. Elaborate on the different fields of psychology with examples. 10

Q.2 Explain the theories of learning with the help of examples. 10

Q.3 What is memory and cognition? Briefly elaborate on any one model of memory. 10

Q.4 Explain the cognitive processes involved in sensation and perception. Explain depth perception in detail. 10

Q.5 Write short notes on:
   a) Signal detection theory
   b) Forgetting 5x2

PART-B

Q.6 With examples from your own life, discuss how your understanding of yourself and others around you has changed, ever since you began to study psychology. 10
End Semester Examination, Dec. 2015  
BA (Applied Psychology) – First Semester  
DEVELOPMENT OF PSYCHOLOGICAL THOUGHTS (BA-AP-102)

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 Give the ancient picture of psychological thoughts.  
10

Q.2 Write a note on Sigmund Freud and Psychoanalysis.  
10

Q.3 What is behaviorism? What are its major principles?  
10

Q.4 Describe the contribution of gestalt perspective in psychology.  
10

Q.5 Who was Abraham Maslow? Describe his need hierarchy model in detail.  
10

Q.6 How psychology developed after the Second World War?  
10

**PART-B**

Q.7 Write short notes on the following:  
a) Psychophysics.  
10

b) John B Watson “behaviourism”.  
5x2
END SEMESTER EXAMINATION, DEC. 2015
BA (APPLIED PSYCHOLOGY) – FIRST SEMESTER
PHYSIOLOGICAL PSYCHOLOGY (BA-AP-103)

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 Describe the Central Nervous System and Peripheral Nervous System. 10
Q.2 Describe the structure and functions of neuron. 10
Q.3 Explain the visual function with the help of a diagram. 10
Q.4 Describe the physiological bases of memory. 10
Q.5 Describe the process of resting and action potential with the help of appropriate diagrams. 10
Q.6 Describe the physiological bases of emotion. 10

PART-B

Q.7 Write short notes on the following:
a) Synapse.
b) Research methods in Physiological Psychology.
c) Limbic system.
d) Cortex. 10
End Semester Examination, Dec. 2015
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 Explain the following:
   a) Dispense bar.
   b) Satellite bar. 10

Q.2 What permits are required to operate hotel restaurant? 10

Q.3 Explain factories act 1948 in context of health and safety measures. 10

Q.4 What are the laws which are applicable to hotel industry? 10

**PART-B**

Q.5 What are the circumstances in which the hotel has the right to refuse accommodation to a guest? 5

Q.6 Explain the duties of a food inspector. 5

Q.7 Explain Hotel’s liability regarding guest property and unclaimed property. 5

Q.8 How do you define jurisdiction of inspectors? 5

Q.9 What do you mean by independent bar operation? 5

Q.10 What are the basic labeling requirements? 5

Q.11 Define:  
   a) AGMARK  
   b) ISI 5

Q.12 What are the state food laws which are to be followed by the hotels? 5
End Semester Examination, Dec. 2015
B.Sc. (Hotel & Hospitality Administration) – First Semester
FOOD AND BEVERAGE PRODUCTION THEORY (BHHM-111)

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:_

i) Roux  
ii) Oven  
iii) Julienne  
iv) Payasane  
v) Thyme  
vi) Stock  
vii) Bouquet Garni  
viii) Aromatic vegetables  
ix) Espagnole  
x) Mayonnaise

_b) Fill in the blank:_

i) ________ kind of roux is added in veloute sauce.  
ii) ________ is an example of cold sauce.  
iii) ________ is the French term of white sauce.  
iv) ________ is added to avoid the formation of layers while making a sauce.  
v) ________ is added to rectify curdled mayonnaise.

**PART-B**

Q.2  What is a sauce? Explain different types of mother sauces and list the recipe to make Espagnole.  

Q.3  What is a stock? Classify different types of stocks with their recipes.  

Q.4  List the different cuts of vegetables with their dimensions and uses.  

Q.5  List down the recipe of Tomato sauce. List down the derivatives of all the mother sauces.  

Q.6  What are the different types of Chef Uniform and their importance? Also list out the parts of a knife.  

Q.7  List down the personal qualities of a good Chef.
PART A

Q.1  
(a) Define/uses of the following terms:
   i) Holloware
   ii) Cruet set
   iii) Salver
   iv) Bar spoon
   v) Howthorne strainer
   vi) Bain marie
   vii) Side board
   viii) Napkin
   ix) Table
   x) Butter dish

(b) Fill in the blank:
   i) _______ is the capacity of a water goblet.
   ii) Food is served from _______ side in silver service.
   iii) _______ is the French term of Captain.
   iv) _______ is the height of a chair.
   v) _______ is the dimension of a cover.

PART-B

Q.2 Explain the following terms:
   a) Specialty restaurant.
   b) Banquets.
   c) Grill room.

Q.3 What are duties and responsibilities of a food and beverage service supervisor?

Q.4 Classify food and beverage service equipments by giving two examples of each.

Q.5 Briefly explain the ancillary departments of food and beverage service department.

Q.6 With the help of a flow chart, explain guest cycle.

Q.7 Explain the step by step process for a guest walking into your restaurant.
End Semester Examination, Dec. 2015  
B.Sc. (Hospitality and Hotel Administration) - First Semester  
ROOMS DIVISION THEORY-I (BHHM-113)

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

Note: Attempt any THREE questions from Part-A and THREE questions from Part-B. Q.1 is compulsory.

Q.1  
a) Write short notes on (any five):  
i) Tour operator.  
ii) Rooms reservation.  
iii) HRACC.  
iv) Concierge.  
v) Over booking.  
vi) Family room.  

2x5

b) Briefly explain the following terms in one or two lines:  
i) Orthodox cleaning.  
ii) Par stock.  
iii) Amenities.  
iv) Occupancy.  
v) Brasso.  
vi) Inventory.  
vii) Room status discrepancy.  
viii) O.O.O.  
ix) Scrim.  
x) Dusette.  

1x10

PART-A

Q.2  What are the various basis of classification of a hotel property apart from the star classification?  

5

Q.3  Draw a well labeled staff hierarchy chart of a front office department. Also, give the detailed job description of a Front Office Associate (FOA).  

5

Q.4  How is the post departure stage of guest cycle of great importance in terms of relation building with the guest who has stayed with the hotel already?  

5

Q.5  Draw a neat and labeled layout of a Front Office department in a five star hotel.  

5

PART-B

Q.6  How does the housekeeping co-ordinate with the following departments:  
a) Front Office.  
b) Maintenance.  
c) Stores.  

5

Q.7  Draw a neat and labeled layout of a housekeeping department.  

5

Q.8  Explain the manual and mechanical equipments of housekeeping in detail.  

5

Q.9  Write the standard procedure for processing guest requests.  

5
End Semester Examination, Dec. 2015
B.Sc. (Hospitality and Hotel Administration) - First Semester
ENVIRONMENTAL STUDIES (BHHM-114)

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

Note: Attempt any THREE questions from Part-A and THREE questions from Part-B. Q.1 is compulsory.

Q.1  
a) Name the three R’s of Recycling.
b) Define environment studies.
c) What are the main components of an eco-system?
d) Define ecotel.
e) Discuss importance of forest resources in maintaining our environment.
f) Clarify role of an individual in maintaining and in conservation of natural resources.
g) An important NGO involved in global environmental protection is _________.
h) Explain rain water harvesting.
i) Discuss consequences of climate change.
j) Define waste.
k) Give three reasons for water scarcity.
l) What you can do to conserve energy?  
m) Earth day is held every year on _________. 
n) Environment day is celebrated on _________.

PART-A

Q.2  Discuss the best environmental practices followed in the hotel industry.  
5
Q.3  What are the major component of the environment?  
5
Q.4  Discuss key issues of garbage management in India.  
5
Q.5  Write an essay on the international initiatives in forest conservation.  
5

PART-B

Q.6  List measures for water conservation.  
5
Q.7  Establish a connection between forests and climate change.  
5
Q.9  Trace the sources of the pollutants and describe their effects.  
5
Q.10 Give two examples of green livelihoods that would generate employment and income and at the same time conserve the environment in India.  
5
End Semester Examination, Dec. 2015
B.Sc. (Hospitality and Hotel Administration) – First Semester
PRINCIPLES OF MANAGEMENT (BHHM-115)

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

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

PART-A

Q.1 Define the following:
   a) Perception
   b) Eustress
   c) Communication
   d) Planning
   e) Personality

Q.2 Multiple choice questions. Choose one correct (√) option given below:

a) In what order do managers typically perform the managerial functions?
   i) Organizing, planning, controlling, leading
   ii) Organizing, leading, planning, controlling
   iii) Planning, organizing, leading, controlling
   iv) Planning, organizing, controlling, leading

b) What are the three interpersonal roles of managers?
   i) Figurehead, leader and liaison
   ii) Spokesperson, leader, coordinator
   iii) Director, coordinator, disseminator
   iv) Communicator, organizer, spokesperson

c) Which one is not a recognized key skill of management?
   i) Conceptual skills
   ii) Human skills
   iii) Technical skills
   iv) Writing skills

d) To what time-frame do strategic plans relate?
   i) Long-term
   ii) Medium-term
   iii) Short-term
   iv) Unspecified time as it takes to achieve an aim

e) What is Frank Gilbreth’s work most noted for?
   i) Working conditions
   ii) Time and motion studies
   iii) Work psychology
   iv) Work as a social setting

f) Which writer was concerned with the reaction of workers to key characteristics of bureaucracies?
   i) Merton
   ii) Weber
   iii) Gouldner
   iv) Mayo

g) Which feature does not form one of Fayol’s 14 principles of management?
   i) Esprit de corps
   ii) Initiative
   iii) Order
   iv) Individualism

h) The Hawthorn Studies are most associated with which writer?
   i) Mary Parker Follett
   ii) Elton Mayo
   iii) Lillian Gilbreth
   iv) Frederick Taylor

i) Which of the following is/are suggested for a successful management by objectives program?
   i) Establish a time frame for achievement
   ii) Establish performance targets
   iii) Prioritize goals
iv) All of the above
j) Each of the following statements about the hierarchy of needs theory (Maslow) is true except.
i) A satisfied need does not motivate behavior.
ii) People progress through the hierarchy in the same order without exception.
iii) Behavior can focus on satisfying more than one need at a time.
iv) The environment can affect behavior.

**PART-B**

Q.3  
a) What do you understand by the term: MBO?  
b) Discuss the importance of organizing in management.

Q.4  
Define the following:
   a) Management  
   b) Mission

Q.5  
a) What is Communication? Comment on the feedback process in communication.  
b) Explain stress and its causing factors in brief.

Q.6  
a) Describe the Mintzberg’s managerial roles in brief.  
b) Comment on the contributions made by F W Taylor in the field of management.

Q.7  
a) Define OBJECTIVES in management and explain the significance of objectives.  
b) Describe Maslow hierarchy of Needs.

Q.8  
a) Differentiate between authority and responsibility.  
b) Define controlling in management along with its importance.
End Semester Examination, Dec. 2015  
B.Sc. (Hospitality and Hotel Administration) - First Semester  
TRAVEL AND TOURISM (BHHM-116)

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

Note: Attempt any THREE questions from Part-A and THREE questions from Part-B. Q.1 is compulsory.

Q.1 Multiple choice questions:

a) What is a motel?
   i) A small hotel.
   ii) A small hotel on the highway where motorists check in.
   iii) A large hotel with packing facilities.
   iv) A hotel with a restaurant.

b) One would find boatels in:
   i) Manali  
   ii) Srinagar  
   iii) Loktak  
   iv) Ooty

c) Which one of the following organizational is operating youth hostels around the world?
   i) CARE  
   ii) UNESCO  
   iii) YMCA  
   iv) UNHCR

d) Motels are located on:
   i) Highways  
   ii) Roadways  
   iii) Sea side  
   iv) None of the above

e) Which one of the following hotel faced terrorist attack?
   i) Taj Gateway  
   ii) Taj Trident  
   iii) Taj Mumbai  
   iv) None of the above

f) A hotel situated near an airport is known as:
   i) Floatel  
   ii) Airtel  
   iii) Motel  
   iv) Rotel

g) The menu which provides a choice of items is:
   i) A la carte  
   ii) Table d’ hote  
   iii) Counter service  
   iv) None of the above

h) Which one of the following beach is in Maharashtra?
   i) Juhu beach  
   ii) Kovalam beach  
   iii) Bhatkal beach  
   iv) Marina beach

i) Dal lake is in which city?
   i) Srinagar  
   ii) Jammu  
   iii) Pahalgam  
   iv) Gulmarg.

j) Ganesh Chaturthi is a major festival celebrated in:
   i) Mumbai  
   ii) Bangalore  
   iii) Kolkata  
   iv) Goa.

Answer the following questions in brief:

k) Define tourism.
l) Write full form of FHRAI.
m) Write full form of MICE.
n) Gir in Gujarat is famous for ____________.
o) What do you understand by the term Flora and Fauna?
p) Enlist your travel motivators so far.
q) Write a short note on Taj Mahal.
r) Write down the names of three major regions of Himalayas.
s) Write full form of IRCTC.
t) Write full form of UNWTO.
Q.2 Discuss in detail the unique characteristics of tourism industry. Support your answer with appropriate examples.  
Q.3 Write in detail about the cuisines of India.  
Q.4 Discuss the role of fair and festivals in promoting Indian tourism.  
Q.5 Explain the importance of transport as a component of tourism emphasizing on rail, air and water.  

**PART-B**  
Q.6 Explain about any two places of tourism in Gurgaon.  
Q.7 Write a note on ecotourism and wildlife tourism.  
Q.8 Explain how STDC help to promote tourism in India.  
Q.9 Explain the components of tourism product.  
Q.10 Discuss the positive and negative impacts of social tourism.
PART-A

Q.1  a) Give two good sources of “Vitamin C” and “Vitamin A”, each.
     b) Give the importance of “Vitamin D” in our body and give its resources.
     c) Iron is found in food like ____________ and required in our body for __________.
     d) Mention five plant based food which are good sources of protein.
     e) According the food pyramid, which food is to be taken more and which ones less.
     f) Write in short the evaluation of food by appearance.
     g) What is the meaning of mouth feel?
     h) Describe BMR and SDA.
     i) What are emulsions?
     j) What is winterization?  

PART-B

Q.2  What role cooking and processing plays on the nutrition of the food? Explain its importance in brief.  

Q.3  What are macro nutrients? Explain its role in body functioning and importance the balanced diet.  

Q.4  Plan a weekly three course breakfast menu for a mess of residential boy’s school, keeping their nutritional diet requirements in mind.  

Q.5  Classify the different types of browning reactions seen in food.  

Q.6  Explain the importance of knowledge of food science and nutrition for a professional Chef.  

Q.7  Write the diseases caused by the deficiency of
     a) Iodine  
     b) Vitamin E  
     c) Vitamin C  
     d) Vitamin A  
     e) Iron  

Q.8  What is RDA and its recommendations on requirement of nutrition according to age and gender?  

Q.9  Mention the factors which affect meal planning in detail.  

End Semester Examination, Dec. 2015
B.Sc. (Hospitality & Hotel Administration) - First Semester
INTRODUCTION TO PSYCHOLOGY (BHHM-121)

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 Define is Psychology. What are the major fields of Psychology? 10
Q.2 What is perception? Describe figure and ground phenomenon of perception. 10
Q.3 Describe biological bases of behavior. 10
Q.4 What is motivation? Explain need hierarchy model of motivation. 10
Q.5 What is emotion? Describe the major theories of emotion. 10
Q.6 Describe the different typologies of personality. 10

**PART-B**

Q.7 Write short notes on the following:
   a) Short term memory and long term memory.
   b) Cognition. 5x2

End Semester Examination, Dec. 2015
B.Sc. (HHA) - First Semester
NUTRITION (BHM-117)

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) Give two good sources of “Vitamin C” and “Vitamin A”, each.
   b) Give the importance of “Vitamin D” in our body and give its resources.
   c) Iron is found in food like ____________ and required in our body for __________.
   d) Mention five plant based food which are good sources of protein.
   e) According the food pyramid, which food is to be taken more and which ones less.
   f) Write in short the evaluation of food by appearance.
   g) What is the meaning of mouth feel?
   h) Describe BMR and SDA.
   i) What are emulsions?
   j) What is winterization?

PART-B

Q.2 What role cooking and processing plays on the nutrition of the food? Explain the main features of it. 6

Q.3 What are macro nutrients? Explain its role in body functioning and importance of balanced diet. 6

Q.4 Plan a weekly three course breakfast menu for a mess of residential boy’s school, keeping their nutritional diet requirements in mind. 6

Q.5 Classify the different types of browning reactions seen in food. 6

Q.6 Explain the importance of knowledge of food science and nutrition for a professional Chef. 6

Q.7 Write the diseases caused by the deficiency of
   a) Iodine  b) Vitamin E  c) Vitamin C
d) Vitamin A  e) Iron  6

Q.8 What is RDA and its recommendations on requirement of nutritious according to age and gender? 6

Q.9 Mention the factors which affect meal planning in detail. 6

End Semester Examination, Dec. 2015
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 are cocktail snacks? List 15 varieties of cocktail snacks.  
10

Q.2 Plan a banquet menu for Bengali wedding along with indent and plan of work for 100 Pax.  
10

Q.3 List the equipments used in banquet kitchen along with diagram.  
10

Q.4 List 10 classical sausages with country of origin.  
10

PART-B

Q.5 What are open sandwiches?  
5

Q.6 What are the advantages of convenience food? List 3 manufactures of convenience food.  
5

Q.7 Distinguish between canapés and zakuskes.  
5

Q.8 Explain the importance of base kitchen in outdoor catering.  
5

Q.9 What are force meats and precautions to be taken while handling it.  
5

Q.10 Prepare a kids menu for a birthday party for 50 children.  
5

Q.11 Explain Nouvelle Cuisine.  
5

Q.12 Explain the following:
   a) Sauerkraut  
   b) Juniper berries.  
5
Note: Attempt any **THREE** questions from **Part-A** and **FIVE** questions from **Part-B**.

**PART-A**

Q.1 Explain what is menu and describe the types of menu, costing, merchandising and menu engineering?  

Q.2 What are the different frauds taking place in F and B controls and what are the preventive measure to be taken?  

Q.3 Define inventory control. Explain its importance in F and B service.  

Q.4 What are standard yields, standard portion size and standard recipe?  

**PART-B**

Q.5 Explain the break even analysis in detail and its role in achieving goals.  

Q.6 Describe in detail different types of costs with detailed features.  

Q.7 Explain food under purchasing, receiving, storage and issuing controls.  

Q.8 Explain the French classical course menu with examples.  

Q.9 Give five names of:  
   a) Champagnes.  
   b) White grapes.  
   c) Red wines.  
   d) Cheeses.  

Q.10 Write notes on:  
   a) Gueridon service.  
   b) Wine temp. and service.
PART-A

Q.1 Discuss the concept of overbooking as a tool of revenue management. Also mention the problems associated with overbooking. 10

Q.2 "Adopting the property management system (PMS) has assisted the front office professionals to a great extent”. Using the Gust Cycle, elaborate the contribution of the PMS to the convenience it has made to the daily departmental activities. 10

Q.3 While calculating the projections/forecasting, managers use various adjustments to the regular forecast method in order to be precise. List and elaborate these adjustments with their impact factor (+ve or –ve) with justifications. 10

Q.4 The hotel advertised the availability of a free shuttle service. A business guest relied on that information when he booked for a ride for a meeting at company headquarters few kilometers away. While booking he was regretted that the first preference of booking would be given to the airline employees and guests as they have a rooms’ contract with them. As a result he gentleman was late to his meeting on day one.

Later in the evening the guest complained and was informed that the shuttle will be available if the request was made with 30-35 mins lead time. Next day this guest requests a shuttle service from office back to hotel in the evening, unfortunately the pick-up was never made and he had to take a cab back. On the third day it was fortunate that arrangements worked for both the ways. On the last morning, the guest was stunned to learn that the shuttle was leaving in five minutes time and not between 30-35 minutes lead time as earlier informed. The guest had not finished dressing and had no breakfast either.

a) Was there a management failure here, if so what?
b) What should be the hotel’s immediate response or action to the incident?
c) What further long term actions should the management take, if any? 10

PART-B

Q.5 List and explain in detail the sequence of steps in formulation of Front Office departmental budget. 5

Q.6 With the use of suitable illustrations, define the concept of ‘Market Share’ and ‘Market Penetration’. 5

Q.7 Differentiate between the ‘Upgrade’ and ‘Upsell’ activities of Front Office department. 5

Q.8 There are certain instances where it becomes imperative to bounce a hotel guest, define the sop to bounce the guest in a sequential manner. 5

Q.9 Elaborate define the following:
   a) RevPAR
   b) Stayover guest 5

Q.10 A hotel receives bookings from several market segments in the tourism market. Identify any five key market segments with their brief background. Also write the SOP of making a room reservation. 5
Q.11 Assuming yourself to be in the role of a Front Office Manager, develop a plan/schedule/checklist to improve the ‘guest service experience’. Use the various stages of a guest cycle as the basis to plan ahead.

Q.12 A 349 room hotel had a total of 296 rooms occupied last night. Of those 296 rooms, 212 are due to check out today. In addition, there are 235 reservations for today. Using the regular forecast method calculate the following requisited:
   a) Last night occupancy percentage
   b) Number of stay overs
   c) Tonight’s closing of rooms
   d) Tonight’s occupancy percentage
   e) Assuming, 5 rooms as out of inventory due to repair, now find tonight’s closing of rooms.
PART-A

Q.1 What are the various housekeeping expenses that the executive housekeeping needs to budget for? 10

Q.2 What is energy conservation? Discuss methods that may be adopted by eco-sensitive hotels for energy conservation. 10

Q.3 How will you deal with the following situation?
   a) A guest calls the housekeeping control desk and says he is attempting suicide.
   b) A guest calls up the control desk that her shawl given for dry-cleaning has been returned to her considerably shrunk. 10

Q.4 How does the new housekeeper go about planning and organizing housekeeping operations in a soon to be property properly? 10

PART-B

Q.5 Explain the unique features and facilities of Eva room. 5

Q.6 Explain the standard operating procedures with examples. Why it is important for housekeeping department to follow SOPs? 5

Q.7 Discuss methods that may be adopted by eco-sensitive hotels for water conservation. 5

Q.8 Discuss the special provisions in housekeeping for an Airline Crew guest. 5

Q.9 What are the components of employee welfare? 5

Q.10 Explain the importance of inter-departmental liaisoning in critical situations and during emergencies. 5

Q.11 Discuss the importance of planning and forecasting housekeeping operations. 5

Q.12 What are the various ways of scheduling housekeeping employees for a day’s work? 5
Note: Attempt any **THREE** questions from **Part-A** and **SIX** questions from **Part-B**.

**PART-A**

Q.1 How the new employees should be oriented to hotel? Discuss the orientation of different levels of employees new joiner, trained and experienced. **10**

Q.2 How can job design help in the organization of work? **10**

Q.3 Why and how employees become unionize? How an organization can maintain non-union status? **10**

Q.4 If you start a small restaurant in your hometown after passing out the hotel management examination, what different motivational techniques will you use to motivate your staff? Imagine a happy organization you will create there-how do you create happiness among your staff members? **10**

**PART-B**

Q.5 Critically examine the need for human resource planning. How does it relate to other human resource function? **5**

Q.6 Differentiate between job specification and job description? **5**

Q.7 “Motivation of employees is important for effective leadership in an organization” Discuss. **5**

Q.8 Differentiate between orientation and induction. **5**

Q.9 Define training, discuss the importance of training and proper trainer in hotel industry. **5**

Q.10 What do you understand by the term “selection”? Explain the selection process in detail. **5**

Q.11 Write short notes on job analysis and job enrichment. **5**

Q.12 Define recruitment. Discuss the recruitment process in detail. **5**
Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**.

**PART-A**

Q.1 In the background of the epidemiological trial, discuss ‘causation’. 

Q.2 What are the measures “National Rural Health Mission (NHRM) is taking to ensure community participation”? 

Q.3 Discuss the community participation approach in public health systems. 

Q.4 What is epidemiology and why is it necessary? What is incidence rate? 

Q.5 What are the foundations of community health? 

Q.6 Discuss the concept of disease and health. 

**PART-B**

**Case study:**

Q.7 There is an outbreak of dengue in the community. However no data is available. You are the Director, Public and Community Health Department. How would you deal with the crisis beginning with the incidence rates, intervention, strategies and outcomes? Elaborate.
Q.1 Differentiate between a social policy and a public policy? Which factors makes a policy to public policy? 10

Q.2 What do you understand by the term Human Development Indicator? 10

Q.3 Comment on distribution of healthcare services in India. 10

Q.4 Write short notes on:
   a) Current role of social work in healthcare.
   b) Approaches to analysis in operations management. 5x2

Q.5 What are the different forms of health policies? Explain the health policy development process in detail. 10

Q.6 What is MBO with special reference to healthcare industry? Define all the approaches to analysis you know which are helpful in healthcare policy formulation. 10
Q.1 What do you understand by the term ‘system dynamics’ in healthcare? List down its characteristics.  
Q.2 Elaborate the evaluating methodology for monitoring performance and needs in health services. Also highlighting the guidelines for evaluation.  
Q.3 How is health systems research different from other types of health researches? List out the different types of health systems research.  
Q.4 Write short notes on:  
a) Operational planning in healthcare.  
b) Project management in healthcare.  
Q.5 Comment on the contemporary trends in healthcare systems.  
Q.6 Define the different approaches and importance of healthcare decision making in detail.
PART-A

Q.1 What is Health Economics? How the knowledge of Health Economics help in hospital planning and management?  

Q.2 What are the various methods of pricing in health services? How is it different from the pricing of a vehicle?  

Q.3 What are the various methods of health care financing? How does improvement in health sector promote an economic development?  

Q.4 Define the term profit. Explain how to measure the profits for an healthcare organization.  

Q.5 "Health care is a peculiar beast where in spite of all the new technology, costs keep going up all the time. That is a strange paradox." What are the main reasons why health care costs rise faster than inflation? Can a hospital buck that trend? How?  

PART-B

Case study: Marketing of Health Services

Pulin Kayastha was simply amazed. He had seen all forms of hostility and marketing warfare in the consumer goods industry, but to see similar warfare in the health industry fascinated him. Clearly, he told himself, doctors had found consumers in their patients. At least, that's what the concept note sent by Dr. Ajit Varman, country manager of Recovery Clinics & Hospitals, seemed to indicate. Varman and seven other senior doctors had left Karuna Nursing Home and Hospital to set up Recovery, which, as the note said. ".... would be entirely devoted and dedicated to customer responsiveness."

Pulin was a management consultant and was recommended to Recovery by the marketing director of Regrow Pharma, a large pharmaceuticals company in Mumbai. In fact, the suggestion to set up Recovery came from a non-resident patient, Dinesh Shah, who was undergoing treatment at Karuna's large specialty hospital in Central India. It was in the course of his interaction with the doctors that Shah sensed their unhappiness with the system. This prompted him to suggest the idea of Recovery. Varman had joined Karuna 10 years ago, assured of a challenging career in a hospital that was promising to be different. But over time, disillusionment set in as Karuna's image and response to the environment diluted its equity.

"Now that we have decided to do this, we do not want to repeat old mistakes," Varman had told Pulin during their first meeting. "Having worked at Karuna, we can see its weaknesses and why it's losing saliency. Ten years ago, when it was established, we believed it was going to add value to our careers; We became a part of it because we were told that we are specialists who would bring exclusivity to the hospital. But soon, the focus shifted to fetching business and revenues. The management started hiring specialists and private practitioners, offering them cabins and consultancy arrangements at Karuna. The strategy was that these doctors would bring in their patients and use the infrastructure so that the hospital would start earning money."

The Karuna management wanted to derive short-term benefits, than gradually build up clientele. But the strategy, it appeared, did not pay off. As Varman said: "Because there
were many doctors and the business was not large enough in the first few months. Consequently, competition for business became cut-throat between doctors."

Despite modern amenities, state-of-art systems and numerous doctors, the image of the hospital was that of being too commercial - a fallout of the stigma of being a private hospital. It was common among doctors to slot every hospital under either category - a place where you get neglected to death or a place where you get researched to death. Karuna earned a new label - a place where you got cross-referred to death, for doctors at Karuna slowly took to enhancing each others' earnings as they sent patients back and forth to doctors and specialists. At the end of his diagnoses, the patient ended up paying a huge amount of money for this treatment.

According to Varman, the high-cost, high-expectation syndrome hit the hospital. The initial promise of exclusivity and quality was lost. Karuna had the best doctors. but after-care was abysmal. With a view to keeping costs low, nurses, house-keeping staff and even the front office staff were hired cheap, training was virtually absent, and no attention was paid to end-user needs. Kayastha could see Recovery trying to be all that Karuna was not and desiring not to be all that Karuna was. If Kayastha thought Varman was hiring him for routine systems design and a patient management manual, he was mistaken. For Varman said: "We want to get Recovery's positioning platform right and work on a sound marketing plan. What we want you to do is to help us build this brand, help ordinary doctors like us understand what brand-building entails and how it is managed in a service industry."

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

a) Suggest a positioning strategy for Recovery Clinics and Hospitals? 3
b) Explain why it would be necessary for doctors as well as nursing staff to be marketing oriented. 4

c) Identify and discuss the service quality dimensions which Recovery Clinics and Hospitals can use for measuring its service quality. 3
PART-A

Q.1 Explain the concept of health care planning. What are the dimensions of health care management in India?  

Q.2 How should hospitals handle quality and environmental issues under health care management?  

Q.3 What is the relevance of disaster planning in health care management? Explain the various provisions to ensure the personal safety of patients under disaster management.  

Q.4 Explain any two methods of solid, liquid and hazardous waste management respectively.  

Q.5 Explain various trends and practices used for handling costs under health care budgeting.  

PART-B

Q.6 A regional health system in Europe was having difficulty discharging elderly hospital patients in a timely fashion. The system knew that these patients were especially likely to need follow-up services from community health and social care providers –services that could be difficult to arrange. However, it also knew that delayed discharges jeopardized patients’ health and increased costs unnecessarily. The system therefore thought that closer integration of acute care, community health, and social care services could accelerate the discharge process.

Comment whether integrated care was the right solution and what are the steps needed to make discharge process more efficient.
Q.1 Discuss the organizational ethics in decision making process.  

Q.2 What is hospital information system? Discuss any three modules of HIS in detail.  

Q.3 Explain in detail the Indian health care system.  

Q.4 What do you mean by concept of health? Explain the role of healthcare and hospitals.  

Q.5 Discuss the various types of hospitals and challenges faced by hospital management in the present scenario.  

Q.6 Discuss the stream of work that helped transformed business support functions that helped transformed the organization. What are the benefits of new performance management system?

A large regional healthcare system in the southern United States, concerned about upcoming healthcare reform, needed to significantly improve its operating margin. The system had been meeting its cost targets, primarily through cost-cutting and labor management. However, it needed a step-change in performance to meet the challenges ahead.

The system asked McKinsey to help it design and implement a frontline-driven lean transformation with three objectives:

- improve quality while reducing costs
- instill a performance-driven culture
- ensure that the results were sustainable over the long term

It became apparent during our initial conversations that the client lacked two necessary elements if the frontline transformation was to yield solid, sustainable results: a robust performance management system that would deliver real-time data to all staff members, and trained “internal consultants” capable of overseeing an ongoing, large-scale improvement program.

We also realized that the client could achieve stronger results if it transformed some of its business support functions (e.g., its purchasing and billing departments) at the same time that it transformed frontline clinical operations. We therefore undertook four streams of work simultaneously.

- **Performance management**: We helped the client build a data repository system that could pull information from multiple IT sources, combine the information into a set of key metrics, and then deliver them in a simple-to-use scorecard. We also established regular performance dialog meetings for all groups, and taught its leaders how to role model desired behaviors and deliver appropriate rewards and recognition. Working with the frontline and support staffs, we helped instill a culture built around root-cause analysis and iterative problem-solving.
- **Internal consultants**: To create a cadre of internal consultants, we provided both formal training and ongoing support to ensure that the health system leaders could build their own high-performing teams and develop internal talent.

**Case study:**

Analyze the case study given below and answer the following question:

Q.6 Discuss the stream of work that helped transformed business support functions that helped transformed the organization. What are the benefits of new performance management system?
The client now has crucial elements it previously lacked. Its new performance management system ensures that all frontline staff meets daily and, when necessary, makes real-time changes to drive the highest-quality performance. In addition, the client has an experienced team of about 10 internal consultants who can support the frontline staff in these efforts.
**PART-A**

Q.1 What are advantages and disadvantages of performance appraisal systems in India under what circumstances critical incidents technique should be preferred over 360° appraisal.  

Q.2 How is performance management different from performance appraisal system? As the workforce becomes more diverse, why does performance appraisal becomes a more difficult process?  

Q.3 What is a high performance work system? Discuss performance management practices undertaken by any two Indian organizations.  

Q.4 Write short notes on (any two):  
   a) HR systems for team based functioning.  
   b) Designing roles for networked organization.  
   c) Ways to unblock creative potential of an individual.  

Q.5 Why is it so hard to build and maintain capacity to innovate? Why an innovation strategy important form start up organization?  

**PART-B**

Q.6 Read the case study carefully given on the next page and answer the question accordingly:
It is January.

You are the regional manager of a chain of stores selling computer equipment and accessories, mainly based on out-of-town retail parks.

Following promotion, a new manager has just been appointed to the Preston store which employs 20 staff.

The store is currently experiencing a number of challenges which you wish the new manager to address. Among the store’s problems are the following:

- A growing absence problem among the store’s staff.
- Deterioration in staff morale, largely due to the unpopularity of the previous manager who left suddenly about a month ago.
- Sales have been falling since a rival opened up a store on the same site. It is well known that the rival chain’s products are not only cheaper, but much more unreliable.
- The lease on the current property expires in July. The company has an option on a store of similar size on the far side of town. The rent on the alternative store would be cheaper, but it is unlikely that all the current employees would be prepared to transfer to the new store. You need to get your manager to investigate this issue.
- The newly-appointed manager, although highly competent as a team manager has admitted that financial management is not his strong point.
- The company has a formal appraisal process for all staff, but the previous manager is known to have neglected this area. As regional manager you wish to address this issue.
- Although many of the in-store employees have long service, there is still a problem in retaining newly-appointed staff. Labour turnover currently stands at 15% although the norm for the retail sector is 10%.
- The company operates an annual employee opinion survey. In the last survey, employees in the Preston store collectively raised concerns over lack of training. You have allocated Rs.100,000 for employee development for the store.
- The telephone bill for the store is twice that of other stores in the chain. Occasional personal calls from the employee rest area are allowed, providing that permission has been given by the store manager.
- The manager of the smaller Blackpool store is currently on sick leave and you, the regional manager, have agreed that a suitable temporary replacement will be provided from the Preston branch.

Based on the above issues, select which you think are the six most appropriate to be included in an annual performance management plan, and compile a suitable set of performance objectives for your newly appointed manager, complete with measures and timescales.
End Semester Examination, Dec. 2015
MBA – Third Semester
ORGANIZATION CHANGE AND DEVELOPMENT (EPHR-302)

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 What do you understand by term organization development? List distinguish characteristics of OD process. 10

Q.2 Describe Kurt Lewin action research model for organizational development. 10

Q.3 Describe Burke Litwin Model of organizational change. 10

Q.4 Write short notes on:
   a) Gestalt approach to team building.
   b) Role of power and politics in OD. 5x2

Q.5 What is survey feedback? What are the limitations of survey feedback method? 10

**PART-B**

Case study:

The senior management of Universal systems realized that, for the long-term survival and prosperity of the company, it would be necessary to have empowered workers who were capable of, and responsible for, making their own decisions. They also felt that some type of team environment would be desirable. Knowing that effective change requires leadership with knowledge and experience in change management, they brought in external consultants with experience in designing and managing large-scale change events for organizations outside their industry. A Planning Team was created, which included management representatives, and internal and external consultants. This Planning Team, in turn, created a Design Team where a representative sample of the entire organization would be involved in designing the organization development intervention meeting itself. This Design Team met several times before the event. It had representation vertically among all levels of the management and workers, and also had horizontal representation across the entire organization. They produced a plan for a meeting that was highly adaptive and tailored specifically to fit their needs, their wants, and their situation. They did not use any one specific model or consultant’s approach. The team created a list of specific outcomes that they wanted from the process, and circulated it for comment throughout the organization. They created a highly structured design for a future off-site meeting of the entire organization. This was centered on the use of modern adult learning techniques with an emphasis on involvement and interaction -- not on information and visions presented from the top. The Design Team created detailed written instructions and worksheets, and appointed a Logistics Team to work out and manage the details for the change event.
It took almost a year from the initial decision to begin the process until the actual change event occurred. But when it did, it was held off-site over a consecutive three day period.

All of the 500 people (just about everyone) were assigned to specific tables, in one large room. There was a "max-mix" seating arrangement, to ensure a maximum mixing of people both vertically and horizontally throughout the company. Nobody sat with anyone in his or her own functional group or at his or her own level of management. Vice presidents were mixed right in with production people, engineers, secretaries, sales and marketing personnel.

The first day was spent developing a common database of the current reality. Customers, management, representative workers throughout the corporation, and outside companies that had successfully completed this process in their own industry presented views.

A process of structured listening was imposed. Working at their tables, the participants proceeded to learn about each other -- about their environments, constraints, daily work routines, pressures, problems, successes, values, and outside activities. Participants were required to discuss what they heard, how they felt about it, and what meaning it had for their own situation. It was important for everyone to see the information generated by himself or herself and by everyone else in the organization.

The entire company heard from their leaders, from their customers, from organizations outside the industry that have had successes with this large-scale change process, and from themselves.

This second day was devoted to defining and moving towards a preferred future for the organization by finding common ground among the diverse participants. The Design Team presented a working draft of a vision statement as a starting point for discussion. This was then subjected to open criticism and revision.

Reality was brought in by having the participants work to analyze their strengths and weaknesses, as well as opportunities and threats. They then proceeded to a process of organizational diagnosis -- of identifying the problems that are impeding change and progress.

A discussion and clarification of the mission identified what business the company was in, and what business they should be in, considering their stakeholders' needs, their resources, and their competitive environment. This reinforced some existing operational practices, and suggested some new ones to be added and others to be eliminated.

The "max-mix" seating arrangement was then reconfigured to group people together by functional groups (i.e. engineering, management, technical, production, marketing.) These groups each prepared and sent messages to the other groups, covering what they appreciate about each other, and what they need from the others to help them to do their own jobs in a more productive way.

The last day was devoted to setting strategy, gathering and processing feedback on this strategy, and especially on action planning to secure commitments to make the proposed strategy develop into reality.

Written commitments were made for the entire organization, for the functional groups, and by the individuals. A combination of individual, table-group, and plenary work was used to insure that the commitments were heard, relevant, and agreed on. These objectives were specific, measurable, realistic, and achievable.
Q.6 Read the case study carefully given above and answers the following questions:

a) What made the management of Universal systems to adopt change? What are the various factors that propel change in an organization?

b) According to you, what could be the possible outcomes and results of change at Universal systems? 5x2
Q.1 Why is it important to align compensation to the organization culture? “All compensation systems are affected by two cultural issues”. Which are the two cultural issues and how does they affect organization culture?  

Q.2 How is incentive stock option different from non qualified stock option? What is relevance of vesting period and exercise price in case of stock options?  

Q.3 Write short notes on any two: 
   a) Phantom stock  
   b) Long term incentives  
   c) Wage components  

Q.4 What market and financial indicators must be taken into account while deciding on CEO’s pay? What are the major components of a CEO’s pay in India, USA and UK?  

Q.5 Explain scanlon incentive plan? How incentive plans differ from gain sharing plans? Discuss with suitable examples.  

Q.6 Read the case study carefully given below and answers the following questions: 
   a) Describe the process and technique used by you or job evaluator (Draft the job structure in the below case).  
   b) Assign titles to each job with a list of compensable factors. State the reasons for selecting them as compensable factors.  

JOB EVALUATION
JOB B (Cashier)

Kind of Work
Assist and focus on customers during entire checkout process. Perform all cash register functions according to established procedures. Maintain a positive company image by providing courteous, friendly, and efficient customer service. Check out customer groceries efficiently and accurately. Pass entry-level PLU code test. Maintain a professional demeanor at all times. Stock registers with supplies as needed. Follow proper check-receiving procedure. Clean, stock, and detail front-end area with special attention to own register. Change journal tapes and ribbon as needed. Walk produce department at the beginning of every shift to identify and learn new produce codes. Comply with all posted state health and safety codes.

Requirements
- Excellent communication skills necessary for good customer and team relations.
- Ability to work well with others.
- Ability to learn proper use of baler (must be 18 or older).
- Desire to learn and grow.
- Ability to work in a fast-paced environment, with a sense of urgency.
- Understanding the importance of working as a team.
- Good math skills.
- Patience.

JOB C (Team Leader, Prepared Foods)

Kind of Work
Reports to store team leader and to associate store team leader. Provides overall management and supervision of the Prepared Foods Department. Responsible for team member hiring, development, and terminations. Also responsible for profitability, expense control, buying/merchandising, regulatory compliance, and special projects as assigned. Complete accountability for all aspects of department operations. Consistently communicate and model Whole Foods vision and goal. Interview, select, train, develop, and counsel team members in a manner that builds and sustains a high-performing team and minimizes turnover. Make hiring and termination decisions with guidance of store team leader. Establish and maintain a positive work environment. Manage inventory to achieve targeted gross profit margin. Manage the ordering process to meet Whole Foods Market quality standards. Maintain competitive pricing and achieve targeted sales. Establish and maintain positive and productive vendor relationships. Develop and maintain creative store layout and product merchandising in support of regional and national vision. Establish and maintain collaborative and productive working relationships. Model and cultivate effective inter-department and inter-store communication. Provide accurate, complete information in daily, weekly, monthly, annual, and “ad hoc” management reports. Maintain comprehensive knowledge of, and ensure compliance with, relevant regulatory rules and standards.

Requirements
- Two years relevant experience as a team leader, assistant team leader, supervisor, or buyer.
- Thorough knowledge of products, buying, pricing, merchandising, and inventory management.
- Excellent verbal and written communication skills.
- Strong organizational skills.
- Knowledge of all relevant Whole Foods Market policies and standards.
- Computer skills.

JOB D (Team Member, Prepared Foods)

Kind of Work
Perform all duties and responsibilities of Prepared Foods Team Member. Provide excellent
customer service. Assist team leader in nightly team operations. Report all actions of team members that violate policies or standards to the team leader or associate team leader. Mentor and train team members. Maintain quality standards in production and counter display. Comply with all applicable health and safety codes. Help implement and support all regional programs.

Requirements

- Minimum 6 months’ retail food production experience, or equivalent.
- Overall knowledge of both front and back of the house operations.
- Comprehensive product knowledge.
- Comprehensive knowledge of quality standards.
- Excellent organizational skills.
- Excellent interpersonal skills, and ability to train others.
- Demonstrated decision-making ability, and leadership skills.
- Ability to perform physical requirements of position.
- Able to work a flexible schedule based on the needs of the store.

JOB E (Team Member, Kitchen)

Kind of Work

Performs all duties related to dishwashing: unloading kitchen deliveries and cleaning all dishes, utensils, pots, and pans. May be prep work. Maintain food quality and sanitation in kitchen. Maintain a positive company image by being courteous, friendly, and efficient. Wash and sanitize all dishes, utensils, and containers. Assist with proper storage of all deliveries. Rotate and organize products. Perform prep work as directed. Provide proper ongoing maintenance of equipment. Maintain health department standards when cleaning and handling food. Perform deep-cleaning tasks on a regular basis. Take out all of the garbage and recycling materials. Sweep and wash floors as needed.

Requirements

- Entry-level position.
- Able to perform physical requirements of job.
- Practices safe and proper knife skills.
- Ability to work box baler (must be 18 years of age or older).
- Works well with others and participates as part of a team.

JOB F (Team Member II, Stock and Display)

Kind of Work

Performs all functions related to breaking down deliveries and moving back stock to floor. Assists in organizing and developing promotional displays; maintains back room, training entry-level grocery clerks. Trained and capable of operating any of the subdepartments as needed. Maintains and ensures retail standards during their shift. Responsible for implementing team’s break schedule. Performs all duties and responsibilities of grocery team member. Builds displays and requests appropriate signage. Supervises shift to ensure standards are maintained. Implements break schedule for shift. Responsible for problem solving in team leader or associate team leader’s absence. Fully responsible for completion of all opening or closing checklists. Responsible for checking in deliveries.

Requirements

- Minimum one-year retail grocery experience, or equivalent.
- Proficient in math skills (addition, subtraction, multiplication, and division).
- Ability to perform physical requirements of position.
- Ability to properly use baler (must be 18 years of age or older).
- Able to direct team members and implement break schedule.
- Ability to work well with others.
End Semester Examination, Dec. 2015
MBA – Third Semester
LOGISTICS AND SUPPLY CHAIN MANAGEMENT (EPIB-301)

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 “In the era of outsourcing, third party logistics (3PL) can add value to existing supply chain”. Explain. 10

Q.2 Write short notes on:
a) Consolidation
b) Palletisation 10

Q.3 Discuss the role of warehousing within supply chain. Also explain the types of warehouses with its advantages and disadvantages. 10

Q.4 “Competition, information technology, increased value addition etc. forced us to move a step ahead from logistics to supply chain management”. Throw light on this statement. 10

Q.5 Discuss the picture of road transportation industry in India and the problems faced with the road transport. 10

PART-B

Case study:
Kraft, Inc.

Kraft sells about $10 billion of food and food products each year. It is divided into eight domestic operating divisions and one overseas division. Its major customers are retail food chains and grocery wholesalers. Distribution of its many products is complicated by the fact that some are frozen, some are refrigerated and many have different shelf lives. Operating out of seven distribution centers, Kraft ships nearly a million cases per day. One of the company’s customer service accomplishments is that it ships 98.5 percent of all cases ordered. Each distribution center has a toll-free 800 telephone number that customers may call to advance order dates, add product to current orders, or expedite shipments.

The firm’s operations are an example of integrated logistics. “The distribution structure successfully links it to other parts of the material flow chain including purchasing, asset management, production scheduling, inventory control, and transportation.” Kraft operates three truck fleets, one to handle interplant shipments, one to make deliveries to customers, and one for administrative and service purposes.

Within the materials management unit at Kraft, decisions are made regarding inventory locations, transportation modes to be used, and sourcing. The main objectives of the materials management group include the following:

- Cost competitiveness in each aspect of procurement, distribution, and transportation.
- Unwavering commitment to quality, including assured quality from suppliers and carriers.
- Effective utilization of computers.
- Development of individualized relationships with providers of materials and services.
- Management development to attract, hire, and develop people in each position with a net outflow to other organizational units of Kraft.

Note the objective of developing "individualized relationships with providers of materials and services". This is an example of strategic logistics, that is forming alliances with outside firms. One such alliance between Kraft and the carriers that serve it results in additional trailers being provided so truckers do not have to wait for unloading. This benefits both the trucker and the Kraft distribution center, which has more time to unload the trailers.

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

a) What is integrated logistics? How does it work in Kraft Inc?  
   b) In what way is the distribution process of Kraft products complicated?  
   c) Define material management. What are the main objectives of the material management group in Kraft Inc?  
   d) How does Kraft Inc. move from an integrated logistic system to a strategic logistic system? Give an example.
MBA – Third Semester  
COMMODITY TRADING (EPIB-302)

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 Discuss the evolution and growth of derivatives market in India with special reference to commodity trading.  
10

Q.2 Answer the following:  
a) Forward contracts Vs futures contracts.  
b) Commodity options.  
5x2

Q.3 In normal market conditions, the future price of a commodity should be equal to its spot price plus the carrying cost of the commodity. Discuss the statement with suitable examples.  
10

Q.4 Discuss fundamental and technical analysis, with reference to commodity trading.  
10

Q.5 The marketing of agriculture produce in India is done primarily through direct, indirect and contract farming. Discuss their advantages and disadvantages. Also discuss the concept of cooperative marketing societies in brief.  
10

PART-B

Case study:

Q.6 Read the case study carefully given on the next page and answers the following question:  

With respect to the case study, what is the author trying to convey. Discuss how futures contract in commodities reduces the risk for both the buyer and seller of commodities.  
10
PART-A

Q.1 What are the salient features of India’s export import policy? What are its main objectives has the policy succeeded in achieving them? Discuss. 10

Q.2 Why documents are required in export and import trade? Select any two documents and discuss their content and purpose. 10

Q.3 What are the benefits and facilities provided by the Government of India to export processing zone and export oriented units to strengthen production base for export? 10

Q.4 Discuss the various types of cover issued by ECGC and the risks covered under them. 10

Q.5 “Japan is an important trading partner for India, but India is not an important trading partner for Japan”. Comment. 10

PART-B

Q.6 “Developing countries around the world are demonstrating an increasing understanding of the benefits of trade liberalization and integration.” Comment. 5

Q.7 “Technology market is a seller’s market. Comment. 5

End Semester Examination, Dec. 2015
MBA – Third Semester
ENTERPRISE RESOURCE PLANNING (EPIS-301)
Rolls-Royce returned to the private sector in 1987 and acquired Northern Engineering Industries in 1989. This acquisition allowed Rolls-Royce to consolidate its capabilities in the area of industrial power. A further acquisition was made in 1995 when Rolls-Royce bought the Allison Engine Company in the United States. The acquisition allowed Rolls-Royce a major foothold within US markets. In March 1998 a new organizational structure was adopted that recognised the strategy and the need for change to reflect customer requirements. Rolls-Royce used over 1500 systems before the ERP project was started, many of which were developed internally by Rolls-Royce over the last two decades. These legacy systems were expensive to operate and difficult to maintain and develop. They did not provide accurate, consistent and accessible data that was required for good and timely decision-making and performance assessment (e.g. delivery performance, quality metrics). These ageing systems often did not lend themselves fully to a modern manufacturing environment. Some of the legacy systems were so old that they had year 2000 compliance problems. Work within Rolls-Royce was functionally orientated and various departments worked in isolation. The last major manufacturing system to be developed and implemented by Rolls-Royce was MERLIN, which stands for mechanized evaluation of resources, logistics and inventory, the system was basically a scheduling system which ran on MRPII system principles. The system was developed in the 1980s and, although it was capable, it was prone to manual manipulation. One particular down fall of the system was the lack of communication between individual sites. MERLIN often had difficulty communicating with another manufacturing system named IBIS, which stands for inventory based instructing system. IBIS was an older manufacturing system that as used at the Bristol and Ansty facilities. Working progress was often transferred between sites and could not be tracked accurately, often causing inventory and stock take problems. An additional system named corporate cost accounting (CCA) was used to financially monitor transactions, which covered pipeline inventory and inter-site transport. Rolls-Royce also had a range of individual systems for controlling and monitoring commercial, financial and procurement functions, these systems had problems interfacing with each other, as they had different databases and file formats. The legacy systems did not allow Rolls Royce to establish direct, on-line communication with customers, partners and suppliers. In fact, these systems did not support significant growth of the business and were not sufficiently agile to keep pace with the changing business environment.

Rolls-Royce has a large complex business process and the project has had to assess the effects throughout the whole business, which is equivalent to ten medium sized companies pulling together as one. This has caused administrative difficulties, particularly in the first phase of the project, whilst setting the strategy and overall direction. Rolls-Royce decided to make these radical changes to their business, in response to increased orders from the market place, and also from the fact that ERP has become a standard solution world-wide within the Aerospace and Defence industry. The introduction of SAP R/3 at the facility in the USA was a major factor in influencing the UK implementation. Accurate information systems and direct communication with suppliers are vital when offering customers a committed promise to deliver. Rolls-Royce has understood the business, cultural and technical difficulties of such a large project, and has developed a solid core implementation team. The team has used the specialist skills of consultancy specialists. The problems faced during ERP implementation were matching the process to the software configuration, training people to accept change, and getting them to do business in a totally new way, teaching employees to use modern IT equipment not delivered on time, or delays in technical equipment installation.

Many activities have been vital to the overall success of the project, such as bridging the legacy systems and cleaning up suspect data that has given the company more trust in its management of information. Training senior management, particularly the executive group, who are responsible for the overall direction of the company and are not technically orientated. Managing effective relationships and leading teams in both technical and non-computer based environments. Manufacture simulation, mapping and transitional teams in the plus side, because it is a good thing to begin on the right foot.
Q.7 Read the case study carefully given above and answer the following questions:

a) Discuss the reasons behind the decision of Rolls-Royce of shifting from legacy systems to ERP.  

b) Discuss the benefits that Rolls-Royce reaped after the implementation of ERP.
PART-A

Q.1 Explain transaction processing system and various transaction properties in detail. Discuss various transaction states and transaction processings on brief.  

Q.2 What do you mean by locking and two phase locking? Explain deadlock and granularity in brief.  

Q.3 What do you mean by index? Explain the various factors used to evaluate indexes. Explain primary index and secondary index with an example of each.  

Q.4 What is the need for distributed databases? What are the advantages and disadvantages of distributed data systems?  

Q.5 Consider the following schema
STUDENT(FNAME, LNAME, STD_ID, DEPARTMENT, DOB, COURSE_ID, COURSE_NAME, FEES)

a) List all the students enrolled in course “management”.  
b) List FNAME, LNAME, STD_ID, DEPARTMENT of students paying fees between Rs.500,000/- to Rs.850,000/-.  
c) Arrange students in order of their DOB, FNAME.  
d) List all STD_ID and FNAME who are not enrolled in courses of management, IT and education.  
e) List all students STD_ID, FNAME, LNAME and DEPARTMENT when course is Management or IT and fee is greater than Rs.5,00,000/-.  

Q.6 Explain client/server database architecture with the help of an example. What are the benefits of client server model?  

PART-B

Case study:

Imagine that you are consultant called into the office of a new Indian start up called MOVIES4ALL. This company admires the success of the internet movie database (IMDb) in collecting and publishing movie related information via web and thinks that it can set up its own database to rival IMDb. The pay back to MOVIES4ALL, they hope, will be advertising revenue once thousands of people per day start to visit their site looking movie information/trivia/etc. They told you about all kinds of information that MOVIES4ALL should maintain.

a) movies: title, cast, crew, story-line, genre, studio, year made/released.  
b) actors: biographical, photos, films they appeared in.  
c) crew: occupation (director, cameraman), biographical, films.  
d) studios: contact information, historical information (eg. Heads).  
e) awards: given to movies or people who work in/on them.  
f) movie jobs: information about what people like ‘gaffers’ actually do.  
g) session times: for movies being screened in cinemas all over the world.
All information in the system should be accessible to anyone on the internet. However MOVIES4ALL staff are the only one who are allowed to update the database. They also want to provide for registered users of the system, who can rate movies and post movie reviews. Registered users are also allowed to provide new information to the MOVIES4ALL staff, which will check its validity and then incorporate it into the site.

Some ideas on the functionality that the system should provide:
   a) MOVIES4ALL staff and registered users have a username and password for login authentication.
   b) MOVIES4ALL staff can add, update and (infrequently) delete any information in the database.
   c) Registered users can rate movies, post reviews, and post suggested changes to MOVIES4ALL staff.
   d) Anyone can search for movies, actors, crew, ....via keyword.
   e) An advanced search facility allows search by individual aspects of movies/actors/crew/studios.
   f) Every reference to a person/movie/studio is a hyperlink to a page giving the details.

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

Q.7 Analyses the case and draw an ER diagram for it. 10
MBA – Third Semester
E-COMMERCE (EPIS-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 Explain the various models of e-commerce in detail. 10
Q.2 Define the OSI model. How is it different from TCP model? Also explain the usage of these models. 10
Q.3 What are the different kinds of auctions? Explain them with relevant examples. 10
Q.4 What is E-CRM? Explain its application and potential in India. 10
Q.5 “Emergence of Internet as a competitive advertising media” briefly explain the statement with appropriate examples. 10

**PART-B**

**Case study:**

Q.6 Answer the following questions on the basis of case study given below:

a) How e-commerce has changed the way business works?

b) How e-commerce has affected internet marketing? What are the benefits of internet marketing of consumers? 5x2

The Internet today has been hailed as the single most important invention of the 20th century. With its increasing popularity as noticed from more and more number of users coming online and more and more use of internet in people's lives, all over India. With internet users increasing rapidly every year, marketers in India have quickly realized the favourable conditions in terms of size and growth of the young population, increasing literacy rate, growing Net penetration, and a fast-track economy. They are ready to exploit the opportunity to reap huge gains/ rewards. Marketers also realize that young consumers are becoming increasingly tech savvy and are logging on now more than ever for purchase of personal necessities besides booking an airline or a railway ticket and the famed information search.

Internet marketers or both companies: Marketers have been quick to hook on to this opportunity by developing marketing strategies to leverage the increased Internet usage. Their strategies include web search engine marketing, email marketing, and interactive web-based marketing. Internet marketing is the practice of marketing goods and services using the Internet as a channel of communication.

**End Semester Examination, Dec. 2015**

MBA – Third Semester
KPMG PAPER 1 (INTERNATIONAL ACCOUNTING PRACTICE) (EPKPMG-301)

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 ABC provides a defined benefit pension scheme for its employees. The following information relates to the balances of funds assets and liabilities at the beginning and end of the year ending 31 Dec 2015:

<table>
<thead>
<tr>
<th></th>
<th>1 Jan (Rs.)</th>
<th>31 Dec (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present value of benefit obligation</td>
<td>1,270/-</td>
<td>1,450/-</td>
</tr>
<tr>
<td>Fair value of plan assets</td>
<td>1,025/-</td>
<td>1,130/-</td>
</tr>
<tr>
<td>Service cost</td>
<td>70/-</td>
<td></td>
</tr>
<tr>
<td>Contribution to the plan</td>
<td>100/-</td>
<td></td>
</tr>
<tr>
<td>Benefits paid</td>
<td>30/-</td>
<td></td>
</tr>
<tr>
<td>Discount rate</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

Required:

a) Identify the balance to be included in ABC's statement of financial position at 31 Dec 2015.
b) Calculate amount to be included in the statement of profit or loss and other comprehensive income from the year ended 31 December 2015.

c) Present a journal summarizing the accounting entries.

Q.2 XYZ grants 120 share options to each of its 460 employees. Each grant is conditional on the employee working for XYZ over the next three years. XYZ has estimated that the fair value of each share option is $12. XYZ estimates that 25% of employees will leave during the three year period and so forfeit their right to the share options. Everything turns out exactly as expected.

Required:
Calculate the amounts to be recognized for services received as consideration for the share options during the vesting period.

Q.3 Give introduction of Defined Contribution Plans.

Q.4 What is the scope and objectives of IFRS-2?

Q.5 What is the role of an actuary in accounting for defined benefit plans?

PART-B

Q.6 On 1 January 2013, Sneh granted 1,000 share options to an executive, conditional on this remaining in Sneh’s employment for three years. The exercise price is $35, but falls to $25 if earnings increase by 12% on average over the three years period.

On grant date the estimated fair value of an option is:
  $12 for an exercise price of $25;
  $9 if exercise price is $35.

2013 earnings increase by 14%. This increase is expected over the next two years, giving expected exercise price of $25.
2014 earnings increase by 13%. The earnings target is still expected to be achieved.
2015 earnings increase by only 7%. The earnings target is not achieved.
On 31 December 2015 the executive completes three years’ service. Rights to the 1,000 options are now vested at an exercise price of $35.

Required
Calculate the remuneration expense arising from the share options over the three year period.
End Semester Examination, Dec. 2015  
MBA – Third Semester  
KPMG PAPER-2 (INTERNATIONAL ACCOUNTING PRACTICE)  
(EPKPMG-302)

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 Desai bought a non-current asset on 1 January 2014 for $9,000. This asset is to be depreciated on a straight line basis over three years. Accounting depreciation is not allowed as a taxable deduction in the jurisdiction in which the company operates. Instead tax allowable depreciation (capital allowances), under the tax regime in the country of operation is available as follows.

<table>
<thead>
<tr>
<th>Year</th>
<th>Allowable Depreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$4,000</td>
</tr>
<tr>
<td>2015</td>
<td>$3,000</td>
</tr>
<tr>
<td>2016</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

Accounting profit before tax for each of the three years is budgeted to be $17,000 (after depreciation of $3,000 each year) an income tax is to be charged at 30%.

Required:
Determine the tax expense for each year.

Q.2 What do you mean by accounting policies? How we can select a particular accounting policy?

Q.3 Explain the meaning of accounting estimates with examples. What is the accounting treatment of change in accounting estimates?

Q.4 When and how we can change accounting policies?

Q.5 Define tax base with the help of an example.

PART-B

Q.6 The following information relates to Gajjar as on 31 December 2015:

<table>
<thead>
<tr>
<th>Note</th>
<th>Carrying Amount</th>
<th>Tax Base</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>200,000</td>
<td>175,000</td>
</tr>
<tr>
<td><strong>Receivables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>1</td>
<td>50,000</td>
</tr>
<tr>
<td>Interest receivables</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Payables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fine</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Interest payable</td>
<td></td>
<td>2,000</td>
</tr>
</tbody>
</table>

Note 1
The trade receivable balance in the accounts is made up of the following amounts:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance</td>
<td>55,000</td>
</tr>
<tr>
<td>Doubtful debt provision</td>
<td>(5000)</td>
</tr>
<tr>
<td></td>
<td>50,000</td>
</tr>
</tbody>
</table>

Further information:
1. The deferred tax balance as on 1 January 2015 was $1,200
2. Interest is taxed on a cash basis.
3. Allowances for doubtful debts are not deductible for tax purposes. Amounts in respect of receivables are only deductible on application of a court order to a specific amount.
4. Fines are not tax deductible.
5. The tax rate is 30% for 2015.

Required:
Calculate the deferred tax provision which is required at 31 December 2015 and the charge to profit or loss for the period.
End Semester Examination, Dec. 2015
MBA – Third Semester
KPMG PAPER-3 (INTERNATIONAL ACCOUNTING PRACTICE)
(EPKPMG-303)

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) How to determine transaction price as of IFRS 15?
    b) On January 2015, Sandeep sold furniture to a customer for $4,000 with three years’ interest free credit. The customer took delivery of furniture on 1 January 2015. The $4,000 is payable to Sandeep on 31 December 2017. The relevant discount rates is Sandeep’s cost of capital, which is 8%.

    Required:
    Determine the transaction price for the sale of the furniture and calculate the interest income to be recognized over the three years. 5x2

Q.2 a) Explain the procedure to allocate the transaction price?
    b) Desai enters into a contract with a customer to transfer a software license, perform installation, and provide software updates and technical support for five years in exchange for $2,40,000. Desai has determined that each good of service is a separate performance obligation. Desai sells the license, installation, updates and technical support separately, so each has a directly observable stand-alone selling price:

    $000
    Software license  150
    Installation service  60
    Software updates  40
    Technical support  50
    300

    Required:
    Allocate the $ 240,000 transaction price to the four performance obligations. 10

Q.3 Explain meaning of followings in respect of business combination:
    a) A business combination.
    b) Acquisition date.
    c) Control.
    d) A subsidiary.
    e) Consolidate financial statements. 2x5

Q.4 When a parent company is exempted from preparing group accounts? 10

Q.5 a) How to identify performance obligation?
    b) How to recognize revenue as per IFRS 15? 5x2

PART-B

Q.6 From the financial statements given below, prepare consolidated statement of financial position as at 31 Dec 2015.
<table>
<thead>
<tr>
<th></th>
<th>Parent $</th>
<th>Subsidiary $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current assets</td>
<td>1,000</td>
<td>800</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Investment in subsidiary</td>
<td>400</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td><strong>2,600</strong></td>
<td><strong>1,000</strong></td>
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<tr>
<td>Issued capital</td>
<td>100</td>
<td>900</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>2,500</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>2,600</strong></td>
<td><strong>1,000</strong></td>
</tr>
</tbody>
</table>

Further information:
1. Parent bought 100% of subsidiary on 31 Dec 2015.
2. Subsidiary’s reserves are $100 at the date of acquisition.
MBA – Third Semester
SECTOR OVERVIEWS (EPMC-301)

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 Share your thoughts on the radio industry overview. 10
Q.2 What is the present situation of television and films industry in India? 10
Q.3 What is the relevance of print industry and its futures? 10
Q.4 What do you understand by digital media with relation to social media? 10
Q.5 Explain public relations, advertising and events in relation to media in brief. 10

PART-B

Q.6 Case study: Advertising and Media and Entertainment Industry

The Indian M & E industry is projected to grow 11.8 per cent to clock revenues worth `91,700 crore (US $ 15 billion) in 2013, according to an industry report. While conventional media such as television (TV), print and radio continue to be dominant segments, animation, visual effects, films and music are also posting strong progress owing to content and the benefits of digitization. Internet and online portal are largely being used by marketers for airing their advertisements and awareness campaigns. Even though conventional media like television and newspapers continue to be the preferred media for seeking information and entertainment (as they garner over 80 per cent of the advertising market in India), the internet has been steadily increasing its share in the advertising pie. Spends on digital media have substantially increased from just over 1 per cent of total Indian advertising spend in the year 2005 to nearly 7 per cent in 2012. Search advertising accounted for about 38 per cent of the total online advertising spend, translating to about `850 Crore (US$ 139.10 million) while display advertising formed a substantial 29 per cent (`662 Crore [US$ 108.34 million]) by March 2013, according to the findings of ‘Digital Advertising in India’ report, by the internet and mobile association of India (IAMAI) and IMRB International.

Meanwhile, advertising on mobile phones and tablets have grown from a 7 per cent share in FY 2011-2012 to 10 per cent of the Indian online ad market in FY 2012-2013, amounting to spends of around `230 Crore (US$ 37.64 million). Social media, email and video advertising contribute 13 per cent, 3 per cent and 7 per cent of the online advertising market, respectively.

01. If you were to incubate a new advertising agency in India in 2015, which business areas would you focus on (based on the above write-up and your own knowledge) and why?
02. A private-equity backed new venture has recently been set up in Delhi-NCR area to pursue opportunities in the field of media in India. The business head has asked you to do some quick research to identify interesting business opportunities in any four of the five sectors below:
1. Television and film.
2. Radio and music.
4. Print media.
5. Live events – sports, cultural.

Your are expected to submit a preliminary report, not exceeding one page per sector, covering the following business aspects for any opportunity you identify:

2. Intensity of competition.
3. Supply of compelling content.
4. Technological changes.
5. Government regulations.
Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**.

**PART-A**

Q.1 What are the critical skills and knowledge required by a creative services team and why? 
10

Q.2 What are the critical skills and knowledge required by a production services team and why? 
10

Q.3 What are the critical skills and knowledge required by a client services team and why? 
10

Q.4 What are the critical skills and knowledge required by a media services team and why? 
10

Q.5 Share the business mode of any special day ground event planning in radio industry. 
10

**PART-B**

*Case study:*

A startup company wants to start its operations on India targeting only females. They are selling a device which is helpful in safety of women if facing an emergency situation. Please make a business plan along with marketing pitches and also mention the amount of budgeting you want to allocate across the following mediums:

- Television.
- Radio.
- Online.
- Print.
- Ground events.

10
PART-A

Q.1 Explain end-to-end stepwise audio-visual production process in detail. 10
Q.2 State different forms of hosting and important skills required for every form. 10
Q.3 What is the importance of voice culture in different kinds of media content production? 10
Q.4 Describe new technological advances in video and still photography in detail. 10
Q.5 Describe new technological advances in post production process. 10

PART-B

Case study:

Keeping in mind the youth of the country and the current dependency on the mobiles in everyday life;

a) Create a script/story on the positives and negatives of same to be published in a newspaper.

b) Create an idea to be showcased as an documentary.

c) Create a concept which can be run as an campaign on social media. 10
**PART-A**

Q.1 Why is the study of consumer behaviour important for marketers?  

Q.2 A teenager is looking for buying her first mobile phone. What influence will reference groups have on her decisions?  

Q.3 How can consumer durables giants work on their media campaigns, so that it is ‘retained’ by consumers?  

Q.4 Which model of consumer behaviour is applicable in today’s times? Discuss with the help of a suitable example.  

Q.5 Is Indian culture the only reference point for taking consumption and purchase related decisions? Explain with reference to options which are available for festival gifts.  

**PART-B**

Q.6 Answer the following question on the basis of the (print) advertisement given on the next page:  
   a) What needs does the advertised product seek to fulfill?  
   b) What is the ‘personality’ of the target audience for the advertised product?
MAKEOVER IDEAS FOR
BEAUTIFUL HOMES ARE FREE,
THIS FESTIVE SEASON.

SMS BH TO 56161

In return our 4 unique stencils, Royale Makeover Guidebook,
Book of Festive Ideas and Ezycolour Painting Guide will
reach you with best compliments. *Happy painting!*

5x2
PART-A

Q.1 Compare and contrast commercial and non-commercial advertising with examples. Differentiate between Trade Promotion and Consumer Promotion with suitable examples.  

Q.2 Describe various factors that affect the promotional budget allocation decision? Design IMC Plan for:  
   a) Cold Drink.  
   b) 3G Mobile Phone.  

Q.3 Discuss the various reasons reality programs have become so popular? How is the growing popularity of these shows impacting the television viewing the audience?  

Q.4 Discuss the concept of ‘Integrated Marketing Communication’. Elaborate on the process of IMC (Integrated Marketing Communication) with suitable examples.  

Q.5 Write short notes on the followings:  
   a) Media Mix.  
   b) DAGMAR.  
   c) Appeals in Advertising.  
   d) Media Research.  

PART-B

Case study:  

Brand Ambassador: Employing real customers to get the word around.  

People love talking about things that make them happy - including their favorite products and brands. For example, if you really like an airline - they fly with flair and get you there at a reasonable price or you just love your recently acquired Sony camera - it is too good to keep the knowledge of the experience to yourself. In the old days, you would have chatted up these brands with a few friends and family members, but these days technology allows you to spread the word about products and brands experiences to thousands of other consumers. In response, Marketers are now working to harness the new found communications power of their everyday customers by turning them into influential brand ambassadors. Companies like Sony, Microsoft and McDonald’s are now developing a new breed of brand ambassador programs that organize and multiply consumer to consumer interactions about their brands. These programs employ everyday consumers who are passionate about their products to act as part PR agents and part sales reps. Marketers select their brand ambassadors very carefully, based on customers' devotion to a brand and the size of their social circles. Once selected, the ambassadors are trained with real brand knowledge to go along with their passion for the brand. The ambassadors then tap into friends, family groups and wider audience through personal conversations, blogs, and online social media.
For the ambassador, rewards include product samples, gifts, discounts and token cash payments. Perhaps most important to many brand enthusiasts, they get inside access to company's information about new products and services about to be launched. Brand ambassador programs leverage the Power of peer to peer communication. Consumers hear about products and brand experiences from others just like themselves - people they trust - rather than from commercial marketing sources.

Sony used brand **ambassadors** to jumpstart the launch of its new GPS camera, a high tech device that draws on satellite tracking technology to let you record the exact location of every picture you take and later map them out using **Google maps**. Sony selected customer ambassadors who like to travel, take pictures and use online communications. "This is a product with emerging technology and we really need to let consumers see people using it" says Sony's director of digital imaging.

Out of 2000 or more online applicants, Sony picked only 25 brand ambassadors. The ambassadors were given a free camera and other equipment along with lessons on how to use them. They were encouraged to show the camera to friends, associates, and anyone else who asked; handout discount coupons and blog weekly about their travel and picture taking adventures on a dedicated Sony micro site.

College campuses are traditional fertile ground for ambassadors. Marketing companies identify and manage college student ambassadors for diverse products and services. The brand ambassador approach has its critics. For example, some view the practice as underhanded or deceptive, most firms advise their ambassadors to openly reveal that they are representatives. Others worry that brand ambassadors may be perceived as pressure agents who promote products because they get free stuff - or worse, as annoying interfering people best avoided. The best ambassadors, however, it has been found, are people who are seen as friendly, everyday brand loyalists for love to talk to people about their own experiences.

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

a) Based on your own understanding of reference groups, how effective would brand ambassadors be as reference groups for relatively expensive, infrequently bought products and services? How would your answer change if the product in question was detergent or cooking oil?

b) Comment upon Sony's strategy of using brand ambassadors to launch its cameras. What can be the possible dangers of using this approach?
End Semester Examination, Dec. 2015
MBA – Third Semester
SALES AND DISTRIBUTION MANAGEMENT (EPMK-303)

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 Discuss the sales process in detail. What are the various techniques of motivating the salesforce? 10

Q.2 Describe the advantages that the firms reap from deciding the sales territories. Also describe the factors that organization consider while designing the sales territory. 10

Q.3 Describe the roles and objectives of sales meetings. Describe various methods of setting sales quota. 10

Q.4 Establish a link between the sales and distribution management with appropriate examples. What performance consideration would you use in the selection of channel structure for a newly introduced brand of frozen vegetables? 10

Q.5 Write short notes on:
a) Channel sharing among distributors.
b) Legal issues related to marketing channels. 5x2

PART-B

Case study:
Snow White Paper Company

Snow White Paper Company is located in an agricultural belt about 300 kilometres from a metro city. The company is into hiring and printing paper. Its primary raw material is wheat straw. Last year the company had a turnover of Rs. 134 crores on a volume of 45,000 tons of paper. While preparing the business plan for the current year, the top management was concerned with the following distribution issue that they want to help resolve:

Problem: Finished Goods Distribution

The paper industry is dominated by selling agents who bring the manufacturer like Snow White and the buyer like printing / publishing companies and note book makers, together. They make a commission of about 2% on all transactions. Some other points are:
* Snow White depends on about 10 agents to canvass business for it from the users.
* The company sells 23% of its paper directly to some government organizations.
* The agent arranges for the buyer to pay the company for its produce by advance demand draft. It is expected that the agent provides the credit support to the buyer.
* Agents are not exclusive for Snow White and work for other mills also and not normally play the mills against each other. They have a grip on the business and are reluctant to put the mill directly in touch with the buyers.
* There is always an uncertainty on the orders and the price, which would be obtained on the orders — the company cannot plan it profit properly nor offer the best price to the end users so that they always ask for Snow White.

Q.6 Read the case study carefully given above and answer the following questions:
   a) How can you help Snow White less dependent on the selling agents?  5
   b) How can they plan their customer service efforts?  5
End Semester Examination, Dec. 2015  
B.Sc. (Hotel Management) – First Semester  
FOUNDATION COURSE IN FOOD PRODUCTION (FMS-HM-101)

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) Explain the following in brief:
   i) Tartare  
   ii) Boiling  
   iii) Whisk  
   iv) Grinder  
   v) Oven  
   vi) Yeast  
   vii) Hand blender  
   viii) Steaming  
   ix) Refined flour  
   x) Cream

b) Fill in the blanks:
   i) Temperature for boiling is _______________.  
   ii) Demi glaze is _______________ + _______________.  
   iii) Burrie maine is _______________ + _______________.  
   iv) __________ is a derivative of veloute sauce.  
   v) Chowders are from _______________.

**PART-B**

Q.2 What is an egg? Explain the different parts of an egg and it’s uses.  
Q.3 Explain the methods of cooking used in kitchen with help of a flow diagram.  
Q.4 What are soups? Please classify them.  
Q.5 What is a muffin? Describe the different types of muffins. Write a recipe to make a muffin.  
Q.6 Define Sauce. What are the different mother sauces? Explain the uses of sauces.  
Q.7 Give five names of:
   a) Egg dishes.  
   b) Derivative of espagnole sauce.  
   c) International soups.
PART-A

Q.1 a) **State whether the following statements are TRUE or FALSE:**
   i) Water is served from right hand side of the guest.
   ii) Service is preplated service.
   iii) Potage is first course of French classical menu.
   iv) Full plate is a type of crockery.
   v) Table d’hote is fixed menu.  2x5

b) **Define the following terms:**
   i) Banquets
   ii) Off premises catering
   iii) Room service
   iv) K.O.T.
   v) Specialty restaurant  2x5

PART-B

Q.2 Discuss the role of food and beverage service department in travel and tourism industry.  6

Q.3 Define the role and functions of kitchen stewarding.  6

Q.4 Explain the co-ordination between food and service and a food production department.  6

Q.5 Differentiate between A La Carte and Table d’hote menu.  6

Q.6 What are the different forms of service? Explain each in brief.  6

Q.7 Explain the production of tea with the help of a flow-chart.  6
B.Sc. (Hotel Management) – First Semester

FOUNDATION COURSE IN FRONT OFFICE (FMS-HM-103)

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) State whether the following statements are TRUE or FALSE:
   i) Light shows are part of tourism industry.
   ii) Another name of American plan is Bonjour.
   iii) Casino hotels are located in the heart of city.
   iv) Concierge is not a part of front office.
   v) Doorman is also called as chauffer.

   1x5

b) Write short notes on the following:
   i) Signification of tourism.
   ii) Guest cycle.
   iii) Hospitality and its origin.
   iv) Welcoming of guest.
   v) Different categories of rooms in a five star hotel.

   3x5

PART-B

Q.2 Define a hotel. Explain the classification of hotels.

   6

Q.3 “First impression is the last impression”, which is created by front office department. Justify this statement.

   6

Q.4 Give hierarchy of the front office department of a five star hotel. List the duties of front office Associate.

   6

Q.5 Give the essential personality traits of a front office staff.

   6

Q.6 Explain the left-luggage procedure followed by bell desk in a five star hotel.

   6

Q.7 What is the importance of telephone section in a front office department? Explain the role and responsibilities of this section.

   6
PART-A

Q.1  a) Define the following:
   i) Abrasives.
   ii) Vanity kit.
   iii) Crib.
   iv) Back to back.
   v) Eye for detail.
   vi) DND.
   vii) Due out.
   viii) Guest load items.
   ix) Bath amenities.
   x) Deodizer.

   b) Fill in the blanks:
   i) ______________ is the woven sheet used to cover and protect the blanket.
   ii) Another term for sewing kits is __________.
   iii) __________ are all the luxury items that a hotel gives away to guest at no extra cost.
   iv) __________ is the American term for pillowcases.
   v) WC stands for ____________.


PART-B

Q.2  Categories with suitable diagrams and describe in brief the types of manual equipments used by housekeeping staff. 6

Q.3  Draw an organizational hierarchy chart with pencil of 250-300 rooms property. 6

Q.4  Differentiate between a dust and a dirt. 6

Q.5  Explain the duties and responsibilities of:
   a) House persons
   b) Deputy housekeeper
   c) Cloak room attendants.

Q.6  Draw the layout of housekeeping and explain briefly the functions of each department. 6

Q.7  Discuss the various methods of cleaning organisation and explain them briefly. 6
INTRODUCTION TO PRINCIPLES OF MANAGEMENT AND ORGANIZATION BEHAVIOUR (FMS-HM-105)

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

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

**PART-A**

Q.1 Attempt any ten questions. All questions carry equal marks.
   a) Define customer value and satisfaction.
   b) Describe organization behavior.
   c) Briefly describe what functions a manager perform in an organization?
   d) What are the big five personality traits?
   e) Explain hospitality retailing.
   f) Define hospitality product and its characteristics with an example.
   g) Explain the term: SWOT analysis.
   h) What managers do in terms of functions, roles, and skills?
   i) Define planning and its importance for an organization.
   j) Differentiate between directing and controlling.
   k) Mention any four reasons for conflict.
   l) Give some guidelines for effective communication. 2x10

**PART-B**

Q.2 Discuss marketing mix with suitable examples. 5

Q.3 What is personality? How do we typically measure it? What factors determine personality? 5

Q.4 Discuss the purpose of mission, vision and objectives in an organization. 5

Q.5 What is management? What are management functions? Discuss its importance in organizations. 5

Q.6 Discuss the impact of motivation on work behavior. 5

Q.7 Explain the importance of groups. Discuss the aspects of group formations and group process. 5

Q.8 Differentiate between intra-personnel process and inter-personnel process. 5

Q.9 How do you manage a conflict? Mention any four reasons for conflict. 5

End Semester Examination, Dec. 2015
B.Sc. (Hotel Management) – Second Semester
PART-A

Q.1  a) Explain the following:
   i) KOT.
   ii) WOK.
   iii) Griddle.
   iv) Wine.
   v) Zester.
   vi) Grater.
   vii) Sauce pan.
   viii) BOT.
   ix) Offals.
   x) Balanced diet.

b) **Fill in the blanks:**
   i) White sauce is also known as ____________.
   ii) Espagnole is also called ____________.
   iii) ____________ is served as a cold sauce.
   iv) ____________ is a derivative of tomato sauce.
   v) Designer cuts of vegetables are classified under _________.

PART-B

Q.2  Explain in detail the different methods of cooking.  

Q.3  Explain the role of herbs and spices in cooking. Name any five herbs.  

Q.4  Explain cheeses, its classification and serving accompaniments.  

Q.5  What is a bread? Explain the methods used for making bread. Give the recipe for making a bread.  

Q.6  What is yeast? Explain the action of yeast on different dishes.  

Q.7  Give five names of:
   a) Sake.
   b) Cheese.
PART-A

Q.1 a) Define the following (in brief):
   i) Sake.
   ii) Perry.
   iii) Cider.
   iv) Cigarette.
   v) Viticulture.

b) Explain the following terms:
   i) Standing orders.
   ii) Suggestive selling.
   iii) Lead time.
   iv) K.O.T.
   v) Vinification.

PART-B

Q.2 List down the necessity and functions of food and beverage control department. 6

Q.3 Classify wines by giving two examples of each. 6

Q.4 Briefly explain the production of beer with the help of a flow chart. 6

Q.5 List down six equipments used in bar with their uses. 6

Q.6 Define cigars. Name any five international brands of cigar. 6

Q.7 Design a wine menu for a 5 star hotel by giving two wine names of red, white, rose and sparkling wines of France. 6
Note: Attempt SIX questions in all; PART-A is compulsory. Attempt any Five questions from PART-B.

PART-A

Q.1 a) Write short notes on the following:
   i) Guest registration.
   ii) Over booking. \(2\frac{1}{2}\times 2\)

b) Explain the co-ordination between front office and housekeeping in terms of room inventory control. 5

c) What is rack rate? Explain different factors which affect the room tariff. 5

d) Define the following:
   i) Corporate rate.
   ii) Cut off date.
   iii) Incidental charges.
   iv) No-shows.
   v) Skipper. 1x5

PART-B

Q.2 Draw a neat diagram of guest cycle. Explain each stage with activities involved in brief. 6

Q.3 List the importance of reservation process in front office operations. Briefly describe the various sources of reservation. 6

Q.4 Explain form F and form C in detail. 6

Q.5 Define guest history. How does it help in generating repeat business? 6

Q.6 What steps are to be followed in order to resolve the complaints? 6

Q.7 What is meant by retention charge? Define the broad guidelines of retention policy of a luxury hotel. 6

End Semester Examination, Dec. 2015
B.Sc. (Hotel Management) – Second Semester
LAW AND THE HOSPITALITY INDUSTRY (FMS-HM-206)
PART-A

Q.1 Each question is for two marks attempt all questions:
   a) There is a counter offer when ______________.
   b) _________ is without any legal effect and cannot be enforced in a court of law.
   c) In case of ____________ goods, property passes to the buyer only when the goods are ascertained.
   d) The law of caveat emptor does not apply in case of _________.
   e) Any ______________ can be consumer.
   f) Defect under the Consumer Protection Act can be for ____________.
   g) Consumer dispute redressal agencies include ____________.
   h) To employ undue influence relationship between parties is ____________.
   i) Undue influence involves physical force / threat. (True/False)
   j) ____________ means forcibly compelling a person to enter into a contract. 2x10

PART-B

Q.2 Explain all mandatory licenses and permits for hotels and catering establishments. 6
Q.3 Explain the various ways in which a contract can be discharged. 6
Q.4 What principles of food laws are required for prevention of food adulteration? 6
Q.5 What Important provisions are given under, The Water (Prevention and Control of Pollution) Act? 6
Q.6 Explain various types of contracts. 6
Q.7 Under the Consumer Protection Act, explain the procedure for redressal of grievances before District Forum. 6

End Semester Examination, Dec. 2015
B.Sc. (Hotel Management) – Third Semester
FOOD PRODUCTION OPERATIONS AND MANAGEMENT THEORY
(FMS-HM-301)
PART-A

Q.1 a) Define the following terms:
   i) Sambhar masala
   ii) Brat pan
   iii) Stone grinder
   iv) Standard portion size
   v) Salan
   vi) Standard recipe
   vii) Par stock
   viii) CDP
   ix) Pulvariser
   x) Purchase specifications.

b) Fill in the blank:
   i) ________ is a thickening agent used in Goan fish curry.
   ii) ________ is an example of shorba.
   iii) ________ is the masala used in Maharashtra cuisine.
   iv) ________ should be removed from the boiling lentils to avoid them from going cloudy.
   v) ________ is a famous chicken dish from Tamil Nadu cuisine.

PART-B

Q.2 What are the different major equipments used for bulk cooking? 6

Q.3 Write short notes on:
   a) Goan Cuisine.
   b) Tamil Cuisine.
   c) Rajasthani Cuisine.

Q.4 List the different gravies used in Indian cuisine. 6

Q.5 Explain menu planning. What are the basic principles considered for a menu planning? 6

Q.6 Explain the following terms:
   a) Institutional catering.
   b) In flight catering.
   c) Hospital catering. 2x3

Q.7 Explain in detail the different thickening agents used in different cuisines all over the world. 6

End Semester Examination, Dec. 2015
B.Sc. (Hotel Management) – Third Semester
FOOD AND BEVERAGE SERVICE OPERATIONS AND MANAGEMENT (FMS-HM-302)
Note: Attempt **SIX** questions in all; **PART-A** is compulsory. Attempt any **Five** questions from **PART-B**.

**PART-A**

Q.1 a) **Give one word for the following:**
   i) Almond flavored syrup.
   ii) The scale which determines that 100 degree proof-57.1% alcohol.
   iii) Fermented liquid destined to be distilled.
   iv) Amount of alcohol lost during maturation.
   v) Italian wine made from grape husk. 

b) **Match the following:**

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<tbody>
<tr>
<td>1.</td>
<td>Chardonnay</td>
</tr>
<tr>
<td>2.</td>
<td>Cointreau</td>
</tr>
<tr>
<td>3.</td>
<td>Captains Morgan</td>
</tr>
<tr>
<td>4.</td>
<td>VSOP</td>
</tr>
<tr>
<td>5.</td>
<td>Pouilly Fume</td>
</tr>
<tr>
<td></td>
<td>A. Rum</td>
</tr>
<tr>
<td></td>
<td>B. Grape</td>
</tr>
<tr>
<td></td>
<td>C. White Wine</td>
</tr>
<tr>
<td></td>
<td>D. Liqueur</td>
</tr>
<tr>
<td></td>
<td>E. Cognac</td>
</tr>
</tbody>
</table>

2x5

**PART-B**

Q.2 Classify alcoholic beverage by giving examples for each. 6

Q.3 What is Methode Champenoise? Explain briefly. 6

Q.4 With the help of a flow chart explain the production of Rum. 6

Q.5 Define Liqueurs. Give two examples of herb flavoured, Coffee flavoured and Orange liqueurs. 6

Q.6 What are cocktails? Explain different types of cocktails by giving two examples of each type. 6

Q.7 Other than food and beverage, what factors need to be considered to create the overall dining experience. 6
PART-A

Q.1 a) Write short notes on (any five):
   i) Tour operator
   ii) Bill posting
   iii) City ledger
   iv) Express check in
   v) Credit settlement of guest account
   vi) Key card

b) Match the following processes with the correct occurrence while interaction with a guest in a hotel:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transfer of charges from restaurant to room</td>
<td>A. Enquiry over phone or mail</td>
</tr>
<tr>
<td>2. Securing a weapon from guest's luggage and keeping in hotel safe deposit locker</td>
<td>B. Service issues &amp; dissatisfied guest</td>
</tr>
<tr>
<td>3. Printing of guest registration card</td>
<td>C. Shift briefing</td>
</tr>
<tr>
<td>4. Serving a welcome drink to the guest</td>
<td>D. While checking in at the lobby</td>
</tr>
<tr>
<td>5. Negotiations over the room tariff</td>
<td>E. After security scan during arrival</td>
</tr>
<tr>
<td>6. Bouncing a guest</td>
<td>F. Extended stay for 6 hrs</td>
</tr>
<tr>
<td>7. Giving allowances for a service utilized by guest.</td>
<td>G. Lost &amp; found after departure</td>
</tr>
<tr>
<td>8. Sending the guest valuable to his residential address by courier</td>
<td>H. Welcoming the guest to the hotel</td>
</tr>
<tr>
<td>9. Charging a half day rate extra to the room tariff</td>
<td>I. While the guest is staying with the hotel</td>
</tr>
<tr>
<td>10. Discussing the VIP in house and expected VIP arrivals.</td>
<td>J. Tentative reservation upon arrival</td>
</tr>
</tbody>
</table>

PART-B

Q.2 Define the term PMS. Enumerate the advantages of using the PMS over the out dated manual system. 6

Q.3 “Tourism is the feeder industry for hospitality”. Justify this statement with suitable examples. 6

Q.4 Using a flowchart/sequence chart, describe the series of events that happen when a guest books a holiday (hotel, travel, local sightseeing etc.) through a travel agent. Also draw the format of a travel agent voucher. 6

Q.5 Briefly write about the night audit procedure in a five star hotel. Name three reports that are prepared during the night audit. 6

Q.6 In a five star hotel, how does a cashier starts his shift. What are his routine activities, reports that he refer to for a smooth operation of his shift? 6
Q.7 What are the various methods in which a guest can settle his account before checking out?

Q.8 Enlist three situations with a brief explanation where the front office and housekeeping have an extended co-ordination for a guest requirement and ensuring his / her satisfaction.
PART-A

Q.1  a) Define the following terms (ANY TEN):
   i) Thimbles
   ii) Stain removal
   iii) Laundry Aids
   iv) Ikebana
   v) Seamstress
   vi) Surfactants
   vii) Monogramming
   viii) Cutdowns
   ix) Snag list
   x) Redecoration
   xi) OPL

 b) Fill in the blanks:
   i) ________ refers to the study of people’s efficiency in relation to their working environment.
   ii) ________ stain is removed by turpentine oil.
   iii) ________ service is offered to guest for to and fro transfer of guest laundry.
   iv) ________ is done for folding sheets or blankets at the corners during bed-making.
   v) ________ equipment uses steam and heat to press the clothes.
   vi) ________ system in which linen from all floors are collected and sorted in one central area.
   vii) ________ is a process of physical verification of linen or by counting of the stock.
   viii) ________ another term for foam used in flower arrangement.
   ix) ________ is a type of oriental arrangement in a basket.
   x) ________ mechanics used in flower arrangement also called pin holders.

PART-B

Q.2  Explain basic ingredients used for making flower arrangements.  

Q.3  Explain various activities carried down in a sewing room.  

Q.4  Discuss the various types of renovation and the sub-process involved in accommodation operation.  

Q.5  Explain the major laundry equipments in detail.  

Q.6  What are the principles of stain removal?  

Q.7  Draw the sample formats of hotel laundry list, linen exchange register and requisition register.  

End Semester Examination, Dec. 2015
B.Sc. (Hotel Management) – Third Semester
HOTEL INFORMATION SYSTEMS (FMS-HM-305)
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) What kind of device is monitor?
   ii) What is ‘face book’?
   iii) What is ‘OCR’?
   iv) What is computer virus?
   v) Name two types of commonly used printers.
   vi) Write the name of different computer storage devices.
   vii) Who is the legend of computer world?
   viii) What is the meaning of ‘BCC’ in case of e-mail?
   ix) HTML indicates-__________.
   x) TTP indicates-__________.
   xi) One Terabyte=__________.
   xii) Which of the following components (Hard disk, Compact disk, Magnetic tape, RAM) has the highest failure risk?
   xiii) What is the most appropriate software for calculations in computer?
   xiv) What is the full form of CAD?
   xv) What is Windows?
   xvi) What is computer networking?
   xvii) What is joystick?
   xviii) What is energy management system?
   xix) What is router?
   xx) What is POS system?

**PART-B**

Q.2 What are the most common front office components of a property management system? 6

Q.3 How has computerization helped both revenue and non-revenue generating departments of a hotel? 6

Q.4 What is a PMS? List some PMS’s with their features. 6

Q.5 Why is a computerized reservation system used in a hotel? 6

Q.6 How does the operation of a central reservation system differ from a global distribution system? 6

Q.7 How does computerization help in the night audit process? 6

Q.8 What are the basic components of an automated beverage control system? 6

Q.9 What is a management information system (MIS)? What are its components? Discuss its advantages in a hotel. 6
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) Invoice.

ii) Book-keeping.

iii) Bad debts.


v) Dividend.

vi) Contra entry.

vii) Subsidiary books.

viii) Balance sheet.

ix) Creditors.

x) Share capital.

xi) Revenue expenditure.

2x10

**PART-B**

Q.2 Enter the following transactions in the Sales returns book of Sharan & Sons

<table>
<thead>
<tr>
<th>2004</th>
<th>Particulars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 1</td>
<td>Returned by Harish Gupta &amp; Sons</td>
</tr>
<tr>
<td></td>
<td>10 bags Coffee@ `400/- per bag</td>
</tr>
<tr>
<td>Jan 16</td>
<td>Returns by Narendra &amp; Co.</td>
</tr>
<tr>
<td></td>
<td>20 Chests Tea@ `500 per chest</td>
</tr>
<tr>
<td>Jan 31</td>
<td>Return by Bhagwan Bros.</td>
</tr>
<tr>
<td></td>
<td>5 tins Ghee@ `1000/- per tin</td>
</tr>
</tbody>
</table>

Q.3 From the following Trial balance of M/s. Anil Kumar, prepare Trading a/c, Profit and Loss a/c and balance sheet. Closing Stock on 31st March 2005 amounted `5380/-.

<table>
<thead>
<tr>
<th>Debit balances</th>
<th>Credit balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Stock</td>
<td>2,740</td>
</tr>
<tr>
<td>Sales</td>
<td>20,000</td>
</tr>
<tr>
<td>Purchases</td>
<td>28,395</td>
</tr>
<tr>
<td>Purchase returns</td>
<td>115</td>
</tr>
<tr>
<td>Sales returns</td>
<td>200</td>
</tr>
<tr>
<td>Creditors</td>
<td>6,200</td>
</tr>
<tr>
<td>Carriage inwards</td>
<td>872</td>
</tr>
<tr>
<td>Discount</td>
<td>11</td>
</tr>
<tr>
<td>Wages</td>
<td>5,884</td>
</tr>
<tr>
<td>Capital</td>
<td>5,000</td>
</tr>
<tr>
<td>Coal, gas and water</td>
<td>4,286</td>
</tr>
<tr>
<td>Closing Stock</td>
<td>20,216</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>484</td>
</tr>
<tr>
<td>Expenses</td>
<td>6,790</td>
</tr>
<tr>
<td>Debtors</td>
<td>489</td>
</tr>
<tr>
<td>General expenses</td>
<td>473</td>
</tr>
<tr>
<td>Cash in hand</td>
<td>300</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>200</td>
</tr>
<tr>
<td>Drawings</td>
<td>430</td>
</tr>
<tr>
<td>Salaries, rent, rates and</td>
<td>191</td>
</tr>
<tr>
<td>taxes</td>
<td></td>
</tr>
</tbody>
</table>

| Total                      | 51,734         |
|                            | 51,542         |

Q.4 Prepare a two column cash book transactions of Shri Ram Kumar.

<table>
<thead>
<tr>
<th>2005</th>
<th>Particulars</th>
<th>Amount (`)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 1</td>
<td>Cash in hand</td>
<td>`2000</td>
</tr>
<tr>
<td>Jan 2</td>
<td>Cash in purchases</td>
<td>`1000</td>
</tr>
</tbody>
</table>
Jan 5  | Cash Sales  | `3000
Jan 10 | Cash received from Ramesh gupta and allowed him a discount 10 | `990
Jan 15 | Paid for wages | `20
Jan 25 | Cash paid to Ram | `470

Q.5 Why it is necessary to study accounting?

Q.6 Explain the various accounting conventions.

Q.6 How do you classify capital and liabilities?

Q.7 Journalise the following transactions in journal and post them into ledger.

<table>
<thead>
<tr>
<th>Date</th>
<th>Transaction</th>
<th>Amount (`)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-04-07</td>
<td>Paid into the bank for opening account</td>
<td>10,000</td>
</tr>
<tr>
<td>06-04-07</td>
<td>Received cheque of M/s Prem &amp; Sons</td>
<td>20,000</td>
</tr>
<tr>
<td>07-04-07</td>
<td>Deposited the cheque of M/s Prem &amp; Sons</td>
<td>20,000</td>
</tr>
<tr>
<td>08-04-07</td>
<td>Pay M/S Trilok Chand through cheque</td>
<td>40,000</td>
</tr>
<tr>
<td>09-04-07</td>
<td>Paid for salaries</td>
<td>100</td>
</tr>
<tr>
<td>10-04-07</td>
<td>Paid for wages</td>
<td>400</td>
</tr>
</tbody>
</table>
PART-A

Q.1 a) Define the following: (any ten)
   i) Invoice
   ii) Book-keeping
   iii) Bad Debts
   iv) Petty Cash Book
   v) Dividend
   vi) Contra Entry
   vii) Subsidiary books
   viii) Balance Sheet
   ix) Creditors
   x) Share Capital
   xi) Revenue Expenditure

b) Enter the following transactions in the Sales Returns book of Sharan & Sons.
   2004
   Jan 1. Returned by Harish Gupta & Sons
   10 bags Coffee @Rs. 400 per bag
   20 Chests Tea @Rs. 500 per chest.
   Jan 31. Returns by Bhagwan Bros.
   5 tins Ghee @Rs. 1000 per tin

PART-B

Q.2 From the following trial balance of M/s Anil Kumar, prepare trading account, profit and loss account and balance sheet. Closing stock on 31st March 2005 is Rs. 5380/-. 

<table>
<thead>
<tr>
<th>Debit Balances</th>
<th>(Rs.)</th>
<th>Credit Balances</th>
<th>(Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Stock</td>
<td>2,740</td>
<td>Sales</td>
<td>40,216</td>
</tr>
<tr>
<td>Purchases</td>
<td>28,395</td>
<td>Purchase returns</td>
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<tr>
<td>Sales returns</td>
<td>200</td>
<td>Creditors</td>
<td>6,200</td>
</tr>
<tr>
<td>Carriage inwards</td>
<td>872</td>
<td>Discount</td>
<td>11</td>
</tr>
<tr>
<td>Wages</td>
<td>5,884</td>
<td>Capital</td>
<td>5,000</td>
</tr>
<tr>
<td>Coal, Gas and Water</td>
<td>4,286</td>
<td>Plant &amp; Machinery</td>
<td>192</td>
</tr>
<tr>
<td>Manufacturing Expenses</td>
<td>484</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>6,790</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Expenses</td>
<td>489</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash In hand</td>
<td>473</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash At bank</td>
<td>300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawings</td>
<td>209</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>430</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent, Rates and taxes</td>
<td>191</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>51,734</td>
<td></td>
<td>51,734</td>
</tr>
</tbody>
</table>

Q.3 Prepare a Triple column Cash Book transactions of Shri.Ram Kumar.
2013
Jan. 1 Sitaram commences his business with cash = Rs. 30000
Jan. 2 He pays into bank current account = Rs. 20000
Jan. 3 He receives cheque from kulwant rai on account = Rs. 1000
Jan. 7 He pays kulwant rai's cheque into bank = Rs. 1000
Jan. 10 He pays Radha Sharan by Cheque = Rs. 1980
and receive discount = Rs. 20
Jan. 11 He receives cheque from Wasim = Rs. 970
and allow him discount = Rs. 30
Jan. 15 He makes sales for cash = Rs. 2000
Jan. 17 Cash deposited into bank = Rs. 3000
Jan. 19 He purchased a motor car by cheque = Rs. 6500
Jan. 20 He purchased goods by cheque = Rs. 1500
Jan. 22 He pays jajoo traders in cash = Rs. 2000
and receive discount = Rs. 100
Jan. 29 He withdraws from bank for office use = Rs. 500
Jan. 30 He purchases furniture by cheque = Rs. 1200
Jan. 30 Cheque received from sham endorsed to Ram = Rs. 5000

Q.4 Why it is necessary to study accounting?
Q.5 Explain the various Accounting Conventions.
Q.6 Explain the factors determining the need of working capital in business.
Q.7 Journalise the following transactions in journal and post them into ledger.

<table>
<thead>
<tr>
<th>Date</th>
<th>Transactions</th>
<th>Amount(Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.04.07</td>
<td>Paid into bank for opening account</td>
<td>10,000/-</td>
</tr>
<tr>
<td>06.04.07</td>
<td>Received cheque of M/s Prem &amp; Sons</td>
<td>20,000/-</td>
</tr>
<tr>
<td>07.04.07</td>
<td>Deposited the cheque of M/s Prem &amp; Sons</td>
<td>20,000/-</td>
</tr>
<tr>
<td>08.04.07</td>
<td>Pay M/s Trilok Chand through cheque</td>
<td>30,000/-</td>
</tr>
<tr>
<td>09.04.07</td>
<td>Withdrew cash for buying computer</td>
<td>40,000/-</td>
</tr>
<tr>
<td>11.04.07</td>
<td>Received interest</td>
<td>1000/-</td>
</tr>
<tr>
<td>12.04.07</td>
<td>Bank charged commission</td>
<td>2000/-</td>
</tr>
</tbody>
</table>
End Semester Examination, Dec. 2015
MBA – First Semester
FOUNDATION OF HUMAN BEHAVIOUR (MBA-113)

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

Note: Attempt any FOUR questions from PART A. PART B is compulsory. Each question carries equal marks.

**PART-A**

Q.1 Define “psychology”. What are the major fields of psychology? Explain.

Q.2 What is perception? Describe figure and ground phenomenon in detail.

Q.3 Describe biological based of behavior with an example.

Q.4 What is motivation? Explain need hierarchy model of motivation in detail.

Q.5 What is emotion? Describe the major theories of emotion.

Q.6 Describe and evaluate the different typologies of personality.

**PART-B**

Q.7 Write short notes on the following:
   a) Short Term Memory and Long Term Memory.
   b) Cognition.
PART-A

Q.1 Discuss the fundamental nature and characteristics of Managerial Economics with respect to the major economic problems of the firm. 10

Q.2 Distinguish between short run and long run production function. "The law of diminishing return is sometimes known as Law of variables proportions law". Elaborate the law with examples and figures. 10

Q.3 Suppose that you manage a business and have to make a business trip of two to four days at least once in a month. Discuss the factors that determine the total cost of the trip. 10

Q.4 What do you understand by price discrimination? Explain briefly the conditions which make it possible and profitable under which marketing structure. 10

Q.5 "It is believed that a firm under perfect competition is a price taker and not a price maker". Explain this statement with giving examples from the real world. 10

Q.6 Write short notes on the followings:
   a) Causes of inflation and measurement checkups by government.
   b) Types of Price elasticity of demand.
   c) Characteristics of Iso-quant curves.
   d) Techniques of demand forecasting. 10

PART-B

Q.7 Case study:

Demand for a product upon price and a number of other variables that are assumed to be held constant while drawing the demand curve. Plot a demand curve with price on the Y o axis and quantity on X- axis with the help of a hypothetical example. Identify the other variables that are assumed to be constant and explain the effect on demand of a change in each of the other variables. Use examples, where possible. 10
End Semester Examination, Dec. 2015
MBA – First Semester
QUANTITATIVE TECHNIQUES FOR MANAGEMENT (MBA-102)

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) Sales figures of the last 10 years of Apple computers are given in table:

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale (Million `)</td>
<td>10</td>
<td>15</td>
<td>25</td>
<td>35</td>
<td>20</td>
<td>25</td>
<td>20</td>
<td>15</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

As a Manager you have been asked to comment on the sales performance of the company on the following parameters:

i) Sales variability (standard variation and CV).

ii) Average sales of the company in the last 10 years.

b) State the Central limit theorem.

Q.2  
a) Assume the sales figures as given below:

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale (Million `)</td>
<td>10</td>
<td>15</td>
<td>25</td>
<td>35</td>
<td>20</td>
<td>25</td>
<td>20</td>
<td>15</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

Forecast the sales for the period from 2011 to 2013 using the regression function (Y=a+bT), where Y is sales, “a” is the intercept, “b” is the slope and “T” is time period. How different is the forecast as compared to using 2 months moving averages as a forecasting technique?

b) What is the difference between correlation and regression?

Q.3  
a) Below are the details of a survey of customers at a Mall:

<table>
<thead>
<tr>
<th>Enjoys shopping</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>120</td>
<td>70</td>
<td>190</td>
</tr>
<tr>
<td>No</td>
<td>80</td>
<td>30</td>
<td>110</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100</td>
<td>300</td>
</tr>
</tbody>
</table>

If a random sample is picked, what is the probability that:

i) The consumer is a male.

ii) The consumer enjoys shopping.

iii) Is a female and does not enjoy shopping.

iv) Is a female or enjoys shopping.

v) Is a male or does not enjoy shopping.

b) The probability of a family buying an insurance policy is 0.1. If a salesman makes 20 visits in a day, what is the probability that he sells at least 3 insurance policies in the 20 visits that he makes?

Q.4  
a) What is sampling and sampling distribution? What are the characteristics of a good sample?

b) What are the various components of a time series?

c) Statistics can be branched into descriptive and inferential statistics. Briefly elaborate on the two branches of statistics.

d) What is linear programming?
Q.5  a) At telephone company has launched a new services in a particular region. The company has estimated that the average monthly telephone bill is `1500/- with a standard deviation of `715/-. Assuming a normal distribution and a bill is randomly selected, estimate the following:
   i) Probability that the bill amount is more than `1800/-
   ii) Probability that the bill amount is between `1600/- and `2000/-

b) What is a normal distribution and what are its characteristics.

PART-B

Q.6 Royal Tyres has launched a new brand of tyres for tractors and claims that under normal circumstances the average life of the tyres is 40,000 km. A retailer wants to test this claim and has taken a random sample of 8 tyres. The standard deviation of the sample of 8 tyres is 2618 km. He tests the life of the tyres under normal circumstances. The results obtained are as below:

<table>
<thead>
<tr>
<th>Tyres</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Km</td>
<td>35,000</td>
<td>38,000</td>
<td>42,000</td>
<td>41,000</td>
<td>39,000</td>
<td>41,500</td>
<td>43,000</td>
<td>38,500</td>
</tr>
</tbody>
</table>

Apply the steps for hypothesis testing to test the retailer’s claim. Value of t statistic at 0.05 level of significance (df=7) is 2.36.
PART-A

Q.1 Define the term marketing. Discuss the scope and appropriateness of marketing function in satisfying human needs and wants with suitable examples. 10

Q.2 As a marketing manager, propose and formulate STP strategy for home fitness kit targeted at women. Discuss the base for your strategy. 10

Q.3 You have been hired by a five star deluxe hotel in Goa. This hotel has been experiencing uneven demand for its facilities. The management has asked you to develop a marketing plan to even out this demand. 10

Q.4 Highlight the important tasks performed by the marketing managers. Explain the important components of the marketing environment. 10

Q.5 What is consumer behavior? Explain the process of consumer buying process. 10

PART-B

Case Study:

DOVE’s CAMPAIGN FOR REAL BEAUTY

In 2004, the Dove brand commissioned a report “The Real Truth About Beauty: A Global Report – findings of the global study on women, beauty and well-being”. It is rooted in the increasing concern that representations of female beauty in popular culture fed a definition of beauty that was both inauthentic and unattainable. The Dove brand theorized, resultantly that women are in this way prevented from appreciating beauty in themselves. Furthermore, in a culture women are so highly valued on their physical appearance, these standards have the potential to negatively impact women’s self-esteem, happiness, and overall well-being. Dove commissioned researchers from Harvard University, the London School of Economics, and Strategy one to examine the relationship women have with beauty, determine how women define beauty, learn the level of satisfaction with women’s beauty and the impact beauty has on he well-being of women.

The findings were based on interviews with 3,200 women between the ages of 18-64 and were largely disheartening. World-wide, only 12% of women are satisfied with their physical appearance. No women described themselves as “gorgeous”, 1% of women described themselves as “stunning” and 2% of women themselves as “beautiful”. However there was a marked demand for broader, more inclusive definition of beauty: 68% strongly agree that the media sets and unrealistic standard of beauty and 75% wish the media did a better job of representing the broad range of women’s physical attractiveness, including size and shape and age. Furthermore, components of true beauty extend beyond mere physical attractiveness, to happiness, kindness, wisdom, dignity, love, authenticity and self-realization.
With this in mind the management team at Dove saw a great opportunity. At the time they were just introducing their line of beauty products.

Q.6 Read the case study given above and answer the following questions:
   a) Which factors of consumer behavior were covered under the research?  
   b) What opportunity, do you think Dove has as a result of this research study?
End Semester Examination, Dec. 2015
MBA – First Semester
FINANCIAL MANAGEMENT-I (MBA-104)

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 "The potential analyst should take into account time value of money to take objective decisions". Explain the statement with suitable illustrations (also specify and explain concept of time value of money in your answer) 10

Q.2 Briefly explain (at least five) profitability ratios with their formulae as well as their significance. 10

Q.3 a) Explain the debenture valuation models you will adopt for the valuation of:
   i) Redeemable debentures.
   ii) Perpetual debentures. 5
   b) Give two reasons why valuation of equity shares is difficult compared to the valuation of debentures or preference shares. 5

Q.4 Examine the risk-return relationship using capital asset pricing model (CAPM) and comment upon it. 10

Q.5 What are the four main methods for capital budgeting? Describe them with merits and demerits. 10

Q.6 a) What is capital budgeting? What are the factors affecting capital budgeting decisions? 5
   b) What is the difference between NPV and IRR? Which is a better technique between NPV and IRR, and why? 5

**PART-B**

Q.7 a) The current market price of a debenture of TATA Sons Ltd. is `800/- having a face value of `1000/-. These debentures will be redeemed after 5 years. The debentures carry an interest rate of 12% p.a. Calculate the “yield to maturity” (YTM) on the debenture. 5
   b) If an investor expects a perpetual sum of `500/- annually from his investment. What is the present value of this perpetuity, if his time preference is 10%? 5
PART-A

Q.1 On checking Ram’s cash book with bank statement of his overdraft current account for the month of November, 2001, the following transactions were revealed:
   a) Cash book showed an overdraft of Rs. 4,500/-.  
   b) The payment side of the cash book had been undercast by Rs. 150/-
   c) A cheque for Rs. 750/- drawn on his saving deposit account has been shown as drawn on current account.
   d) Cheques amounting to Rs. 7,000/- drawn & entered in the cash book had not been presented.
   e) Cheque amounting to Rs. 6,000/- sent to the bank for collection, through entered in the cash book, had not been credited by the bank.
   f) Bank charges of Rs. 75/- as per bank statement of account had not been taken in the cash book.
   g) Dividends of the amount of Rs. 2,500/- had been paid direct to the bank and not entered in the cash book.

You are required to arrive at the balance as it would appear in the bank statement as on 30 Nov 2001.

Q.2 Following are the extracts from the Trial Balance of a firm as on March 31, 2012:

<table>
<thead>
<tr>
<th>Name of the Account</th>
<th>Debit Balance Rs.</th>
<th>Credit Balance Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sundry Debtors</td>
<td>2,05,000/-</td>
<td></td>
</tr>
<tr>
<td>Provision for Doubtful debts</td>
<td></td>
<td>10,000/-</td>
</tr>
<tr>
<td>Bad debts</td>
<td>3,000/-</td>
<td></td>
</tr>
</tbody>
</table>

Additional information:
   (i) Additional bad debt Rs.5,000/-.  
   (ii) Maintain the provision of doubtful debts @ 10% on debtors.

**Required:** Pass the journal entries and show the relevant accounts.

Q.3 Following are the accounting transactions relating to Mr. P’s business. Use the accounting equation to show their effect on his assets, liabilities and capital accounts.
   a) Commenced business with a Capital of Rs. 50,000/-.  
   b) Bought Machinery for cash Rs. 10,000/-.  
   c) Purchased goods for cash Rs. 15,000/-.  
   d) Purchased goods from A on credit Rs. 5,000/-.  
   e) Sold goods for cash in Rs. 10,000/-.  

Q.4 Prepare a Debit note with the help of given information:
   Invoice No. 420
   Name of the seller: Big Bhai & Vibrator Pvt. Ltd.
   Name of the buyer: M/S Chhaya Maya
Date of Invoice: 1/07/14
Description of goods: 30 trousers (@ Rs.700/- each) and 20 shirts (Rs.600/- each)

On 15/07/14, 20 trousers and 10 shirts were returned back to the seller by the buyer.

Q.5  a) From the following source document, prepare an accounting voucher in the books of M/S Shardha Traders, Mumbai:

<table>
<thead>
<tr>
<th>B.B.N Traders, Chennai</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sale Bill No.</strong> 1921</td>
</tr>
<tr>
<td>TO</td>
</tr>
<tr>
<td>M/S Shardha Traders, Mumbai</td>
</tr>
<tr>
<td><strong>Date:</strong> 15-04-2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Particulars</th>
<th>Rate (Rs.)</th>
<th>Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 Nos.</td>
<td>34” Trousers</td>
<td>800/-</td>
<td>24,000/-</td>
</tr>
<tr>
<td>15 Nos.</td>
<td>40” Shirts-full sleeves</td>
<td>600/-</td>
<td>9,000/-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>800/-</td>
<td>33,000/-</td>
</tr>
</tbody>
</table>

S/d
B.B.N Traders

b) Compare performance of two businesses, ABC ltd. and XYZ Ltd.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>ABC Ltd. (Rs.)</th>
<th>XYZ Ltd. (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>5,00,00,000/-</td>
<td>5,00,00,000/-</td>
</tr>
<tr>
<td>Purchases</td>
<td>1,00,00,000/-</td>
<td>80,00,000/-</td>
</tr>
<tr>
<td>Sales</td>
<td>3,00,00,000/-</td>
<td>1,20,00,000/-</td>
</tr>
<tr>
<td>Profits</td>
<td>1,20,00,000/-</td>
<td>24,00,000/-</td>
</tr>
</tbody>
</table>

Note:-Performance can be compare with the help of profit ratio

**PART-B**

Q.6  Extract of the business transactions from the books of M/S Vibrator Ltd.

a) Goods costing Rs. 20,000/- were purchased for various members of the staff and the cost was included in "purchases". A similar amount was deducted from the salaries of the staff members concerned and the net payments to them debited to salaries account.

b) Wages paid to the firm’s workmen for making certain additions to machinery amounting to Rs. 20,000/- were debited to wages account.

c) Purchase of equipment from ABC Ltd. worth Rs. 50,000/- in cash, was entered through the purchase day book and accordingly credited to supplier account.

d) Material from store Rs.10,000/- and wages Rs. 4,000/- had been used in making Tools and Implements for use in own factory, but no adjustments were made in the books.

e) A builder’s bill for Rs. 15,000/- for erection of a shed was debited to repairs account.

Pass rectification entries for the above transactions in the books of m/s Vibrator Ltd.
INTERNATIONAL BUSINESS (MBA-106)

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 How has globalization grown as a phenomena? Explain with reference to the stages of globalization and the forces deriving it. 10

Q.2 Write short notes on any two:
   a) FDI.
   b) Bill of lending and its types.
   c) Trade theories by Adam Smith. 5x2

Q.3 Why is India an attractive destination for MNC’s to invest in? Discuss in context of labour cost and productivity. 10

Q.4 Why should companies scan the political and economic environment of a country before entering it? 10

Q.5 Outline the role of world financial institutions in promoting international business. Mention specifically the role of the World Bank and IMF. 10

PART-B

Case study:

Q.6 Read the case study given below and answers the questions:
   a) Why does US want India to launch protectionism?
   b) Should India be cautious in opening trade and lowering protection to industries? If Yes, Why? 5x2

US urges India to pull down wall of protectionism

US trade representative Michael Froman on recently urged India to dismantle its “wall of protectionism”, strengthen its intellectual property rights (IPR) regime and focus on improving the business environment, signalling that the meet between the trade ministers of the two nations was set to be frank and robust.

In a meeting between trade minister Nirmala Sitharaman and her counterpart Froman, India is expected to raise the issues of the totalization agreement aimed at avoiding double taxation of income with respect to social security taxes and high visa costs for Indians visiting the US.

The US may use the opportunity to urge greater market access and tighter IPR rules in India.

The meeting follows Sitharaman’s announcing that India and the US have resolved their differences on the Bali package of the World Trade Organization (WTO) to expedite implementation of the trade facilitation agreement (TFA), which will liberalise customs rules.
Froman said the Narendra Modi-led government had taken some positive steps—faster project approvals and raising foreign equity caps in defence and railways. But he expressed concern over some raising tariffs: “So we are optimistic but we are cautiously optimistic. There remains great potential for further liberalization, structural reform and the facilitation of business.”

Elaborating on the recent deal between the two countries on the food stockpiling issue under the 2013 Bali pact, Froman said as part of the deal to allow the TFA to be fully implemented, both sides had agreed to intensify efforts to find a permanent solution to the food stockpiling issue and eliminate any ambiguity in the Bali package about the availability of the so-called peace clause in the meantime, “provided that food stockpiling programmes meet the conditions set in Bali”.

“And together, we agreed that both of these elements—trade facilitation and food stockpiling—should be approved simultaneously in the WTO General Council, and which we are hopeful will happen in the next few days,” he added. The Council is scheduled to meet on Wednesday to formalise the deal.

Lauding Modi’s Make In India initiative, Froman said the best way to promote manufacturing is by providing incentives—not by mandating it.

“If the government of India focuses on improving the business environment, addressing the issues reflected in India’s ease of doing business rating, foreign manufacturing will come and invest, create jobs and bring technology and integrate India into globally competitive supply chains. By contrast, as a number of studies have demonstrated, rigid local content requirements are likely to spawn less competitive industries, increase costs to producers and consumers and lower India’s economic welfare.”

Froman said to achieve its full potential, India’s manufacturing future lies in creating the conditions in which world class investment will want to come to India, “not in building uncompetitive industries behind a wall of protectionism”.

Noting that one-third of all Silicon Valley start-ups in the US have an Indian-American cofounder, Froman said it was in India’s interests to have and enforce a world-class IPR regime to promote innovation and entrepreneurship.

“Patents, copyright, trade secrets... piracy, counterfeiting, compulsory licensing... These are challenging issues, but dealing with them directly is critical if India is to play a leadership role in the knowledge economy, including on its way to becoming Digital India. In that regard, we have great interest in the ongoing review of India’s intellectual property rights policy,” he said.

A commerce ministry official speaking on condition of anonymity said that with India liberalising sectors such as defence, railways and construction, US firms should start manufacturing in India, rather than complain.

“China is becoming a high-cost economy, hence such companies should start investing in India to make it part of the global supply chain. The US companies should also be shifting their research and development facilities to India as the future lies here,” he added.

But the official admitted that US officials have raised some “genuine” concerns over unpredictability of tax policies and India’s rigid labour laws, which he said the centre was working on.
Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**.

**PART-A**

Q.1 How information systems are transforming businesses and also explain their role in globalization? Explain various types of information systems used in an organization.  **10**

Q.2 Write short notes on:
   a) Knowledge management systems
   b) Artificial intelligence  **5x2**

Q.3 Explain the ERP, SCM and CRM in detail. Out of these which application should a business enterprise install first? Explain your answer with suitable examples.  **10**

Q.4 What are the alternative methods for building information systems? Discuss the advantages and disadvantages of these as compared to traditional system development cycle.  **10**

Q.5 Explain *any two* of the following terms:
   a) SEO
   b) Ecommerce models
   c) Geographic information systems  **5x2**

Q.6 What are the problems of managing data resources in a traditional file environment and how are they solved in a database management system? Define the terms: data warehouse, data mining and OLAP.  **10**

**PART-B**

*Case study:*

Q.7 Read the case study carefully given below and answers the following questions:
   a) What security and control problem are described in this case? Which organization and technology factors contribute to these problems?  **5**
   b) If you were in charge of your company’s information systems department, what type of issues would you like to clarify with prospective vendors? Would you entrust your corporate systems to a cloud computing provider? Why or why not?  **5**
**INTERACTIVE SESSION: TECHNOLOGY**

**HOW SECURE IS THE CLOUD?**

New York-based investment banking and financial services firm Cowen and Co. has moved its global sales systems to the cloud using Salesforce.com. So far, Cowen's CIO Daniel Flax is pleased. Using cloud services has helped the company lower upfront technology costs, decrease downtime and support additional services. But he's trying to come to grips with cloud security issues. Cloud computing is indeed cloudy, and this lack of transparency is troubling to many.

When India's largest two-wheeler maker, Hero MotoCorp added 40 dealers to expand its reach across the country, it adopted cloud-based computing, which enabled it to complete the process within days instead of months. Based on the experience, the company wants to extend cloud to other functional areas, but is cautious in applying the same measures in critical areas due to concerns over security, and erratic broadband availability. In contrast, India's second-largest private bank, HDFC, is rolling out a few pilot projects internally as also taking a guarded approach to cloud computing due to concerns over data security and privacy, which is of prime importance. On the other hand, India's largest private telecom service provider, Airtel, an early adopter of cloud computing, aims to reduce costs and carbon footprint. The company has been able to complete at least five proofs of concept in order to manage new cloud-centric applications with its vendors.

One of the biggest risks of cloud computing is that it is highly distributed. Cloud applications and application mash-ups reside in virtual libraries in large remote data centers and server farms that supply business services and data management for multiple corporate clients. To save money and keep costs low, cloud computing providers often distribute work to data centers around the globe where work can be accomplished most efficiently. When you use the cloud, you may not know precisely where your data are being hosted, and you might not even know the country where they are being stored.

The dispersed nature of cloud computing makes it difficult to track unauthorized activity. Virtually all cloud providers use encryption, such as Secure Sockets Layer, to secure the data they handle while the data are being transmitted. But if the data are stored on devices that also store other companies' data, it's important to ensure these stored data are encrypted as well.

Indian Harvest Specialties, a Bemidji, Minnesota-based company that distributes rice, grains, and legumes to restaurants worldwide, relies on cloud software provider NetSuite to ensure that it data sent to the cloud are fully protected. Mike Mullin, Indian Harvest's IT director, feels that using SSL (Secure Sockets Layer) to encrypt the data gives him some level of confidence that the data are secure. He also points out that his company and other users of cloud services need to pay attention to their own security practices, especially access controls. "Your side of the infrastructure is just as vulnerable, if not more vulnerable, than the provider's side," he observes.

One way to deal with these problems is to use a cloud vendor that is a public company, which is required by law to disclose how it manages information. Salesforce.com meets this requirement, with strict processes and guidelines for managing its data centers. "We know our data are in the U.S. and we have a report on the very data centers that we're talking about," says Flax.

Another alternative is to use a cloud provider that give subscribers the option to choose where their cloud computing work takes place. For example, Terremark Worldwide Inc. is giving its subscriber Agora Games the option to choose where its applications run. Terremark has a Miami facility but is adding other locations. In the past, Agora had no say over where Terremark hosted its applications and data.

Even if your data are totally secure in the cloud, you may not be able to prove it. Some cloud providers don't meet current compliance requirements regarding security, and some of those providers, such as Amazon, have asserted that they do not intend to meet those rules and won't allow compliance auditors on-site.

There are laws restricting where companies can send and store some types of information—personally identifiable information in the European Union (EU), government work in the United States or applications that employ certain encryption algorithms. Companies required to meet these regulations involving protected data either in the United States...
or the EU would not be able to use public cloud providers.

Some of these regulations call for proof that systems are securely managed, which may require confirmation from an independent audit. Large providers are unlikely to allow another company's auditors to inspect their data centers. Microsoft found a way to deal with this problem that may be helpful. The company reduced 26 different types of audits to a list of 200 necessary controls for meeting compliance standards that were applied to its data center environments and services. Microsoft does not give every customer or auditor access to its data centers, but its compliance framework allows auditors to order from a menu of tests and receive the results.

Companies expect their systems to be running 24/7, but cloud providers haven't always been able to provide this level of service. Millions of customers of Salesforce.com suffered a 38-minute outage in early January 2009 and others several years earlier. The January 2009 outage locked more than 900,000 subscribers out of crucial applications and data needed to transact business with customers. More than 300,000 customers using Intuit's online network of small business applications were unable to access these services for two days in June 2010 following a power outage.

Agreements for services such as Amazon EC2 and Microsoft Azure state that these companies are not going to be held liable for data losses or fines or other legal penalties when companies use their services. Both vendors offer guidance on how to use their cloud platforms securely, and they may still be able to protect data better than some companies' home-grown facilities.

Salesforce.com had been building up and redesigning its infrastructure to ensure better service. The company invested $50 million in Mirrorforce Technology, a mirroring system that creates a duplicate database in a separate location and synchronizes the data instantaneously. If one database is disabled, the other takes over. Salesforce.com added two data centers on the East and West coasts in addition to its Silicon Valley facility. The company distributed processing for its larger customers among these centers to balance its database load.

End Semester Examination, Dec. 2015
MBA – First Semester
PSYCHOLOGY OF WORK (MBA-108)

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 How should management try to resolve the issues pertaining to diversity at workplace? Explain with examples. 10

Q.2 How do judgmental and perceptual errors affect the process of interpretation? How can they be overcome? 10

Q.3 On basis of big five personality theory, describe the personality profile of
a) your instructor
b) your best friend and
c) one of your parent.
How has knowledge of their personality profile influenced your decision in determining your behavior towards them? 10

Q.4 Write short notes on *(any two):*
a) Advantages and disadvantages of matrix form of organization.
b) Emotional intelligence.
c) Impact of attitude on job satisfaction.
d) Different types of conflict. 5x2

Q.5 What are symptoms of group think? What specific steps can managers take to counteract the groupthink evolving in their groups? 10

Q.6 How does a leader differ from a manager? What would be several practical problems stemming from the idea that the leader creates a vision, whereas the manager implements it?

**PART-B**

Case study:

Q.7 Read the case study carefully given on the next page and answers the following questions:

a) If praising employees for doing a good job seems to be a fairly easy and obvious motivational tool, why do you think companies and managers don’t often do it? 4

b) As a manager, what steps would you take to motivate your employees after observing them perform well? 3

c) Are they any downsides to giving employees too much verbal praise? What might these downsides be and how could you alleviate them as a manager? 3
THANKS FOR NOTHING

Although it may seem fairly obvious that receiving praise and recognition from one's company is a motivating experience, sadly, many companies are failing miserably when it comes to saying thanks to their employees. According to Curt Coffman, global practice leader at Gallup, 71 percent of U.S. workers are "disengaged," essentially meaning that they couldn't care less about their organization. Coffman states, "We're operating at one-quarter of the capacity in terms of managing human capital. It's alarming." Employee recognition programs, which became more popular as the U.S. economy shifted from industrial to knowledge based, can be an effective way to motivate employees and make them feel valued. In many cases, however, recognition programs are doing "more harm than good," according to Coffman.

Take Ko, a 50-year-old former employee of a dot-com in California. Her company proudly instituted a rewards program designed to motivate employees. What were the rewards for a job well done? Employees would receive a badge that read "U Done Good" and, each year, would receive a T-shirt as a means of annual recognition. Once an employee received 10 "U Done Good" badges, he or she could trade them in for something bigger and better—a paperweight. Ko states that she would have preferred a raise. "It was patronizing. There wasn't any deep thought involved in any of this." To make matters worse, she says, the badges were handed out arbitrarily and were not tied to performance. And what about those T-shirts? Ko states that the company instilled a strict dress code, so employees couldn't even wear the shirts if they wanted to. Needless to say, the employee recognition program seemed like an empty gesture rather than a motivator.

Even programs that provide employees with more expensive rewards can backfire, especially if the rewards are given insincerely. Eric Lange, an employee of a trucking company, recalls a time when one of the company's vice presidents achieved a major financial goal for the company. The vice president, who worked in an office next to Lange, received a Cadillac Seville as his company car and a new Rolex wristwatch that cost the company $10,000. Both were lavish gifts, but the way they were distributed left a sour taste in the vice president's mouth. He entered his office to find the Rolex in a cheap cardboard box sitting on his desk, along with a brief letter explaining that he would be receiving a 1099 tax form in order to pay taxes on the watch. Lange states of the vice president, "He came into my office, which was right next door, and said, 'Can you believe this?' A mere 2 months later, the vice president pawned the watch. Lange explains, "It had absolutely no meaning for him."

Such experiences resonate with employees who may find more value in a sincere pat on the back than in gifts from management that either are meaningless or aren't conveyed with respect or sincerity. However, sincere pats on the back may be hard to come by. Gallup's poll found that 51 percent of employees stated that they haven't received a sincere "thank you" from management in the past year. Findings such as these are troubling, as verbal rewards are not only inexpensive for companies to hand out but also quick and easy to distribute. Of course, verbal rewards do need to be paired sometimes with tangible benefits that employees value—after all, money talks. In addition, when praising employees for a job well done, managers need to ensure that the praise is given in conjunction with the specific accomplishment. In this way, employees may not only feel valued by their organization but will also know what actions to take to be rewarded in the future.
End Semester Examination, Dec. 2015
MBA – First Semester
PRINCIPLES AND PRACTICES OF MANAGEMENT (MBA-110)

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 Discuss the 14 principles of management given by Henry Fayol’s or theory on administrative management.  

Q.2 What are the objectives of planning? Explain the principle of planning and discuss the various types of organizational plans with its merits and demerit.

Q.3 Explain the followings:
   a) “Good communication is the foundation of sound management”. Comment.  
   b) “Verbal and non-verbal communication”.

Q.4 What are the steps involved in the process of controlling? What are requirements for an effective control system?

Q.5 What are the basic functions of management? Explain the role and responsibilities of a manager in modern era.

**PART-B**

*Case study:*

**MYSORE FOODS LIMITED**

Mysore Foods Limited produces and distributes packaged food products such as cereals, biscuits, spices, jams and jellies, syrups, etc. The company has a national market and also exports small quantities to neighboring countries. It conducts a large national advertising campaign. It has 75 plants located all over the country and markets 70 different products, each under its own trade mark. Though its products are all food products, they are not otherwise closely related. They vary from long margin specialties with comparatively small volume to large-volume items with small profit margins. Different raw materials and other articles are used in their processing and packing. All products are, however, sold through the same channel. i.e., retail and provision stores. Gross sales are Rs. 25 crore and total assets exceed Rs. 12 crore.

The management of Mysore Foods Limited is centralized. The Chairman of the Board, the President and four Vice-Presidents who are responsible for sales, production, purchasing and law make up the topmost executive level of the company and operate as a committee on all general policy matters.

Sales, advertising and sales promotion comes under the Sales Vice-President. All plant operations as well as the research and engineering department report to the Production Vice-President. Purchasing is the responsibility of its Vice-President who also governs traffic. Public relations, law and corporate functions fall under the General Counsel. Financial responsibilities are handled by the President and employee relations are covered by each Vice-President in his own area of responsibility.

The company was set up by combining several food products organizations and it has acquired others since One of the theories of the organizers was that there would be great advantage in wholesale distribution if one salesman could cover an entire line on one call as against a number of salesmen, each calling to sell a single line. Saving in time alone would be of great value to the distributor. This principle has been retained
and has proved successful as the company has grown. One sales organization handles all the products. Each product is given specific time and attention by the sales organization in accordance with its demands.

The head of the field sales organization reports to the Vice-President. The Advertising Manager and the Sales Promotion Manager take care of advertising and sales promotion for the entire line but each product has its own advertising campaign and appropriation. The Sales Promotion Manager is in-charge of the missionary salesman who contacts retailers.

To avoid neglect or error, single product or a group of products are assigned to one of the 20 Product Managers. Each Product Manager is responsible for seeing that his product receives due attention from the sales organization, the production department, and the advertising and promotion departments. He specializes in the pricing and sales appeal questions of his product. He reports, however, to the Sales Vice President, who has the overall control. The Sales Vice-President can curtail any efforts of the Product Managers if he is using his sales force for special efforts on some other product or products. There is no institutional advertising. All advertising is coordinated and placed by the Advertising Manager while the final authority rests with Sales Vice-President.

Each plant is operated by a superintendent who is in-charge of wages, maintenance, cost, output, quality, hiring, inspection and other normal plant operation responsibilities. Superintendents report to eight Regional Production Managers who are responsible to the Production Vice-President. The volume of production in each plant is scheduled by the production control group reporting to the Operating Vice-President. Final schedules are set after consulting the Sales Vice-President.

The business has more than doubled in the last ten years and profits, both gross and net, have increased. The number of plants has also more than doubled. Purchases have increased proportionately. New taxes and new reports to the government have added to the complexity. The management feels that certain problems are potentially dangerous and should be solved before they become serious.

There have been periods in which a product has got into difficulty because of loss of favor with the public, bad management or even neglect. Attention of the Sales Vice-President to the problems of some products has caused him, at times, to fail to recognize difficulties in other products even though the Product Manager of such products had recognized them and brought them to his attention. The burden on the present officers is becoming too heavy to ensure proper attention to all their responsibilities. Employment of assistants erodes the personal touch of the top group that is necessary for successful management.

Opportunities for increasing product-lines and expanding the business are being lost because of lack of executives' time to study them or to manage new products. In any business where specialties are sold under trademarks and brands are the major business of a company, it is necessary for the company to continually bring out new products and to study old ones to determine the point of no return regarding promotion and advertising expenses.

Once the top executives group has approved the idea of a new product, it is put under one of the Vice Presidents. He develops an organization and brings it along. At first, the advertising appropriation for a new product is not the responsibility of the Sales Vice-President but of the Developing Vice President. Eventually, if the product proves to be successful it is turned over to the regular line of organization. With new products and growth in the old ones, the weight, completing and number of decisions that have to be taken by the very few men at the top, mean a heavier burden for them.

The management feels that in addition to the lost opportunities, market potential and the need for development of present products are not being fully recognized. The business may have grown too big for the form of management. Executives require more responsible attention for each product. At the same time they wish to retain the advantages of central management in purchasing, traffic, institutional reputation and minimum sales approach and to maintain the high-caliber advice and experience now present in law, advertising, accounting and public relations.

Q.6  Read the case study carefully given above and answer the following questions:
a) How far is the existing organisational structure effective in the changed conditions of the company? 3

b) Indicate: i) How the desired product responsibility can be achieved?
   ii) Any changes in line authority, and the use, if any, of staff, functional authority or committees. 4

c) What policy and organisational structure changes will you recommend, and why? 3
PART-A

Q.1 Define statistics. Elaborate with examples of the various areas/disciplines which are benefited from the application of statistical principles. 10

Q.2 What are various ways in which data can be presented graphically? 10

Q.3 Differentiate between primary and secondary data and discuss their sources in brief. 10

Q.4 What is sampling and why is it important? Discuss the various sampling techniques in brief. 10

Q.5 What is normal probability curve and what are its characteristics? 10

PART-B

Q.6 Answer briefly the following:
a) When should a median be used in preference to mean?
b) What is mode of a data?
c) How is standard deviation of a data estimated?
d) What is the difference between covariance and correlation? 2½x4
PART-A

Q.1 Explain any two of the following:
   a) Components of a Computer.
   b) Use of Search engines.
   c) Firewall.  

Q.2 Differentiate between the following:
   a) Primary memory and Secondary memory.
   b) Intranet and Internet.  

Q.3 Explain the term computer network. What are the various network topologies?  

Q.4 What are the various security risks to your computer? Explain in detail. What are the various measures to save your computer?  

Q.5 What is a database management system? Why has database management become very important these days?  

PART-B

Q.6 Read the case study given below and answer the following questions:
   a) What do you understand by e-commerce? How has internet become an integral part in success of a business venture?  
   b) Explain the role of website design in keeping the visitors to the site engaged.  

Case Study - Hamleys reaches new customers using the Internet

Hamleys toy shop in London’s Regent Street seems quintessentially British, so it may come as a surprise to learn that the majority of the sales from its website are to the US. This is not an accident, however. The content and appearance of the shop’s e-commerce site have been carefully designed to attract a very particular kind of customer: those who have the money to spend on expensive toys, but little time to visit toy shops. While its London store stocks approximately 40,000 toys, the site offers only a small fraction of that number. There are already numerous toyshops online offering cheap, plentiful toys aimed at the mass market. Hamleys wanted to differentiate itself, so it called in Equire, an e-commerce company specializing in designing and hosting websites for retailers of luxury items, including Links of London and jewellers Van Peterson. Hamleys and Equire decided to use the website to sell goods it was difficult to obtain anywhere else: Steiff bears, die-cast figures and other collectors’ items. Apart from collectors, says Pete Matthews, Equire founder and chairman, customers tend to be parents and grandparents looking for unusual gifts. An article in the New York Times before Father’s Day, for example, resulted in the site selling a large number of gold-plated models of the James Bond Aston Martin. Because the brand name is crucial to the kind of customers Hamleys wants to attract, the look of the site (www.hamleys.com) is also distinctive, with numerous graphics and animations, a prominent Hamleys logo on each page and menu options with names such as Collectables,
Exclusive and Executive. As well as designing and hosting the website, Equire manages all other aspects of the e-commerce operation, including holding the stock in its warehouse, taking care of orders and delivery, and running the customer care centre. Its financial arrangement with Hamleys is unusual: instead of charging a large fee for hosting the site, it charges a smaller fee and takes a cut of the revenue. The idea is that it has a stake in making sure the site works, giving the customer confidence that it will do the job well. It also means a smaller investment for the customer. Because of the site’s target customers, speed of delivery is important.

Some e-commerce sites have become notorious for not being able to fulfill orders quickly or efficiently. But Mr. Matthews says most of the US orders are delivered within three days - and many in fewer than that. The Hamleys site uses the Broadvision e-commerce platform, which is integrated with the call centre, the fulfillment centre and Equire’s dispatch partners, who allow online tracking of every parcel. "When an order comes in, it automatically informs the customer-care centre. At the same time, it tells the fulfillment centre an order has come in and needs to go out today. It gets picked, packed, gift-wrapped and dispatched and is then tracked throughout its life via our dispatch partners, UPS and Parcelforce," says Mr Matthews. Returns are low - less than two per cent.

Recently, Hamleys has announced a drop in profits. Part of its plan for drawing in more revenue is to expand the website to include a wider range of toys: 50 per cent of calls and e-mails to the customer care centre are inquiries about toys not stocked on the site. Instead of simply increasing sales to existing customers, the site has given Hamleys the opportunity to attract many new customers who, according to Mr Matthews, spend more on a average visit to the site than visitors to the London shop. Other planned improvements include greater emphasis on "personalisation", so that customers will be guided to their particular interests. Mr.Matthews believes his company has a model that works. "Over a period of five years, we’re able to deliver a very healthy net margin, their revenues flow to the bottom line, they have no depreciation or amortisation to consider, while we deliver them net incremental revenue, and we help to build brand franchise outside their immediate geography."
PART-A

Q.1 Write short notes on:
   a) GE 9 cell matrix for corporate portfolio analysis.
   b) Mc Kinsey’s 7s framework.  

Q.2 The strategy of a company is influenced by the external environment in which it operates. Do you agree with the statement? Discuss some factors that have a bearing on the making of strategy of a firm.

Q.3 Pick up a firm from the banking industry and do its SWOT analysis.

Q.4 Discuss Porter's five forces model with two suitable examples from the Indian context.

Q.5 How important is the vision statement of a firm? What are the factors to be kept in mind while framing the vision statement of a firm? What are mission statements of a firm?

PART-B

Q.6 Strategy can be defined as the process wherein a firm attempts to acquire "Competitive advantage" over its rivals. Discuss five firms from the Indian context (each from a different industry), each of which has acquired a competitive advantage over its competitors.
PART-A

Q.1 What is demand function? Critically explain the law of demand with suitable examples.  

Q.2 What are different types of inflation? Explain the different causes of inflation? How to control it?  

Q.3 Define the term “Price discrimination”. How governments control the prices in an economy?  

Q.4 What is the difference between perfect and imperfect competition? Explain the different characteristics of monopoly?  

Q.5 Write short notes on any three of the following:  
a) Importance of managerial economics.  
b) Indifference curve.  
c) Demand forecasting.  
d) Production function.  
e) Techniques of cost control.  

PART-B

Case study:  
Gagan Pvt. Ltd. was established in 1995. The company started manufacturing of water Geyser with a brand name of Ganga’. During initial 10 years, the company made good profits. But, its profit gradually declined due to competition from national brands. The promoters of the company had a committed team of workers who were constantly working on research and development. Finally, they came out in the year 2006, with an innovative product, named Maha Ganga which runs even at very low voltage and consumes less electricity. Thus, the company is monopoly manufacturer of ‘Maha Ganga’. The company is currently supplying its products in geographically separated markets of Punjab and Haryana. The company is currently charging the same price in Punjab and Haryana. The chief economist of the company has informed the top management that price elasticity of demand at currently-charged price is 3 in Punjab and 5 in Haryana. The top management is planning to charge two different prices in Punjab and Haryana, in order to make more profit.

Q.6 Read the case study carefully given above and answers the following questions:  
a) Will it be possible for the company to charge two different prices in Punjab and Haryana? If yes, under what conditions? Explain.  
b) Will it be profitable for the company to charge two different prices in Punjab and Haryana? Explain.  
c) Given the volume to total production, supply will be transferred from Punjab to Haryana or from Haryana to Punjab. Why?  
(Assume that transport cost for supplying the product in Punjab and Haryana is the same for the company)
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. **10**

Q.2 What is regression analysis? Explain it with some practical applications? **10**

Q.3 Discuss some of the charts which are commonly used in graphically representing data. **10**

Q.4 Discuss **any two** of the following:
   a) Binomial distribution
   b) Normal distribution
   c) Chi square test
   d) ANOVA **5x2**

Q.5 What is sampling and discuss some of the common sampling methods? **10**

Q.6 Discuss the steps in hypothesis testing. **10**

**PART-B**

Q.7 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. **10**

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**End Semester Examination, Dec. 2015**

**MBA – First Semester**

**MANAGING SUSTAINABLE DEVELOPMENT (P-109)**

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 Explain the concept of ecosystem, pollution and waste management in detail.  

Q.2 Define the role of biodiversity in international trade.  

Q.3 Define the following: EMS Standards, Environmental Accounting and Auditing.  

Q.4 Explain the importance of cross-cultural sensitivity in detail.  

Q.5 What clearance/permissions are required for establishing an industry? Elaborate them.  

**PART-B**

**Case study:** DEAD RIVERS REVENGE

Barren fields, closed factories, lakhs without a livelihood. A poisoned Noyyal has spelt disaster for Tirupur, a booming town caught in a people versus pollution war. Six months ago, Tirupur was throbbing with activity. Today, the Tamil Nadu town, a major knitwear export hub, is steeped in gloom. And a river runs through it. The river, Noyyal, has turned poisonous. For years, the town’s dyeing units had been pumping effluents into it. The toxic water eventually reached the agricultural fields of western Tamil Nadu, rendering them barren. A high court order in January led to the closure of almost all the city’s 654 units. Now, over three lakh workers are paying for the sins of their employers. The closure of the dyeing units has crippled the entire economy of the city. Right from the roadside tea-stall to the departmental and textile stores, there is a drastic dip in customers, says R. Annadurai, convenor, Tirupur Industrial Protection Committee.

The tragedy of Tirupur, though, began years ago and it was first felt by the 1.5 lakh farmers of over 100 villages of Tirupur, Erode and Karur districts. A. P. Kandasamy, a farmer from Athipalayam village, used to be proud of his lush, green 24 acres of paddy, sugarcane and coconut trees. That was before the dyeing units began to flourish in neighbouring Tirupur and started pumping effluents into the river. Today, the vast barren fields leading up to his house bear only a few patches of shrubs, grass and hollow tree stumps, skeletal remains of an ecological disaster that has struck the region.

The past decade has been a desperate struggle for farmers as agriculture suddenly became unviable. Not even cattle can drink the rivers water. How did they allow such an atrocious act to be committed? Nothing will grow on this soil, laments A. M. Thangamuthu, a farmer from the area. Thousands like him in this belt were forced to migrate to the cities to seek employment as unskilled labour.

The misery of the farmers coincided with the rapid rise of Tirupur as a knitwear hub. As orders poured in from Europe and the US, garment manufacturers started working overtime to maximize profits. Pollution norms were sidelined as rapid economic growth took centrestage. Sources in the Pollution Control Board (PCB) now admit the units used to regularly pump toxic water into the Noyyal at night.

It was in Kandasamys house that the farmers finally decided to stand up to the might of the garment barons. In 2003, a writ petition was filed before the Madras High Court on behalf of their organization, the Noyyal River Ayyacutdar Protection Association (NRAPA). Eight years and numerous appeals later, the court on January 28 ruled in their
favour and instructed the state government to ensure the closure of polluting dyeing units with immediate effect. The farmers have hailed it as a landmark ruling. It will strengthen other cases where farmers are taking on industry over sensitive issues like pollution, says Kandasamy.

The court also came down heavily on the then DMK state government and issued contempt notices to PCB officials for their failure to act. The total dissolved solids (TDS) in the river was found to be alarmingly high between 5,500 ppm and 7,000 ppm. The permissible level fit for human consumption is 2,100 ppm. TDS levels as per the records maintained by the PCB always peaked during the period between October and May, the peak season for the garment sector.

Out of the 752 dyeing units registered in Tirupur, 654 were still functioning at the time of the court ruling. Action was initiated against them in February. Their power supply was disconnected and they were served with closure notices. Only nine units with their own individual effluent treatment plants (IETPs) were allowed to keep functioning.

The tragedy of Noyyal has since shifted from the agrarian hinterland to the epicentre of Tirupur city. Most of the workers in these units are unskilled labourers who migrated from the states southern districts (Madurai, Virudhunagar, Theni and Dindigul) and from Bihar, Orissa, West Bengal and Jharkhand. Ironically, many of them had given up agriculture and come here to make a living. Now they have nowhere to go. I don’t know any other job and I don’t have anyone back in my native town (Rajapalayam in Virudhunagar district). I know some people here and will try to borrow money from them to complete my children’s education, says P Marimuthu, one of the jobless workers.

Fortunately for Tirupur, the assembly elections in April ensured the issue got top billing. The run-up to the polls witnessed several protests by local associations and citizens forums. There was also a move to field more than 1,000 independent candidates from Tirupur North constituency, all of whom were affected by the closure. Our main aim is to revive the dyeing and bleaching units in the city. The economy of Tirupur has come to a grinding halt, said Chitra, a 36-year-old tailor and mother of two after filing her poll nomination.

What next The new government, under J Jayalalithaa, and the Union textile ministry have swung into joint action. A 12-member, high-level committee was formed on July 25 to resolve the issue. The panel is meeting in New Delhi on August 24 to discuss possible bailout plans. The steps being taken by the chief minister and Union government officials are commendable and we are hoping that soon we will be able to revive the garment sector, says A Sakthivel, president, Tirupur Exporters Association.

The CM has also announced an interest-free loan package of Rs 200 crore for the 20 common effluent treatment plants (CETPs) in Tirupur for upgrading their effluent treatment facilities. The authorities are currently monitoring a 90-day trial run to ensure zero liquid discharge at the Arulpuram CETP. The PCB has allowed 15 dyeing units to function at 30% capacity during the trial period. The state government has also promised immediate disbursal of a compensation package of Rs 18.38 crore to farmers affected by the pollution.

The farmers, meanwhile, are watching the developments closely. The state government has announced some plans but because of the court ruling we believe that garment exporters will not be able to exploit Noyyal the way they did earlier, says Kandasamy.

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

a) What was the impact of the economic growth on the ecosystem of Tirupur? How did this affect the sustainable development of Tirupur?
b) “Effective governance through the public policy could have saved Tirupur?” Discuss.
PART-A

Q.1 Extract of the business transactions from the books of M/S Vibrator Ltd.
   a) Goods costing Rs. 20,000/- were purchased for various members of the staff and the cost was included in "purchases". A similar amount was deducted from the salaries of the staff members concerned and the net payments to them debited to Salaries account.
   b) Wages paid to the firm's workmen for making certain additions to machinery amounting to Rs. 20,000/- were debited to wages account.
   c) Purchase of equipment from ABC Ltd. worth Rs. 50,000/-, in cash was entered through the purchase day book and accordingly credited to supplier account.
   d) Material from store Rs.10,000/- and wages Rs. 4,000/- had been used in making Tools and Implements for use in own factory, but no adjustments were made in the books.
   e) A builder's bill for Rs. 15,000/- for erection of a shed was debited to repairs account.
   Pass rectification entries for the above transactions in the books of m/s Vibrator Ltd.

Q.2 The net Income reported in the Income Statement for the year was Rs. 110,000/- and depreciation of fixed assets for the year was Rs. 44000/-. The balances of the current assets and current liabilities at the beginning and end of the year are as follows.

<table>
<thead>
<tr>
<th>Current Items</th>
<th>End of the year Amount (Rs.)</th>
<th>Beginning of the year Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>130,000/-</td>
<td>140,000/-</td>
</tr>
<tr>
<td>Debtors</td>
<td>200,000/-</td>
<td>180,000/-</td>
</tr>
<tr>
<td>Inventories</td>
<td>290,000/-</td>
<td>300,000/-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>15,000/-</td>
<td>16,000/-</td>
</tr>
<tr>
<td>Account payables</td>
<td>102,000/-</td>
<td>1,16,000/-</td>
</tr>
</tbody>
</table>

Calculate cash from operating activities.

Q.3 XYZ Limited purchased a new machinery on 1st Aug 2013 for Rs. 10,00,000/-. The company incurred the following expenditure in connection with the purchase:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase Cost</td>
<td>8,00,000/-</td>
</tr>
<tr>
<td>Freight</td>
<td>10,000/-</td>
</tr>
<tr>
<td>Transit Insurance</td>
<td>2,000/-</td>
</tr>
<tr>
<td>Import Duty (Non-refundable)</td>
<td>10,000/-</td>
</tr>
<tr>
<td>Installation charges</td>
<td>1,14,000/-</td>
</tr>
<tr>
<td>VAT</td>
<td>8% of purchase price</td>
</tr>
</tbody>
</table>

XYZ Limited has taken a loan from a financial institution for Rs. 6,00,000/- at 10% rate of interest per annum. The machinery is expected to be ready for use by 31st Mar 2014. You are required to:
   a) Calculate the cost at which machinery should be capitalized.
   b) Pass necessary journal entries in the books of XYZ Ltd. showing the effect of capitalization of cost of machinery.

Q.4 H, Ltd. engaged in the business of manufacturing lotus wine. The process of manufacturing this wine takes around 18 months. Due to this reason H Ltd. has prepared its financial statements considering its operating cycle as 18 months and accordingly classified raw material purchased and held in stock for less than 18 months as current asset. Comment on the accuracy of the decision and the treatment of asset by H Ltd. as per Schedule-III of the Companies Act.
Q.5  a) Compare performance of two businesses, ABC Ltd. and XYZ Ltd.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>ABC Ltd. Rs.)</th>
<th>XYZ Ltd.(Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>5,00,000/-</td>
<td>5,00,00,000-/</td>
</tr>
<tr>
<td>Purchases</td>
<td>1,00,000/-</td>
<td>80,00,000/-</td>
</tr>
<tr>
<td>Sales</td>
<td>3,00,000/-</td>
<td>1,20,00,000/-</td>
</tr>
<tr>
<td>Profits</td>
<td>1,20,000/-</td>
<td>24,00,000/-</td>
</tr>
</tbody>
</table>

Note:- Performance can be compare with the help of profit ratio

b) What is the classification criteria for Current verses Non-Current liability as per Schedule-III of the Companies Act 2013.

**PART-B**

Q.6  Prepare the balance sheet as per Schedule-III of the Companies Act from the following details of ABC Ltd. for 31st March 2012:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount(R.s.)</th>
<th>Particulars</th>
<th>Amount(R.s.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock</td>
<td>6,80,000/-</td>
<td>Profit &amp; Loss Account</td>
<td>2,60,000/-</td>
</tr>
<tr>
<td>1 Machinery1</td>
<td>8,00,000/-</td>
<td>(opening balance of</td>
<td>2,87,000/-</td>
</tr>
<tr>
<td>Cash</td>
<td>35,000/-</td>
<td>Rs. 1,00,000/-)</td>
<td>7,91,000/-</td>
</tr>
<tr>
<td>Equity shares of Rs. 10/-</td>
<td>18,000/-</td>
<td>Debtors</td>
<td></td>
</tr>
<tr>
<td>each</td>
<td>10,00,000/-</td>
<td>Property</td>
<td></td>
</tr>
<tr>
<td>15% Debentures2</td>
<td>4,00,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Loans 3</td>
<td>6,20,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bills Payable</td>
<td>1,75,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>1,56,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a) Depreciation charged on machinery is Rs. 80,000
b) 15% debentures of Rs.100/- each redeemable at Rs.100/- on 31st March 2012 (secured by charge on properties).
Term Loans: From bank (secured by first charge on fixed assets) payable in 45 equal monthly installments.
**PART-A**

Q.1 What are the key steps that top management can take to build a diverse workplace using HR functions?  

10

Q.2 What abilities do you think are important for success in senior level management positions?  

10

Q.3 How can the performance and compensation management functions developed to build organizations that can change, learn, move and act faster?  

10

Q.4 How can the balanced scorecard used to build a strategic human resource organization?  

10

Q.5 Explain any two activities undertaken in each of the action plans (under human resource planning function) in different organization.

a) Retention  
b) Training  
c) Redeployment  
d) Staffing  

5x2

**PART-B**

Case study: Moving From Colleague to Supervisor

Cheryl Kahn, Rob Carstons, and Linda McGee have something in common. They all were promoted within their organizations into management positions and each found the transition a challenge.

Cheryl Kahn was promoted to director of catering for the Glazier Group of restaurants in New York City. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee’s chronic lateness. She says she found her new role to be daunting. “At first I was like a bulldozer knocking every one over, and that was not well received. I was saying, ‘It’s my way or the highway’. And was forgetting that my friends were also in transition.” She admits that this style alienated just about everyone with whom she worked.

Rob Carstons, a technical manager at IBM in California, talks about the uncertainty he felt after being promoted to being a manager from being a junior programmer: “It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It’s strange walking into a room and the whole conversation changes. People don’t want to be as open with you when you become boss.

Linda McGee is now president of Medex insurance services in Baltimore, Maryland. She started as a customer service representative with the company and leapfrogged over colleagues in a series of promotion fast rise created problems. She says colleagues “would ‘Oh, here comes the big cheese now’. God only what they talked about behind my back”.

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

a) A lot of new manager err in selecting the right leadership style when they move into management. Why do you think this happens?  

5x2

b) Which leadership theories, if any could help new leaders deal with this type of transition?
Q.1 Following are the extracts from the Trial Balance of a firm as on March 31, 2012:
**Additional information:** (i) Additional bad debt Rs.5,000/- (ii) Maintain the provision of doubtful debts @ 10% on debtors.

**Required:** Pass the journal entries and show the relevant accounts.

**Q.2** The net income reported in the Income Statement for the year was Rs. 110,000/- and depreciation of fixed assets for the year was Rs. 44000/-. The balances of the current assets and current liabilities at the beginning and end of the year are as follows.

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<td>180,000/-</td>
</tr>
<tr>
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<td>290,000/-</td>
<td>300,000/-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>15,000/-</td>
<td>16,000/-</td>
</tr>
<tr>
<td>Account payables</td>
<td>102,000/-</td>
<td>1,16,000/-</td>
</tr>
</tbody>
</table>

Calculate cash from operating activities.

**Q.3** From the following information calculate the total cost:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct material</td>
<td>1,60,000/-</td>
</tr>
<tr>
<td>Direct Labour</td>
<td>52,000/-</td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>19,000/-</td>
</tr>
<tr>
<td>Factory overheads</td>
<td>45,000/-</td>
</tr>
<tr>
<td>Office and administration overheads</td>
<td>28,000/-</td>
</tr>
<tr>
<td>Selling and distribution overheads</td>
<td>33,000/-</td>
</tr>
</tbody>
</table>

**Q.4** *Fill in the blanks.*

a) Profit volume ratio [P/V ratio] = ____________________ * 100  
b) Profit volume ratio [P/V ratio] = {_________________ / Change in sales} * 100  
c) Break Even Point [BEP] = Fixed cost / __________________ [in units]  
d) Margin Of Safety [MOP]= __________________ – __________________  
e) Efficiency Ratio = ______________________________ X 100  

Actual hours worked  
f) Capacity Ratio = ______________________ X 100  

Budgeted Hours  
g) Sales - __________________ = Contribution  
h) Total cost = __________________ + Fixed cost  
i) Gross profit = Sales - __________________  
j) Contribution- __________________ = Profit.

**Q.5** a) Compare performance of two businesses, ABC Ltd. and XYZ Ltd.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>ABC Ltd. (Rs.)</th>
<th>XYZ Ltd. (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the Account</td>
<td>Debit Balance Rs.</td>
<td>Credit Balance Rs.</td>
</tr>
<tr>
<td>Sundry Debtors</td>
<td>2,05,000/-</td>
<td></td>
</tr>
<tr>
<td>Provision for Doubtful debts</td>
<td>10,000/-</td>
<td></td>
</tr>
<tr>
<td>Bad debts</td>
<td>3,000/-</td>
<td></td>
</tr>
</tbody>
</table>

**Q.2** The net income reported in the Income Statement for the year was Rs. 110,000/- and depreciation of fixed assets for the year was Rs. 44000/-. The balances of the current assets and current liabilities at the beginning and end of the year are as follows.

<table>
<thead>
<tr>
<th>Current Items</th>
<th>End of the year Amount (Rs.)</th>
<th>Beginning of the year Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>130,000/-</td>
<td>140,000/-</td>
</tr>
<tr>
<td>Debtors</td>
<td>200,000/-</td>
<td>180,000/-</td>
</tr>
<tr>
<td>Inventories</td>
<td>290,000/-</td>
<td>300,000/-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>15,000/-</td>
<td>16,000/-</td>
</tr>
<tr>
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e) Efficiency Ratio = ______________________________ X 100  

Actual hours worked  
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<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount (Rs.)</th>
<th>Particulars</th>
<th>Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock</td>
<td>6,80,000/-</td>
<td>Profit &amp; Loss Account</td>
<td>2,60,000/-</td>
</tr>
<tr>
<td>Machinery1</td>
<td>8,00,000/-</td>
<td>(opening balance of</td>
<td>2,87,000/-</td>
</tr>
<tr>
<td>Current account balance</td>
<td>35,000/-</td>
<td>Rs. 1,00,000/-)</td>
<td>7,91,000/-</td>
</tr>
<tr>
<td>Cash</td>
<td>18,000/-</td>
<td>Debtors</td>
<td></td>
</tr>
<tr>
<td>Equity shares of Rs. 10/- each</td>
<td>10,00,000/-</td>
<td>Property</td>
<td></td>
</tr>
<tr>
<td>15% Debentures2</td>
<td>4,00,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Loans 3</td>
<td>6,20,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bills Payable</td>
<td>1,75,000/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>1,56,000/-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Performance can be compared with the help of profit ratio.

b) Write a short note on the provisions section 79 of the Companies Act 1956.

**PART-B**

Q.6 Prepare the balance sheet as per revised Schedule VI of Companies Act 1956, from the following details of ABC Ltd. for 31st March 2012:

- Depreciation charged on machinery is Rs. 80,000/-.
- 15% debentures of Rs.100/- each redeemable at Rs.100/- on 31st March 2012 (secured by charge on properties).
- Term Loans: From bank (secured by first charge on fixed assets) payable in 45 equal monthly installments.

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End Semester Examination, Dec. 2015  
MBA – Third Semester  
ENTREPRENEURSHIP (P-303)  

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.
Q.1 Write short notes on:
   a) Theories of entrepreneurship.
   b) Attributes and characteristics of entrepreneur.  

Q.2 What is the purpose of a business plan if the audience is (a) entrepreneur (b) an investor or (c) a supplier? Should plan be adapted for these different audiences? If yes then how? Explain with examples.  

Q.3 What are the formal and informal options available for entrepreneurs to avail the seed funding support for their ventures in Indian Economy?  

Q.4 “Success stories of women entrepreneurs are very few as compared to men”, Why? What can be done to support women entrepreneurs?  

Q.5 Explain any two terms of the following:
   a) IPR.
   b) Brainstorming/Reverse Brainstorming.
   c) Intrapreneur vs Entrepreneur.  

Q.6 What are the steps involved in project identification, project planning and project implementation?  

CASE STUDY:

Q.7 Read the case study carefully given on the next page and answers the following questions:
   a) Assume that you are an entrepreneur about to set up a housekeeping business. Prepare a marketing plan for starting a housekeeping business for three leading software companies in Gurgaon.
   b) What are the variables that one would use for doing (a) market segmentation (b) Price fixation?
CASE 9.1: HOUSEKEEPING BUSINESS—PRICING DECISION

From the Entrepreneurs’ Perspective

Multinationals emerging in the major cities of India, namely, Bangalore, Hyderabad, Pune and Gurgaon, have been provided with a good opportunity to enter into housekeeping services. A commercial cleaning business opportunity is another niche area requiring a clear identification of the market segment one would like to enter into. This business is actually economy-proof, because offices will always get dirty on a daily basis. This business does not require extraordinary trade skills. All it takes is to build a team of committed people, a bit of determination and willingness to get a job well done. One does not even need huge investment, but for certain mechanized equipments. It is a minimal investment for great future earnings!

The only major challenge for a commercial cleaning business is that one has to fetch a contract from one’s potential clients, as it ensures that one has steady clients, not just one-shot ones who may or may not call one back; as long as one is able to satisfy them on a continuing basis. As such, goodwill created with a few clients on account of good service helps one in getting new clients. One can even enlarge one’s clientele base by entering into cleaning home owners, apartment renters, hotels and any place that needs someone to do their cleaning for them. One will never run out of potential clients with this business. Think of a niche that no one wants to clean; one may find oneself to be the only one out there willing to do those dirty jobs.

The word ‘commercial’ can be scary and daunting. However, it is not as hard as the word implies. Contrary to popular belief, one does not need expensive cleaning solutions or equipment to start off with. One can start this business with the items that one uses around one’s home. Clients will generally tell one whether they want specific cleaning solvents or things used, and they can provide these. One can bring along one’s standard cleaning equipment: cloths, brooms, vacuums and one’s trusty solution.

‘Commercial’ does not mean full-time. If one is looking for a way out of one’s mundane job, or wants to become one’s own boss, then this is a great way to test the waters of the business world. Cleaning services have great potential for major earnings in the future. All one needs is a good team equipped with basic cleaning skills.

From Clients’ Perspective

While choosing the right business cleaning service for a company, one needs to clearly assess the cleaning service needs of the organization. This would require a basic understanding of cleaning services.
A commercial cleaning service provider extends services such as disposal of garbage, washing the interior windows, sweeping debris, vacuuming and mopping floors and aisles, cleaning and dusting tables and desktops and cleaning the toilets or bathrooms.

Toilet cleaning is a specialized service, as it involves multiple activities such as mopping floors, scrubbing the sinks and stalls and replenishing the consumables such as tissue and liquid soaps or soap bars for hand washing. Cleaning companies extend all or specific tasks related to toilet cleaning.

The cleaning service requirements differ a lot from company to company depending on the nature of business and the area to be cleaned. For example, a company having just 25 employees may require a cleaning service limited to trash disposal thrice a week, and an occasional vacuuming.

If company size in terms of the number of employees is larger than that, then one may opt for a daily cleaning service as against three to four times a week. There are corporate offices that lay special emphasis on cleanliness and, therefore, may choose to have multiple cleanings each day, that is, in the morning and in the evening after work. A commercial cleaning business in the present context needs to have a specialty in cleaning all types of commercial facilities. On the other hand, there are typical industries such as hospitals that need highly specialized cleaning services. In such type of industries, entrepreneurs should ensure that one's business cleaning service provider is well trained in cleaning one's workplace.

Apart from taking care of the usual cleaning requirements, a good commercial cleaning business needs to provide highly specialized cleaning services such as stripping and waxing the tile floors, dusting the office furniture and pressure washing outside the building. It may also include dusting ceilings and lights that require this type of cleaning. As a customer, one should clearly define their cleaning requirements before signing the contract with service providers. The service provider should also adhere to a timing schedule so that it does not come in the way of performing duties by the employees of the company.

This industry has become highly competitive and, therefore, a company would come across umpteen number of responses, whenever they float tenders for this. While screening or choosing a particular service provider, one should make sure to choose the cleaning company that has well-trained employees and the needed cleaning equipment. The company's reputation plays an important role while considering prospective service providers for the purpose. A reputed cleaning company takes an extra mile to ensure that their employees do not just provide cleaning services but also love cleaning offices and facilities as if they were their own properties. Customer satisfaction and building relationships should be their top priority in developing the business.

The company's authenticity is important and a paramount matter of consideration as well. There are deceptive companies that operate illegally in the business and one should be very careful about them. Even if they are able to provide quality service, but as long as they do not conform to the State laws, hiring them for cleaning services could be a risky proposition. It is important to ensure that they possess a business license for the same to safeguard the companies' interests in case any accidental liability occurs while they clean premises.

It is advisable to count on references in choosing the right business cleaning service agency. Testimonials, reviews and customer references can be very helpful to ensure reliability and dependability of service providers. In agreement with service providers, it is always advisable to incorporate a 'right to cure' clause. This would enable one to have a right to demand a review of the cleaning work, in case one is dissatisfied with the cleaning service. One can issue a notice or even revoke the contract with the cleaning service.