End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - First Semester  
FOOD SCIENCE AND NUTRITION (BHM-105)

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

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

**PART-A**

Q.1  What is food preservation? Discuss the principles, methods and preservatives used in food preservation.  

10

Q.2  What are macro nutrients? Elaborate different types of macro nutrients with their role in our daily diet for achieving good health.  

10

Q.3  Discuss the physiological, social and psychological functions of food.  

10

Q.4  In context to HACCP, discuss how safety of food supply can be achieved.  

10

**PART-B**

Q.5  Differentiate between fruits and vegetables.  

5

Q.6  Differentiate between macro and micro nutrients.  

5

Q.7  What is food spoilage? Also discuss its causes.  

5

Q.8  Differentiate between fats and oils.  

5

Q.9  Explain the following:  
   a) Malnutrition  
   b) Infection  
   c) Immunity  
   d) HACCP  
   e) Adulteration  

5

Q.10  Differentiate between essential and non essential amino acids.  

5

Q.11  What are carbohydrates? Discuss three types of carbohydrates with their characteristics.  

5

Q.12  What are food additives? Discuss their role in food preservation.  

5
Q.1 Strategy can be simply defined as a process of acquiring “Competitive advantage”. List and discuss five real firms across diverse industries (not more than one from an industry) that have acquired a competitive edge over their competitors and on what unique characteristics is their advantage based.

10

Q.2 Porter’s five forces model is a valuable guide in understanding the competitive environment and helping in strategy formulation. Do five forces analysis for any of the two below (pick one real firm from each of the sample industries).
   a) Firm in the E-commerce business
   b) Firm in the FMCG sector
   c) Firm in the banking industry
Discuss in detail the strength/weakness of each force and what will be your recommendation to the firm.

10

Q.3 While evaluating a company’s competitiveness, generally the following questions are asked:
   a) How well is the current strategy working?
   b) What are the company’s important resources and capabilities?
   c) Is the company able to take advantage of market opportunities?
   d) Are the company’s prices and costs competitive?
   e) How is the company positioned with respect to rivals?
   f) What strategic issues require immediate attention?
Evaluate and comment on the current strategy for two of the following companies:
   a) Flipkart
   b) Maruti Suzuki
   c) McDonald’s
   d) Tata Motors.

10

Q.4 Every business consists of a collection of activities undertaken in the course of designing, producing, marketing, delivering and supporting its product or service. These activities combine to form a value chain, the intent being to create value for buyers. A company’s value chain consists of primary and support activities. The primary activities include supply chain management, operations, distribution, sales and marketing and service. The support activities include product R&D, human resource management and general administration.
Create a hypothetical value chain for Maruti Suzuki or Hindustan Unilever.

Q.5 With successful companies like Amazon, Flipkart and Snapdeal, E-commerce business has become very lucrative and is giving a direct competition to the traditional brick and mortar companies. As a brand manager of a traditional brick and mortar company, how will you leverage your traditional strengths with the new opportunities in the internet economy?

10

**PART-B**

Case study:

Q.6 Given below is a case study of Maruti Suzuki. Analyze the strategy of the company with respect to its current position, problems to address, steps taken to address the problems and key learnings.

---

**The Numbers**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues (cr)</th>
<th>Net Profit (cr)</th>
<th>Operating Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>37,040</td>
<td>2,286</td>
<td>10.1</td>
</tr>
<tr>
<td>2013-14</td>
<td>43,700</td>
<td>2,783</td>
<td>12.0</td>
</tr>
</tbody>
</table>

**The Margin Boosters**

**RURAL DRIVE**

Share of rural sales increased from 4% in 2010-11 to 30% in 2013-14.

**EMPLOYEE WISDOM**

Saved Rs 350 cr due to employee suggestions on productivity and quality improvements.

**FAVOURABLE MERGER**

Brought powertrain unit into its fold; also sourced more locally and reduced delivery time.

**PARTICULARS**

Maruti reached 94,800 villages in 2013-14, and plans to double this in 2014-15.

---

**Carving Out New Roads**

The urban markets dried up. But it found mileage in rural ones.

69% and 12%, respectively. And it’s hopeful of making more inroads. "We don’t know what that number (overall rural sales) will be in the future," Mayank Pareek, chief operating officer (marketing and sales) of Maruti, told ET in October 2013, “I think we have just scratched the surface.”

In its factories, it scratched more than the surface to squeeze out cost benefits. The company actively solicited suggestions from its employees on improving processes and reducing costs. “We have managed to save more than Rs 30 cr through suggestions,” says Ajay Seth, CFO of Maruti.

For example, the trolleys that carried instrument panels from the JVs to the Maruti assembly line were covered with polythene sheets to protect them against dust and rain. The polythene would be discarded after a few uses. An employee suggested a permanent cover on the trolleys. This helped eliminate the polythene scrap. It also helped increase trolley capacity by over 20%, thus reducing the number of trips. The company estimated its savings at about Rs 30 lakh.

Overall, the stress was on cost-saving. “During the slowdown, we also saw to it that our expenses were based on business needs and not wasteful expenditure,” adds Seth.

In an environment where the rupee was weakening again against other currencies, Maruti reduced its reliance on import content: from 27% of net sales in 2008-09 to 16% in 2013-14.
**End Semester Examination, Dec. 2014**

B.Sc. (Hotel Management) - First Semester

**BASICS OF COMPUTER APPLICATIONS (BHM-107)**

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

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

**PART-A**

Q.1 What do you mean by database management system? How DBMS is better than traditional file processing system?  
10

Q.2 How operating system can be act as a resource manager? Justify your answer.  
10

Q.3 Write short notes on:  
a) EPROM  
b) PROM  
c) E²PROM  
d) Hard disk  
e) Floppy disk  
2x5

Q.4 What are various characteristics of computer system?  
10

**PART-B**

Q.5 What are various types of network available?  
5

Q.6 Explain any five functions in MS-Excel.  
5

Q.7 Differentiate between: i) Data and information ii) Internet and intranet  
5

Q.8 Name any two search engines and explain them briefly.  
5

Q.9 What are the various benefits of using e-commerce?  
5

Q.10 Discuss the applications of information technology in education world.  
5

Q.11 Explain various types of charts available in MS-Word. Also describe the steps to insert a chart in a document.  
5

Q.12 Differentiate between computer system and human being.  
5
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - Second Semester  
FOOD AND BEVERAGE SERVICE-II (BHM-202)

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

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

**PART-A**

Q.1 What are different restaurant revenue control systems used in hotels? Explain computerized system of checking used in restaurants.

Q.2 Draw beverage chart in detail.

Q.3 Explain manufacturing process of bear in form of a flow chart.

Q.4 Name different type of cheese with at-least two examples for each type.

**PART-B**

Q.5 Name five types of wine. Give brief description of each.

Q.6 What is a K.O.T.? Explain by drawing a format.

Q.7 Name three types of tea. Explain method of making tea.

Q.8 The following drinks are based on which ingredient:
   a) Sake.  
   b) Cider.  
   c) Perry.  
   d) Beer.  
   e) Wine.

Q.9 Name five disposable items used by room service department for service of food.

Q.10 What is the procedure for taking room service order on telephone from a guest?

Q.11 Name varieties of grapes grown in India and five famous wines of India.

Q.12 Name three varieties of coffee beans. How is filter coffee made?
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - Second Semester  
HOTEL MANAGEMENT (BHM-206)

Time: 3 hrs  
Max Marks: 60  
No. of pages: 2

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

**PART-A**

Q.1  a) Journalize the following transactions:

<table>
<thead>
<tr>
<th>2005</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs.</td>
<td></td>
</tr>
<tr>
<td>Jan.1 Anil Kumar started business with cash</td>
<td>10,000/-</td>
</tr>
<tr>
<td>Jan.2 Goods purchased for cash</td>
<td>3,000/-</td>
</tr>
<tr>
<td>Jan.3 Goods sold for cash</td>
<td>1,000/-</td>
</tr>
<tr>
<td>Jan.4 Paid for interest</td>
<td>100/-</td>
</tr>
<tr>
<td>Jan.5 Paid for salaries</td>
<td>300/-</td>
</tr>
<tr>
<td>Jan.6 Withdrew cash for buying computer</td>
<td>20,000/-</td>
</tr>
<tr>
<td>Jan.7 Bank charged commission</td>
<td>3,000/-</td>
</tr>
<tr>
<td>Jan.8 Closing stock</td>
<td>1,000/-</td>
</tr>
</tbody>
</table>

Q.2  From the following trial balance of Anil Kumar pass the necessary closing entries, prepare a trading account and profit and loss account for the year ending 31st March, 2005 a balance sheet as on that date closing stock on 31st March amounted Rs. 5,380/-.

<table>
<thead>
<tr>
<th>Debit balances</th>
<th>Rs.</th>
<th>Credit</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>
<td>115/-</td>
</tr>
<tr>
<td>Sales returns</td>
<td>200/-</td>
<td>Creditors</td>
<td>6,200/-</td>
</tr>
<tr>
<td>Carriage</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</td>
<td>4,286/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Exp.</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 Exp</td>
<td>489/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent, rates</td>
<td>430/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>191/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes and rent</td>
<td>8/-</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>Drawing</td>
<td>51,542/-</td>
<td></td>
<td>51,542/-</td>
</tr>
</tbody>
</table>

Q.3  Prepare two column cash book from the following transactions of Shri Ram Kumar:

<table>
<thead>
<tr>
<th>2005</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs.</td>
<td></td>
</tr>
<tr>
<td>Jan.1 Cash in hand</td>
<td>Rs. 2,000/-</td>
</tr>
<tr>
<td>Jan.5 Cash purchases</td>
<td>Rs. 1,000/-</td>
</tr>
<tr>
<td>Jan.8 Cash Sales</td>
<td>Rs. 3,000/-</td>
</tr>
<tr>
<td>Jan.10 Cash received from Ramesh Gupta</td>
<td>Rs. 990/-</td>
</tr>
<tr>
<td>And allowed him a discount</td>
<td>Rs. 1/-</td>
</tr>
</tbody>
</table>
Jan.15 Paid for wages Rs. 20/-  
Jan.25 Cash paid to Ram Rs. 200/-

Q.4 From the following particulars of X, prepare Bank reconciliation statement as on 31\textsuperscript{st} December 2001.
   a) Overdraft as per pass book (31\textsuperscript{st} December, 2001). Rs. 1,000/-
   b) Cheques issued but not presented. Rs. 600/-
   c) Cheques paid but not collected. Rs. 300/-
   d) Bank charges debited in the pass book but not yet recorded. Rs. 20/-.  

\textbf{PART-B}

Q.5 Distinguish between trading account and profit and loss account. What is the purpose of preparing trading account?  

Q.6 How is Journal subdivided in a large business? Explain briefly.  

Q.7 Explain the accounting concept which ensures that the sales and cost of goods sold in the income statement refers to same period.  

Q.8 Justify the statement “computerized accounting systems are reliable and faster than manual system”.  

Q.9 “Inventory management is managing dangerous situation concerned with level of inventory”. Explain.  

Q.10 How a bank reconciliation statement is prepared? What are the records necessary for preparing this statement?  

Q.11 Define accounting. State briefly the functions of an accountant.  

Q.12 Explain “Errors are not disclosed by Trial balance”.
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) - Fifth Semester
ADVANCED FOOD PRODUCTION-I (BHM-501)

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

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

PART-A

Q.1 What is larder? Discuss the importance and function of larder in main kitchen. 10

Q.2 Discuss Chinese cuisine and give the recipe of two dishes from Chinese cuisine. 10

Q.3 What is force meat? Mention various products made from force meat with their variations. 10

Q.4 Plan the staffing for a 200 room hotel kitchen with one coffee shop, one specialty restaurant and three banqueting halls which can accommodate 3000 people jointly. 10

PART-B

Q.5 List the various equipments found in a larder kitchen. 5

Q.6 Write short notes on:
   a) Aspic.
   b) Chaud froid.
   c) Compound butter.
   d) Marination.
   e) Panada. 1x5

Q.7 Briefly discuss Italian cuisine mentioning the most popular dishes. 5

Q.8 Differentiate between Galantaine and Ballotine. 5

Q.9 Differentiate between Pate and Terine. 5

Q.10 Fill in the blanks:
   a) ________ is made by adding chocolate and cream in the ratio of 2:1.
   b) ________ is a famous dish of Japanese cuisine.
   c) ________ is a famous dish of American cuisine.
   d) Cornflour is used as a thickening agent in __________ cuisine.
   e) ________ is used as an icing on breads. 5

Q.11 What are appetizers? Give the names of five classical appetizers. 5

Q.12 Explain the following:
   a) Salsa.
   b) Sweet bread.
   c) Nachos.
   d) Tortilla.
   e) Souffles. 1x5
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - Fifth Semester  
ADVANCED FOOD AND BEVERAGE SERVICE-I (BHM-502)

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

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

**PART-A**

Q.1 Prepare a check list for initial survey of off – premises catering.  

Q.2 Write in detail about different types of buffet that can be organized in a hotel.  

Q.3 Giving stress on the protocol to be maintained, describe various types of banquets that are organized for different occasions.  

Q.4 Enumerate the points to be considered when purchasing new equipments for Food and Beverage outlet.  

**PART-B**

Q.5 Write briefly about airline catering and various challenges faced while catering to guests on board.  

Q.6 Draw format of banquet proforma / function prospectus.  

Q.7 Plan an ethnic Indian menu for a banquet party for foreign delegates.  

Q.8 Which type of alcohols are used for Flambéing? Give reasons for use of alcohol in Guerdon service.  

Q.9 Name various departments involved in arranging a banquet party and the role they play.  

Q.10 How the Guerdon trolley and its equipment should be maintained?  

Q.11 How will you handle a situation where a guest falls sick in restaurant while having his meal?  

Q.12 Briefly explain various factors important at the time of planning a new restaurant.
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) – Fifth Semester  
ADVANCED FRONT OFFICE THEORY-I (BHM-503)

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

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

**PART-A**

Q.1 Explain forecasting. What are benefits of forecasting?  
10

Q.2 What are the factors affecting room tariff?  
10

Q.3 What is the meaning of human resource planning? Explain various factors which are important to certain employees.  
10

Q.4 Explain the following:  
a) Corporate rate  
b) Seasonal rate  
5x2

**PART-B**

Q.5 Explain the following meal plans:  
a) European plan  
b) Continental plan  
2½x2

Q.6 What are the types of reservation?  
5

Q.7 Explain the following packages:  
a) Marriage package  
b) Meeting package  
2½x2

Q.8 Explain the following sales techniques in detail:  
a) Personal sales  
b) Telephone sales  
2½x2

Q.9 Explain the internal and external sources of recruitment.  
5

Q.10 Explain the introductory rate and travel agent rate.  
5

Q.11 Write short notes on:  
a) Direct reservation  
b) Central reservation system  
2½x2

Q.12 What are the major drawbacks of the rule of thumb approach?  
5
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) - Fifth Semester
ADVANCED HOUSEKEEPING OPERATIONS (BHM-504)

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

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

**PART-A**

Q.1 Discuss the various appraisal rating systems and the methods of appraising employees performance in detail. 10

Q.2 Discuss floor coverings under the following heads:
   a) Selection
   b) Soft floor coverings
   c) Hard floor coverings 10

Q.3 Housekeeping operations are turning eco-friendly. Discuss. 10

Q.4 Describe the budget planning process for housekeeping operations. 10

**PART-B**

Q.5 Write a short note on the various types of carpets available for use in hotels. 5

Q.6 Discuss the various types of fixtures and fittings found in guestrooms. 5

Q.7 Explain the different types of budgets in detail. 5

Q.8 Write short note on standard procedure of cleaning carpets. 5

Q.9 Explain the selection process of staff for the housekeeping department in a hotel. 5

Q.10 Explain the following terms:
   a) Buddy
   b) Zero base budget
   c) Job analysis
   d) Job breakdown
   e) Job procedures 1x5

Q.11 What is ergonomic risk factor analysis? 5

Q.12 Differentiate between job description and job specification. 5
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) - Fifth Semester
FUNDAMENTALS OF TOURISM (BHM-505)

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 Expand any ten abbreviations:
   a) MICE  b) VFR  c) UNWTO  d) SIT  e) ASI
   f) FHRAI  g) ITDC  h) HRACC  i) TAAI  j) IATO
   k) IRCTC  l) PATA  m) MOT
   \[1 \times 10\]

Q.2 Define tourism and enumerate the importance of tourism with respect to the hotel industry.
   \[10\]

Q.3 Discuss the significance of religion based tourism with reference to Char Dhams Yatra of India for Hindu and visit to Mecca for Muslims.
   \[10\]

Q.4 Explain the positive and negative impact of tourism with reference to social and environmental tourism.
   \[10\]

Q.5 Describe the role of various agencies in growth of tourism.
   \[10\]

**PART-B**

Q.6 How does sports tourism help the economy of a country?
   \[5\]

Q.7 How does tourism affect the hotel industry?
   \[5\]

Q.8 Discuss the significance of MICE to the tourism industry.
   \[5\]

Q.9 Write a note on components of a tourism product.
   \[5\]

Q.10 Discuss the economic impact of tourism on a developing country.
   \[5\]

Q.11 Discuss how sports are gaining importance with respect to tourism.
   \[5\]

Q.12 Explain the role of destination marketing.
   \[5\]

Q.13 Explain how the travel and tourism industry are dependent on transport industry.
   \[5\]
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) – Fifth Semester
HOSPITALITY SALES AND MARKETING (BHM-506)

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

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

**PART-A**

Q.1   Explain the various factors that influence the consumer behavior.  10

Q.2   What are the advantages of “direct marketing”?  10

Q.3   Explain “total customer satisfaction” in detail.  10

Q.4   “SWOT ANALYSIS” is critical for business strategic planning. Explain.  10

**PART-B**

Q.5   What do you understand by “coheleselling”?  5

Q.6   Explain “discounts and allowances”.  5

Q.7   Why is it important to retain customers?  5

Q.8   What is direct marketing?  5

Q.9   Explain the meaning of “promotional pricing”  5

Q.10  Explain the concept of “value-chain” with reference to customer satisfaction.  5

Q.11  What are the personal factors that influence the consumer buying decisions?  5

Q.12  Explain “online market”.  5
End Semester Examination, Dec. 2014
B. Sc. (Hotel Management) – Fifth Semester
HOSPITALITY FRENCH (BHM-507)

Time: 3 hrs
Max Marks: 60
No. of pages: 2

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

PART-A

Q.1 What is the importance of French language in today’s world? 10
Q.2 Write few points about France (culture, monuments, food etc.) 10
Q.3 Put definite article (Le, La, L’, Les):

____________ Livres  ____________ Cahiers
____________ Stylo  ____________ Crayon
____________ Homme  ____________ Femme
____________ Fille  ____________ Garcon
____________ Table  ____________ Chaise 10

Q.4 Put definite article (Un, Une, Des):

____________ Voitures  ____________ Pomme
____________ Moto  ____________ Legumes
____________ Films  ____________ Fruits
____________ Fleurs  ____________ Gateau
____________ Chemise  ____________ Tomato 10

Q.5 Translate the following sentences in to French:
   a) I have ten pens.
   b) He is handsome.
   c) She has some flowers.
   d) Kunal has two books.
   e) They are happy
   f) Have a nice day Rahul
   g) This is a table.
   h) These are some fruits.
   i) We are intelligent
   j) I am tall 10

PART-B

Q.6 Describe yourself in French. 5
Q.7 Write the names of days of the week and months of the year in French. 5
Q.8 Write the names of the following in French:
   a) Three vegetables  b) Three dishes  c) Three fruits 5
Q.9 Conjugate the AVOIR verb or ETRE verb in French. 5
Q.10 Put the following numbers in to cardinal form:
   a) 5  b) 10  c) 18  d) 14  e) 12 5
Q.11 Choose the suitable form of the adjective:
   a) Ils sont __________ (Indiens, Indiennes)
   b) Elles sont __________ (Francais, Francaises)
   c) La voiture est __________ (Petit, Petite)
d) La moto est _________ (Joli, Joile)
e) Elle est _________ (Beau, Belle)

Q.12  Write the time in French:
   a) 4:00 AM
   b) 8:20 PM
   c) 7:15 PM
   d) 6:05 AM
   e) 5:10 PM

Q.13  Choose the appropriate color:
   a) White (Blanc, Noir)
   b) Green (Vert, Jaune)
   c) Black (Noir, Bleu)
   d) Red (Rouge, Brun)
   e) Yellow (Jaune, Rose)
End Semester Examination, Dec. 2014
MBA – First Semester
COMPUTER APPLICATIONS IN MANAGEMENT (CP-107)

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 in details how IT is applied to various functional areas of management. Give examples to justify answer.

Q.2 Explain **any five** of the following terms:
   a) CUI/GUI
   b) Plotter
   c) LAN/WAN
   d) Bus topology/mesh topology
   e) Spam
   f) Virus

Q.3 Explain the various application softwares which you know about and how are you using them while pursuing your MBA course.

Q.4 What is an operating system? Which operating system do you use in your personal computer? Discuss its features and elements.

Q.5 Define artificial intelligence and the various tools associated with it.

**PART-B**

**Case Study:**

**IT Strategies**

Having spent considerable time paring back staff, consolidating servers and storage equipment, rendering servers and storage equipment, renegotiating vendor contracts and conducting selective outsourcing, CIOs are struggling to find new ways to reduce cost while still developing and implementing the new or improved business systems these companies need. In their quest to come up with even more ways to keep lid on cost, dauntless IT leaders are exploring everything from barter agreements with vendors to reselling services and joining purchasing consortium for volume price discount on equipment. At amazon.com, CIO Rick Dalzell followed following strategies:
   a) Embrace open source
   b) Recognize when you have to spend to save.
   c) Help your partners help you.
   d) Use a light budget as an excuse to get creative.
Q.6 Read the case study given above and answer the following questions:

a) What are the business benefits and limitation of Rick Dalzell’s strategies?  

b) Why business house is finding difficult to keep cost down inspite of the fact that technology is getting cheaper?
End Semester Examination, Dec. 2014
MBA – Second Semester
FINANCIAL MANAGEMENT (CP-203)

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

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

PART-A

Q.1 Answer the following in brief:

a) What are “Deep Discount Bonds”?

b) What is the concept of "Optimal Capital Structure?"

Q.2 Discuss Walter’s model of dividend relevance and illustrate with an example. What are the various factors which affect the dividend policy of a firm?

Q.3 Critically analyze the various methods of capital budgeting. Discuss with the help of an example.

Q.4 Discuss and differentiate between CAPM and Arbitrage Pricing Theory.

Q.5 a) What is the meaning of financial leverage? Which are the most commonly used measures of financial leverage?

b) Two firms A and B have the following information:

<table>
<thead>
<tr>
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<th>Sales</th>
<th>Variable Costs</th>
<th>Fixed Costs</th>
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<tbody>
<tr>
<td>Firm A</td>
<td>1800</td>
<td>450</td>
<td>900</td>
</tr>
<tr>
<td>Firm B</td>
<td>1500</td>
<td>750</td>
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Calculate for both the firms i) profit to sales ratio ii) Breakeven point iii) the degree of operating leverage. Comment on the positions of the firms. If sales increases by 20%, what shall be the impact on the profitability of the firms?

5x2

PART-B

Q.6 Sahil Proprietor desires to increase the annual sale at least by 25% from the existing sale of Rs.12, 00,000/- The following are the details regarding the operations of a firm during the previous year of 12 months. However, the cost structure and sale price is not likely to change over the next year. The firm is considering a proposal for a more liberal extension of credit which will result in increasing the average collection period from one month to two months.

Sales          Rs.12, 00,000
Selling price per unit Rs.10
Variable cost price per unit Rs.7
Total cost per unit Rs.9

You are required to advise the firm regarding adoption of the new credit policy, presuming that the firm’s required return on investment is 25%.
Q.1 Define method study. What steps are involved in method study and work measurement?  

Q.2 Answer the following:  
a) Differentiate between process layout and product layout.  
b) What do you understand by Supply Chain Management?  

Q.3 a) Explain the factors affecting location of a facility.  
b) Differentiate between a process layout and a product layout.  


Q.5 a) Explain briefly the concept of queuing.  
b) The factory manager is considering two mechanics for repairing the machines. Mechanic A takes on an average, 15 minutes in repairing a machine and demands wages of Rs.80/- per hour. Mechanic B takes 10 minutes only but demands Rs.100/- per hour. In a factory the average breakdown rate is 3 per hour. The idle time cost is estimated at Rs. 160/- per hour. The factory works 8 hours a day. Assuming that the machine breakdown rate vs Poisson distributed and the repair times follow exponential distribution, which of the two mechanics should be engaged?  

Q.6 Plan the location and layout of an Automobile Manufacturing Unit highlighting the important considerations taken into account.  

PART-B  

Case Study:  

Q.7 Mr. Shyam has been given three options by his three main supervisors to meet the changing demand of products being manufactured by his company. They are:  
a) Ram - vary the work force.  
b) Mohan - sub contract.  
c) Ravi - vary the inventory level.  

Which suggestion should Mr. Shyam accept given the following information presuming only one suggestion can be implemented at a time?  

<table>
<thead>
<tr>
<th>QTR</th>
<th>Demand</th>
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<td>7</td>
<td>180</td>
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<td>8</td>
<td>350</td>
</tr>
</tbody>
</table>

It costs Rs.130/- per unit to increase production rate, Rs.160/- per unit to decrease the production rate. Rs.50/- per unit per QTR to carry item on inventory and Rs.100/- per unit if it is subcontracted.
End Semester Examination, Dec. 2014
MBA – Second Semester
BUSINESS LAWS (CP-206)

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

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

**PART-A**

Q.1 Write short notes on any five:
   a) Implied contract
   b) Free consent
   c) Quasi contract
   d) Memorandum of Association
   e) Doctrine of *caveat emptor*
   f) Rights of unpaid seller

Q.2 a) What is cheque? How is it different from a bill of exchange?  
   b) A signed as maker, a blank stamped paper and gave it to B and authorized him to fill it as a note for Rs.5,000. B fraudulently filled it up a note for Rs.50,000 payable to C, who in good faith advanced Rs.50,000. Can C recover Rs.50,000 from A?

Q.3 a) Define a ‘Company’. Explain the characteristics of a company.
   b) Explain the various kinds of companies.

Q.4 a) Explain the rule of ‘caveat emptor’ and its exceptions.
   b) X agrees to sell Y fine sugar, out of 2,000 bags stock in his godown, for Rs.12,000 @ Rs.3,000 per bag. Before the delivery of sugar there is a fire in the godown which completely destroys the stock. Can Y compel X to supply the sugar as per agreement?

Q.5 a) Define the term consumer as defined in Consumer Protection Act. Also state the rights of consumers.
   b) Mr. A purchases some goods. The goods were stored in barrels. Every facility was given to him to examine the goods. However, he did not get the barrels opened to examine them. He looked at the barrel from outside and purchased the goods. He wants to avoid the contract on the ground of breach of implied condition. Advise him giving full reasons for your answer.

**PART-B**

Q.6 a) X offers to sell Y a painting which X knows is a copy of a well known masterpiece. Y, thinking that the painting is an original one and that X must be unaware of this immediately accepts X’s offer. Does this result in a contract?
   b) A contracts to marry B in two years time. Shortly afterwards he breaks off the engagement without B’s consent. B writes repeatedly begging him to adhere to the contract. Just before the expiry of two years, a change in law makes it illegal for A to marry B. On the expiry of two years, B sues A for the breach of the contract. Will she succeed?
   c) C draws a bill on D and negotiates it to Z. D is a fictitious person. Can Z treat it as a promissory note made by C?
   d) P agrees to sell to Q his two motor cars on the terms that the price was to be fixed by R. Q takes the delivery of one car immediately and refuses to oblige P and Q and fixes no price. P asks for the return of the car already delivered whereas Q
insists on the delivery of the second car to him for a reasonable price of both the
cars. Decide the case.
e) A drew a bill of exchange on R, a fictitious person. He endorsed it in favor of V and
delivered it to him. V treats it as a promissory note. Can he do that? 2
End Semester Examination, Dec. 2014
MBA – Second Semester
BUSINESS LAWS (CP-206)

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

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

PART-A

Q.1 Write short notes on:
   a) Implied contract
   b) Free consent
   c) Quasi contract
   d) Memorandum of Association
   e) Rights of unpaid seller

Q.2 a) What is cheque? How is it different from a bill of exchange?
    b) A signed as maker, a blank stamped paper and gave it to B and authorized him to fill it as a note for Rs.5,000. B fraudulently filled it up a note for Rs.50,000 payable to C, who in good faith advanced Rs.50,000. Can C recover Rs.50,000 from A?

Q.3 a) Define a 'Company'. Explain the characteristics of a company.
    b) Explain the various kinds of companies.

Q.4 a) Distinguish between bailment and pledge.
    b) X agrees to sell Y fine sugar, out of 2,000 bags stock in his godown, for Rs.12,000 @ Rs.3,000 per bag. Before the delivery of sugar there is a fire in the godown which completely destroys the stock. Can Y compel X to supply the sugar as per agreement?

Q.5 a) Define the term consumer as defined in Consumer Protection Act. Also state the rights of consumers.
    b) Mr. A purchases some goods. The goods were stored in barrels. Every facility was given to him to examine the goods. However, he did not get the barrels opened to examine them. He looked at the barrel from outside and purchased the goods. He wants to avoid the contract on the ground of breach of implied condition. Advise him giving full reasons for your answer.

PART-B

Q.6 a) X offers to sell Y a painting which X knows is a copy of a well known masterpiece. Y, thinking that the painting is an original one and that X must be unaware of this immediately accepts X’s offer. Does this result in a contract?
    b) A contracts to marry B in two years time. Shortly afterwards he breaks off the engagement without B’s consent. B writes repeatedly begging him to adhere to the contract. Just before the expiry of two years, a change in law makes it illegal for A to marry B. On the expiry of two years, B suits A for the breach of the contract. Will she succeed?
    c) C draws a bill on D and negotiates it to Z. D is a fictitious person. Can Z treat it as a promissory note made by C?
    d) P agrees to sell to Q his two motor cars on the terms that the price was to be fixed by R. Q takes the delivery of one car immediately and refuses to oblige P and Q
and fixes no price. P asks for the return of the car already delivered whereas Q insists on the delivery of the second car to him for a reasonable price of both the cars. Decide the case.

e) A drew a bill of exchange on R, a fictitious person. He endorsed it in favor of V and delivered it to him. V treats it as a promissory note. Can he do that?
PART-A

Q.1 Write short notes on:
   a) Agency.
   b) Pledge.
   5x2

Q.2 a) Explain the meaning and importance of prospectus.
   5
   b) Define the term ‘share’. How does a preference share differ from an ordinary share?
   5

Q.3 Differentiate between the following:
   a) Offer and invitation to offer.
      5
   b) Fraud and undue influence.
      5

Q.4 a) Explain the term “Unfair trade practice” and discuss the various rights of consumer recognized under the Consumer Protection Act, 1986.
      5
   b) Discuss the procedure be adopted by the National Commission on Admission of a Complaint.
      5

Q.5 Define a company. Explain how the company is formed? Also explain the statement: “A company has a separate legal entity from its members”.
   10

PART-B

Q.6 State whether the following statements are true or false and also give relevant explanation for your statement:
   a) A person cannot purchase his own goods in any circumstances.
   b) A person can become a ‘drawee in case of need’ if his name is mentioned in the bill.
   c) Unenforceable contracts are not enforceable because they have a technical flaw only.
   d) A company can become member of another company.
e) Delivery of a parcel to postal authorities is bailment.

2x5
End Semester Examination, Dec. 2014
MBA – Second Semester
ENVIRONMENT AND AGRI BUSINESS MANAGEMENT (EPAG-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 Write down a brief review about functions of political institutions in India. 10

Q.2 Describe the pattern of trends in development strategies of economic development in Agri-Business Management. 10

Q.3 Discuss the current environmental issues and their impacts on natural resources and human life. 10

Q.4 Discuss in brief the process of formation of a company including Memorandum and Articles of association. 10

Q.5 Write short notes on:
   a) Secularism in Indian society.  
   b) Promotional roles of Government of India.  

**PART-B**

*Case study:*

A Case Study of Bulk Cement Terminal*
Introduction

In 1986, Gujarat Ambuja Cements Limited, better known as Ambuja Cement, had established a modern cement plant at Ambuja Nagar, Tehsil Kodinar, District Junagadh of southern part of Saurashtra, Gujarat. The plant adopted dry process and pre-calcination technology with five stage preheater and air-swept vertical roller mill supplied by Krupp Polysius, AG, Germany. The plant is totally computerized and instrumentation controlled system is installed by Yaskawa electronics, Japan.

Since the inception of the plant, GACL had a corporate philosophy of ‘Sustainable Development’. The second plant, adjacent to the first plant, was commissioned on derelict mined land. This plant was commissioned in 13 months in March 1993, a record commissioning time in the Cement World. MD of the company has signed a corporate mission on June 5, 2000, the World Environment day, which reflects the vision of the group. The mission states:

“To strive for an environment of beyond compliance in plants and mines and to raise environmental awareness in the neighboring community.

Ambuja Cement will also adopt environmentally sound technologies and managerial practices for optimum utilization and conservation of natural resources”.

GACL has set up another plant in Himachal Pradesh in 1995. Besides this, GACL established a grinding unit at Banipal, Punjab within the premises of Thermal Power Plant to produce Pozzolana Portland Cement (PPC), using Fly ash. This is another milestone for Ambuja Cement in the field of environmental conservation.

The company has also set up a Bulk Cement loading and unloading facility at Surat, Muldwaraka in Gujarat and Panvel in Navi Mumbai. These units pack cement, transport cement by sea, which gives advantages to the country in terms of petroleum consumption due to rail/road transportation as well as less emission and road congestion of most of our cities situated on National/State highways. GACL is the first to establish such facilities, which is common in developed countries. The ships for transportation of bulk cement are specially designed for the purpose and the conveyor system at these facilities is totally pneumatic and closed.

Operation of Bulk Cement Facility

The cement is transported from Gujarat plant through closed tankers to similar facility at Muldwaraka. From tankers, cement is pneumatically stored in Silos through Bucket Elevators. From Silos by closed conveyor system, it is unloaded to ship and transported to Panvel and Surat.

At these units, cement is conveyed through closed belt conveyor system to Silos. From Silos cement is loaded into Bulkers by means of Vacuum loaders provided under each Silos or conveyed by Air Slides through bucket Elevators in the Packing plant. Finally an automatic rotary packing machine in bags of 50 kg packs the Cement.

Sufficient plantation has also been raised, which not only improves the aesthetic environment of the terminals but also reduces fugitive emission due to transportation as well as noise, if any. Wastewater from office is used for greenery development. The whole integrated system ensures near zero emission and no fugitive dust from these facilities.

Before commissioning the facility Ambuja Cement has obtained consent from State Pollution Control Board under Air (Prevention and Control of Pollution) Act, 1981 and Water (Prevention and Control of Pollution) Act, 1974.

Ambuja Cement’s marine transport of cement is the best alternative due to the following reasons:

• Substantial national saving of fuel.
• Reduction in the consumption of petroleum products also gives lesser emissions of CO₂, NOₓ, CO.
• It also reduces traffic congestion on overloaded highways.
• The sea movement is not only environment friendly but also the cheapest mode of transport.
• Prompt delivery at an optimum distribution cost.
• No seepage and loss of cement in transit and handling.

Pollution in the Operation of Bulk Cement Facility

The possible sources of dust generation at this facility are from the following operations:

• Cement unloading to silos.
• Cement packing in packing plant.
Q.6 Answer the following questions from the given case study:

a) In what way this study reflects the vision of sustainable development?

b) Why bulk cement transport is environment friendly in comparison to rail and road?

c) What are the legal permissions company has obtained?

d) Define aspect-impact associated with bulk cement handling.

e) Develop an environmental management plan for the facility.
Q.1 ‘Seasons play an important role in the sale of agri inputs.’ Explain this statement with suitable examples.  

Q.2 Discuss the problems faced for distribution and storage of agricultural supplies and final products.  

Q.3 The organized marketing of agricultural commodities has been promoted in India through a network of regulated markets. Describe the concept of organized markets with specific reference to intermediaries.  

Q.4 What factors should be considered while setting the price for farm produce, which is paid directly to farmers?  

Q.5 What are the ways through which farmers learn about agri- inputs (new products, availability, benefits, prices etc.)? Suggest some innovative methods for agri- input communication.  

Q.6 Superior agri- inputs (fertilizers, seeds, pesticides etc.) are available today but product experts are not prepared to deal with the rural mass to sell these inputs. What improvements should be made by manufacturers for sales force management to improve this situation?  

**Case study:**

Q.7 Read the following and answer the questions that follow: -  

Traditionally, farmers in India have been sourcing news about market prices through a channel of middlemen, newspapers and other forms of media. Even today, many farmers are struggling to access information. Although a messaging service using mobile phone entered the agricultural market, it did not help farmers without an educational background. Uniphore, an Indian company, ventured into integrating voice and messaging facilities in 14 languages and 100 dialects. Now, with a low-cost mobile phone, farmers get timely information enabling them to sell at the right price, save crops, and thus increase their profits.

**The solution: AgriConnect**  
Uniphore, an Indian software company, has introduced a product, AgriConnect. By enabling a customised voice solution (in native languages) that could work in any low-
cost mobile, the product gives a more inclusive information service for the rural population. AgriConnect uses a native speech recognition system and voice biometrics for the above-mentioned purposes. It gives farmers the freedom to speak in their native languages and dialects. This mechanism can convert their voices into texts. The biometrics system also captures the unique characteristics of an individual’s voice (like a fingerprint). The businesses can use biometrics to verify the authenticity of the speaker in a secured way. The working mechanism is simple. AgriConnect can make an automated voice call and give the customized information to the farmer. On the other end, the farmer can call to get information from the system or record a query in his or her native language.

a) What benefits could farmers get through a service such as AgriConnect?  
b) What other uses could technology be put to for improving the marketability of agri-products?
FOR TECHNOLGY AND PROCESSING MANAGEMENT (EPAG-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 Discuss the present status of food industry in India.  

Q.2 Briefly highlight the laws and regulation related to food industry in India.  

Q.3 What are the principles of food preservation and processing?  

Q.4 Discuss in brief processing of fruits and vegetable.  

Q.5 Briefly describe the process of protection of food during storage and transportation.  

PART-B

Case study:

Q.6 Read the case study given below and answer the questions:

Tropical fruit juice production shows an annual increase in volume of 15 to 20 % in Brazil. Growing demand for processed fruit pulp arouses juice industry interest to search for novel technologies. High Hydrostatic Pressure (HHP) is an innovative technology which allows juice production with improved sensory characteristics compared to pasteurization, meeting consumer demands for fresh-like foods. Despite recognized advantages of pressurized products described in the literature, a positive consumer attitude towards them is required to guarantee their success in today’s competitive global market. The objective was to evaluate the effect of packaging attributes on consumer expected liking and purchase intention of passion fruit juice. Studies showed that information about benefits of used technology (HHP) presented on the package played an important role on consumer attitude, suggesting a positive contribution to his/her satisfaction, a key point for the food industry.

a) Discuss the importance of technology in food processing with some other examples.  

b) What is your opinion about role played by technology’s information on the package have on consumer attitude?
End Semester Examination, Dec. 2014  
MBA – Third Semester  
COMMUNITY HEALTH, EPIDEMIOLOGY AND POPULATION MANAGEMENT (EPHC-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 Discuss the concept of causation of disease in light of epidemiological triad.  
10

Q.2 Discuss the natural history of disease.  
10

Q.3 Describe the three tier system of public health? Also explain the concept of Sub Centre (SC), Primary Health Centre (PHC), District Health (DH) and First Referral Unit (FRU).  
10

Q.4 Describe the approach of community participation in the public health system.  
10

Q.5 What are the methods under National Rural Health Mission (NRHM) to ensure community participation?  
10

PART-B

Q.6 Read the case study carefully and answers the questions given at the end:

Case study:

The state assembly is trying to address the issue of how many homeless are in the communities. One particular concern is accurately counting the number of homeless who die each year. You are the Director of the State Vital Statistics Program who is being asked to report this data on homelessness and find best practice examples of the most accurate method(s) of obtaining this data.

P (Population or patient or problem): homeless who die

I (Intervention): data collection strategies

C (Comparison, if one)

O (Outcome(s)): more accurate enumeration of homeless deaths.
a) What strategies are used to come up with this number?

b) What are the most effective strategies to identify people who are homeless at time of death?
End Semester Examination, Dec. 2014
MBA – Third Semester
HEALTH CARE AND SOCIAL POLICY (EPHC-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 Discuss the concept of management by objectives (MBO).
10

Q.2 Describe the pyramid of public health system preparedness.
10

Q.3 Elaborate the health policy development process.
10

Q.4 Describe the major challenges of health care system in India.
10

Q.5 Discuss MDG and progress India has made in this regard.
10

PART-B

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

Case study:

You are the head of the Maternal, Infant and Reproductive Health program in a city with a high rate of adolescent pregnancy. Many of these teenagers do not receive prenatal care until late in the pregnancy. You are working with community-based organizations that serve teens to come up with some strategies to increase the uptake of prenatal care. Your group wants to look into the role of the male partner and whether the male partner’s involvement affects prenatal care.

P (Population or patient or problem): Pregnant teenagers with late prenatal care

I (Intervention): Male involvement

C (Comparison, if one): no male involvement

O (Outcome(s)): increased uptake of prenatal care
a) What are the issues that drive male involvement with their pregnant teenage partners?

b) Does increased involvement of the male partner result in increased or earlier usage of prenatal care in teenage pregnancies?
End Semester Examination, Dec. 2014
MBA – Third Semester
HEALTH SYSTEM MANAGEMENT (EPHC-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 Discuss the planning cycle in a health care management setting.
10

Q.2 Why should we understand and conduct research? What are the main characteristics of conducting a research?
10

Q.3 What are the key concepts and issues of research in a health care setting?
10

Q.4 What are your thoughts on the ethics in research?
10

Q.5 Describe the various steps for conducting a research?
10

PART-B

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

Case study:

Care of the aging population in the community is currently provided by a variety of government, for-profit, not-for-profit and religious organizations, as well as individuals. A recent think-tank report shows that many elders are falling through the hypertension and recommends that local elder care organizations form a coalition to address these elders who are not receiving services. Before investing the time and energy to build such a coalition, the think-tank is asked by the government to provide some examples of similar collaborative programs for aging services that are effective.

P (Population or patient or problem): aging population – care and service providers

I (Intervention): coalition-building / collaborative programs

C (Comparison, if one):

O (Outcome(s)): reduce falling through the cracks;
Q.6  a) Are there certain types of elders who generally fall through the hypertension?
5
b) Will forming a coalition of organizations providing care for seniors result in more consistent access to services for seniors currently not receiving adequate services? What are characteristics of programs that have done this effectively?
5
End Semester Examination, Dec. 2014
MBA – Third Semester
HEALTHCARE ECONOMICS AND FINANCE (EPHC-304)

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

Note: Attempt FIVE questions in all. Each question carries equal marks.

Q.1 What are the causes of poor health in developing countries and what steps can help to improve the condition of health services in such countries? 10

Q.2 What is healthcare finance? Comment on healthcare financing mechanism. How is the money raised? How funds are pooled? 10

Q.3 What are healthcare programs? Explain with special reference to national health programs in India. 10

Q.4 Define medical insurance. Differentiate between social health insurance, private health insurance and community based health insurance. 10

Q.5 Comment on mechanism of public and private financing. 10

Q.6 Define the alternate model of healthcare financing with special emphasis on medical tourism and public private partnership (PPP) in healthcare industry. 10
PART-A

Q.1 Define the term: bio chemical wastes. What is the WHO categorization of different types of wastes? Why there is a need for bio chemical waste management? 10

Q.2 Define disaster. Give classification of disasters and comment on emergency and disaster management in healthcare. 10

Q.3 What is a microbial death? Explain the factors which affect the microbial death. 10

Q.4 Shortly comment on:
   a) Health planning.
   b) Healthcare budgeting. 5x2

Q.5 What constitutes a healthy/unhealthy life? What are different type of health indicators and also list social determinants of healthy life? 10

PART-B

Case study:

The VLCC success story stems from its unwavering brand commitment to the idea of ‘Transforming Lives’ – the group’s guiding vision. The VLCC transformation centres seamlessly married the scientific slimming programs with cutting edge skin and hair treatments. VLCC continues to pursue the mission with its network spread over 225 centres across 100 cities in 8 countries.

VLCC’s founder and mentor, Vandana Luthra opened India’s first Transformation Centre in New Delhi in 1989, at a time when the Indian market for wellness solutions was still nascent, and the concept of combining fitness and beauty as an approach to holistic wellness, as initiated by her, was a completely new paradigm.

Today, VLCC is a pioneer in the global wellness arena with presence in three related businesses in the ‘wellness’ domain: - Slimming, skin & hair services; - Education & training institutes; - Manufacturing & retailing of personal care products.

VLCC centres are open 7 days a week, and service over 75,000 customer visits every month. In a world ruled by changing lifestyles and instant remedies like crash diets and appetite suppressants, the USP of the VLCC weight management program has always been their holistic and scientific approach towards transformation. Their slimming programs are based on scientific principles, using lifestyle and dietary modifications, and do not involve any surgical procedures or crash diets, nor do they require consuming any
medication, diet pills or hunger suppressants. VLCC’s slimming business helps
the earth become lighter by over 90,000 kgs every month.

VLCC International The year 2006 marked VLCC’s foray into overseas
markets, with the opening of its first centre in Dubai. VLCC's major focus is to
tackle the scourge of obesity and it made eminent sense to look at the Middle
East market as its first overseas foray, given that obesity in the Middle East is
rated as being amongst the highest in the world. In UAE specifically, over 60
per cent of the population is either overweight or obese.

Today, VLCC is an international brand with presence spread over 16 centres in
the international market with 10 centres in the UAE, two each in Oman and
Bahrain and one each in Qatar and Nepal. Two VLCC centres in Sri Lanka and
one in Bangladesh will be operational by March 2011. By the year 2012, VLCC
expects to expand its presence to 28 locations across the MENA and SAARC
countries.

Largest Organised Player the VLCC services business has a retail footprint of a
million square feet of retail space across the country – from Jammu in the north
to Trivandrum in the south and from Shillong in the east to Surat in the west,
apart from its presence in the Middle East. VLCC is now well represented
across the country, with 34 locations in south India alone. Regional business
heads and offices enable prompt and efficient service delivery.

VLCC Personal Care has manufacturing facilities in Dehradun and Haridwar.
Its current distribution network covers over 20,000 retailers and 300 distributors
in India, Nepal, Sri Lanka and the GCC. This business network is being
expanded continuously to keep pace with the demand.

The VLCC Group currently has over 3000 direct employees including over 700
in overseas operations, and nearly 4000 indirect employees from 29
nationalities, with majority of these being doctors, nutritionists, psychologists,
cosmetologists, physiotherapists and the like

Interwoven Social Responsibility at VLCC, Corporate Social Responsibility is
defined around two dimensions – one is the mission to eradicate obesity and
spread awareness about obesity, diseases linked to it, and its lifestyle related
causes. The other dimension of its CSR initiatives focuses on creating
opportunities to support the underprivileged sections of our society, working to alleviate poverty, and in particular for the empowerment of women.

Some key highlights:

- VLCC centres offer slimming, skin and hair care services
- Over 225 centres spread across the globe VLCC makes the earth lighter by 95,000 kilos (weight loss) every year
- More than 10,00,000 satisfied customers served since inception
- All centres are company owned and managed with the exception of 35 franchisees in Tier II and Tier III cities in India.

Businesses:

- VLCC Slimming, Skin & Hair Services Centres offer weight-loss solutions, beauty treatments and regular beauty salon services.

- VLCC Institutes of Beauty & Nutrition offer programs in beauty and nutrition. With a presence spread across 49 campuses in 38 cities in India, it is today Asia’s largest vocational training network of its kind.

- VLCC Personal Care is a proprietary line of over 100 herbal and ayurvedic skin-care, hair-care and body-care products. These products are available at all VLCC centres and are also retailed through 20,000 plus stores across India and overseas. ‘SHAPE UP’, its flagship line of body shaping products is a category leader.

- The VLCC Day Spas in Mumbai, Delhi, Kolkata and Gurgaon, a luxury offering from the house of VLCC, offer spa therapies from around the world as also advanced hair, skin and nail services. The services at the spa are a combination of the time-honoured tradition of personal touch with the latest skin care equipment and spa technology for "results-oriented" treatments.

- The VLCC Nutri Diet Clinic provides customized solutions to addresses diet needs from normal to medical/therapeutic conditions, helping people adopt holistic wellness in their everyday lives. It is aimed at improving the overall wellness quotient of individuals through advisory services for dietary intake, customized on the basis of the individual’s specific biochemical parameters and lifestyle.

VLCC is the world’s first slimming, fitness and beauty corporate to get the ISO 9001:2000 and SA: 8000 (Social Accountability) certification for implementing corporate social responsibility standards. The VLCC Group has also been awarded the ISO: 14001 certification for meeting global environment standards, again a world’s first for a company in its line of business.
Read the case study carefully given above and answer the question:

Q.6 In light of the above mentioned facts define the Mission and Impact of VLCC in healthcare industry.
PART-A

Q.1 What is bottom-top approach in health care setting?  
10

Q.2 Describe with example, Hospital as a system.  
10

Q.3 Discuss the types and classification of hospitals.  
10

Q.4 Elaborate the changing role of hospitals.  
10

Q.5 Describe the major issues in hospital management.  
10

PART-B

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

Case study:

You are a regional EMS commander attending a state-level emergency preparedness meeting. Your workgroup has been charged to develop a training program for emergency preparedness, particularly pre-hospital decontamination protocols, that utilizes the information garnered from the effective and not-effective programs already out there.

P (Population or patient or problem) emergency preparedness pre-hospital decontamination providers.

I (Intervention): Training program and protocols.

C (Comparison, if one)

O (Outcome(s)) effective use of knowledge from previous program development.

a) What pre-hospital decontamination protocols are available?  
5
b) What are effective characteristics of training programs for emergency preparedness and pre-hospital decontamination protocols for emergency providers?
End Semester Examination, Dec. 2014
MBA – Third Semester
PERFORMANCE MANAGEMENT IN ORGANIZATIONS (EPHR-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 Historically, how has the approach to performance appraisal changed over the years? In your opinion, what do you see as the future of performance appraisal in India?
10

Q.2 Are the research findings in performance appraisal abroad applicable to Indian situations? Discuss with examples.
10

Q.3 In the context of being the Head of human resources of a BPO Organization, how would you ensure that performance appraisal rating errors are kept to the minimum in your company?
10

Q.4 In the context of being the CEO of a research & development team of scientists, how would you enhance their creativity?
10

Q.5 You are setting up your own entrepreneurial venture. How will you go about setting up a high performance work system (HPWS) to ensure high performance? Explain with an example.
10

PART-B

Case study: Performance Management System at Kaveri Boilers
Kaveri Boilers Private Limited is a medium-sized company engaged in the production of industrial boilers for the past 40 years. It has 5,800 employees. It is basically a non-unionized company with traditional HR policies and practices. The performance management (PM) policy of this company primarily focused on rewarding efficiency and chastising incompetence. This company attached immense weightage to its annual performance practice and treated it as a major event in the organization. Even though the outcome of the performance evaluation process often formed the basis for compensation fixation, promotion, transfer, and disciplinary actions, many employees viewed it as a mere fault-finding exercise without any performance improvement initiative. The PM system of Kaveri worked as follows:
When an employee’s performance declines beyond the permissible levels, a warning is issued to him and he is usually asked to explain the reason for the decline. In the absence of any convincing reply or significant improvement in his performance within a reasonable time-frame, the company resorts to lateral transfers and the poor
performer is normally shifted out of his present department and moved to another. However, the same appraisal system is continued there too and the employee is monitored closely. If the employee still continues to fare poorly, his services are terminated after due notice. This practice goes well with the overall objective of the company's performance management system, which focuses on quality sustenance as all levels without making any compromise even while preserving the morale of the performing employees by quickly recognizing their talents and rewarding them rightly. Although the current performance management system has succeeded in maintaining the quantity and quality of the products at barely satisfactory levels, the response of

the employees to this kind of evaluation has been far from encouraging. The employees have a grudge that the appraisal system has always been keeping them on tenterhooks. To make matters worse, the indifferent attitude and low morale of those employees who have been transferred as a part of the penalty has made the situation uneasy and caused anxiety among other employees.

The HR Manager is a mystified man and has no clues as to why the current system has not been able to produce the desired results of optimum productivity and adequate patronage of employees. Now, the challenge before the HR Manager and his team is to pinpoint the real reason for the problems of the organization on the labour front and then decide whether to continue with the existing evaluation system after making necessary modifications or replace it with some other system that will be more acceptable to one and all.

Q.6 Read the case study carefully given above and answer the following question:
a) As the HR Manager, how will you resolve the crisis?
End Semester Examination, Dec. 2014  
MBA – Third Semester  
**ORGANISATIONAL CHANGE AND DEVELOPMENT (EPHR-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 Organization development (OD) is a systematic, integrated and planned approach to improving enterprise effectiveness. What can be the objectives of such a planned approach to improving effectiveness?  

Q.2 Describe an action research model for an organizational development  

Q.3 What is conflict? With the help of a suitable example describe the Walton’s approach to Third-Party peacemaking.  

Q.4 List the various characteristics of a parallel learning structure. How organization learning can affect organization performance?  

Q.5 In consultant client relationship what are the important considerations which need to be kept in mind at the entry phase?  

**PART-B**

**Case study:**

Read the case let carefully and answer the following questions:  
The CEO of Apex Group of Financial Services, Vinay Shah, observed that the group was unable to maintain a consistent financial performance from year to year. An increase in profit and rise in market share in one year was followed by sharp declines in the next. The group was never able to maintain its profitability for three consecutive years at a stretch. Upset by this trend, Vinay approached his friend and Organization Development (OD) consultant, Arshad Khan and sought his help to improve the company’s profitability.

Khan came to the organization and visited all the departments. Vinay introduced Khan to the heads of all the departments. Khan spent about five to ten minutes in each department and attempted to understand how the work was done in each department and how information flowed from one department to another. On the next day, a weekly meeting was scheduled for all the department heads. Khan told Vinay that he would like to attend the weekly meeting.

The meeting was scheduled to start at 10 AM but started at 11 AM as the heads arrived late for the meeting. Some heads failed to turn up for the meeting. The meeting did not seem to have a clear agenda. One of the head of the departments (HODs), Pritpal Singh, also the chairman of the company, convened the meeting. He wanted to discuss about the performance of the various departments. Some HODs wanted to discuss only certain issues like scarcity of resources while some were reluctant to discuss anything at all. Each HOD wanted to discuss the issue he desired and the meeting concluded without any decision on any issue. Khan concluded that first and foremost thing to be done to improve the company’s profitability was to make these meetings productive. When he discussed the matter with Vinay, the latter too expressed the same concern. Vinay, too, wanted the meetings to make a positive contribution to the organization. Khan, then spoke to the heads of the various departments individually. He asked them whether they too desired an improvement in the quality of the meetings held in the company. They responded positively. Then Khan asked Pritpal to obtain the individual opinions of the various heads of
departments about the meetings. Pritpal collected the data, which indicated that the HODs did not like the way meetings were conducted and considered these as a waste of time.

Khan then asked Pritpal to think of three possible actions on his part, which could make the meetings more interesting and productive. Pritpal took some time to think and suggested that the following actions could enhance the effectiveness of the meetings:

- The post of chairman for the meetings should not be permanent. Instead, the chairman should be appointed on a 3-monthly basis rotating between the HODs.
- The chairman should not decide the agenda on his own, but on the basis of suggestions given by all the HODs.
- The meetings should not be conducted every week but on a fortnightly basis.

Khan suggested another point - that the chairman should encourage members to discuss issues openly and should not respond negatively if their opinions contradicted with his.

In the next meeting, Khan and Pritpal presented the action plan to the heads of departments for discussion. Some more ideas were added to the action plan after prolonged discussions with the various heads. The method of implementation was also discussed. Soon after the meeting, the implementation phase began. An analysis of the consequences of implementation of these actions indicated that most of the actions had a positive impact on employees. Cooperation and coordination between the different departments increased. Transactions were processed speedily, and it took only one-third of the time taken in the past for them to be completed. Customer satisfaction improved and the company's earnings before interest and tax (EBIT) increased by 8% compared to the previous year.

Q.6  
(a) What type of intervention did the Organization Development (OD) consultant use at the Apex Group?  
(b) Discuss the various issues involved in client-consultant relationship.
PART-A

Q.1 There is currently a tendency among the business professionals to endorse the use of incentive pay plans. Identify two jobs for which incentive pay is appropriate and two jobs for which incentive pay is inappropriate. Give reasons? 10

Q.2 Which do you believe is important for a company’s competitive advantage: internal consistency or market competitiveness? Explain your answers. 10

Q.3 Are employees likely to favor defined contribution plans over defined benefit plans? How about employers? Explain. 10

Q.4 When compensation of CEO does become a major concern? Why it raises issues related to justice and fairness? Explain the ‘claw back’ approach followed by institutional investors with reference to this. 10

Q.5 What arguments can be made in favour of using compressed work-week schedules for companies that pursue lowest-cost strategies? What are arguments against using compressed workweek schedules in such situations? 10

Q.6 Do unions make it difficult for companies to attain competitive advantage? Explain your answer? 10

PART-B

Case study:

Q.6 The sixth pay commission suggested the introduction of performance pay scheme of senior level government officers. Under this scheme, while all employees are eligible to receive an assured annual increment of their basic salary (2.5 %), high performing employees will receive a 3.5 % hike. This commission also suggested an upper cap of 20 % for employees who were to receive the performance based annual increment. Many employees and associations resented the scheme on the grounds that indentifying this 20 % will be difficult and doing that will discourage team work.

a) What do you think are the pros and cons of the employees and their associations? 5

b) If the government has to implement such a scheme what measures would you suggest? 5
End Semester Examination, Dec. 2014  
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 Explain the following any two:
   a) E-procurement.
   b) Aggregate planning in supply chain.
   c) Porter’s value chain.  

Q.2 What do you understand by consolidation and unitization? Also explain the concept of a palletization and containerization?  

Q.3 Explain the pallet storage methods in the warehouse with special reference to stacking?  

Q.4 Highlight the role of warehousing in supply chain management along with its benefits, needs, characteristics and advantages.  

Q.5 Weekly demand at hot pizza is as follows:

<table>
<thead>
<tr>
<th>Week</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>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand</td>
<td>108</td>
<td>116</td>
<td>118</td>
<td>124</td>
<td>96</td>
<td>119</td>
<td>96</td>
<td>102</td>
<td>112</td>
<td>102</td>
<td>92</td>
<td>91</td>
</tr>
</tbody>
</table>

Estimate demand for the next four weeks using a four-week moving average as well as simple exponential smoothing with $\alpha = 0.1$. Evaluate the MAD, MAPE, MSE, bias and TS in each case. Which of the two methods would you prefer? Why?  

PART-B

Case study:  
WHIRLPOOL CASE STUDY

Whirlpool Corporation is a leader of the $100 billion global home appliance industry. Ranked sixth in the electronics industry list of FORTUNE magazine’s “World’s Most Admired Companies”, Whirlpool Corporation is a Fortune 500 company and the world’s leading manufacturer and marketer of major home appliances. Annual sales are approximately $19 billion, and there are 70,000 employees, with 69 manufacturing and technology research centres around the world. Founded in 1911, the company markets Whirlpool, Maytag, KitchenAid, Jenn-Air, Amana, Brastemp, Consul, Bauknecht and other major brand names to consumers in most countries around the world. Whirlpool manufactures appliances across all major categories, including fabric care, cooking, refrigeration, dishwashers, countertop appliances, garage organization and water filtration.
Whirlpool is committed to a brand value-creation strategy—focusing on innovation, cost productivity, product quality and consumer value. The company continues to improve its global operating platform to ensure it is the best-cost and best-quality appliance manufacturer worldwide. Its supply chain has been transformed to better deliver products to trade customers and consumers. The benefits of actions are evident through a stronger network, increased efficiencies and timely deliveries. Whirlpool Corporation is committed to building products which consumers around the world can depend upon to meet their daily needs. This commitment to quality begins in the concept stages and continues throughout the lifetime of the appliance. The result of these efforts is a sustainable and competitive advantage for the company.

Globally, Whirlpool Corporation manufactures products using principles of lean manufacturing and operational excellence to ensure continuous improvement of processes and to produce products that meet the company’s high-quality standards. At Whirlpool, there is a constant focus on seeking out new and unique ways to improve the function, performance and sustainability of products.

After acquiring the Maytag Corporation on March 31, 2006, Whirlpool Corporation became the largest home appliance maker in the world.

A merger with Maytag added another layer of complexity to Whirlpool’s efforts to manage sales, orders, and cash flow. Brian Hancock, VP Supply Chain, talks about how this was achieved. Until recently, Whirlpool’s strategic focus was on its products and brands. In recognition of environmental changes (customer needs in particular) attention was shifted to their supply chain and how best to manage it. The need to focus on the supply chain was also instigated by major internal and organizational changes (the merger with Maytag). Furthermore it was recognized that two issues required attention: 1) the desire for trade partners to hold lots of inventory (which impacted upon cash flows) 2) balancing number one with customers needing their products quickly. One of the goals constraining the redesign of their supply chain was to ensure a customer order could be fulfilled and delivered to the customer within 48hrs. The company set about its operations/ supply chain strategy with the aim of improving cash flow, reducing costs and providing the right service to customers. The first aspect of their strategy was the order process. Process, technology and inventory changes were made. Systems required replacement and integration with Maytag systems. Overall, there was a need to improve visibility within the supply chain. Secondly, the company rationalized facilities, reducing the number of buildings from 184; they eliminated 100 buildings and consolidated major warehouses into 10 regional distribution centers. This resulted in cost savings of over $60 Million. Thirdly, they optimized supply and demand, with changes to demand planning models and software and integration with upstream suppliers.

Q.6 Based on the study answer the following questions:

a) Describe the challenges faced by the company and what were the drivers for change to the supply chain?  

b) What were the benefits of change to the supply chain?  

c) Describe strategy in supply chain management with special reference to the above case.
End Semester Examination, Dec. 2014  
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 any two:  
a) Forward contracts Vs Futures contracts.  
b) Commodity options.  
c) Participants in commodity trading.  
10

Q.3 Discuss the mechanism of trading and settlements in commodity futures.  
10

Q.4 The spot and future commodity prices are linked to each other. Discuss with reference to carrying cost of commodities in a normal market.  
10

Q.5 Explain any two:  
a) Fundamental and technical analysis.  
b) Risks in commodity trading and ways to mitigate them.  
c) Commodity exchanges in India and their roles.  
10

**PART-B**

**Case Study (Given on the next page):**

Q.6 With respect to the case study, what is the author trying to convey. What is hedging, the benefits of entering into futures contracts, margin requirements in futures trading, marked to market contracts.  
10
WHY HNI"S SHOULD TAKE EXPOSURE TO GOLD FUTURES THAN PHYSICAL GOLD

IF USED JUDICIOUSLY, HNI INVESTORS CAN USE THE GOLD FUTURES ROUTE TO BETTER MANAGE THEIR ASSET ALLOCATION, IMPROVE OVERALL PORTFOLIO RETURNS WHILE MANAGING RISKS WITHIN THEIR TOLERANCE LIMITS.

India's always had a penchant for gold with most Indian families having accumulated physical gold in forms of jewellery, coins or bars. Globally, all the precious metals, gold has always been amongst the most popular and has been used as a hedge against inflation, safe investment in times of economic downturns and also as a source of asset diversification.

Over the last few years, paper gold, most notably, gold futures, has emerged as a new avenue for gold investment. A futures contract is a contractual agreement to buy or sell a particular commodity or financial instrument at a predetermined price in the future. The contracts detail the quality and quantity of the underlying asset and are standardized to facilitate trading on a futures exchange. Significantly, for HNI's the gold futures provide an interesting alternative to investment in physical gold.

Investing through gold futures offers certain benefits as compared to physical gold. One of the most important benefits of taking exposure in gold futures is that, eventually, an investor can place only around 5% margin with the broker/exchange. In other words, if an investor wishes to purchase gold worth Rs. 1 lakh, he could buy a three-month gold futures contract to the tune of Rs. 1 lakh by investing only Rs. 5000 as margin and the balance Rs. 95,000 would be invested in instruments like fixed deposits to earn interest income over the life of the futures contract. The investor would need to provide the additional margin sought by the broker/exchange only in case the gold price declines as the futures contracts are Marked-to-Market daily basis.

A related incentive is the fact that the investor can also take advantage of a downward movement in price of gold by selling futures contract, which is impossible with physical gold unless the investor already owns physical gold and then liquidates it. Futures contracts can potentially help in reducing the overall holding cost as investors do not need to hold gold to take advantage in downward movement in gold prices. The other key benefit of gold futures is that unlike physical gold where purity of gold can be questioned, no such issues exist with futures where the purity specifications are predefined. Futures market values over the physical possession of gold on storage and safety aspects. All records on investments in gold futures is electronically maintained with the broker whereas physical gold is either stored at home or generally in bank lockers leading to relatively higher holding costs and security risks.

In addition, there are ancillary benefits like ease of transactions, futures can be bought and sold quickly and can be traded during the extended commodity market hours (which operates from 10 am to well beyond 1 pm) through the broker or online. While the trading volumes are higher generally for the near month expiry dates, the overall average daily trading volumes in MCX Gold Futures stood above Rs. 988.61 mln in FY 13-14 and between Rs. 120-140 bln over the previous two years, which indicate that the gold futures market is quite liquid for an investor aspiring to change his investing/trading pattern at low impact costs. As the market gains more depth, newer products, and long dated contracts might also be introduced facilitating a broader base of contract varieties for investors. Gold futures offer tax advantages as well since, they are not subject to wealth taxes and hence lead to relatively better tax planning.

Similarly, gold futures transactions are not considered 'speculative' under Section 43(5) of the Income Tax Act. This enables the investor to set off his business loss/profit with the profit/loss made in the futures market, thereby lowering his tax liability.

Thus, if used judiciously, HNI investors can use the gold futures route to better manage their asset allocation, improve overall portfolio returns while managing risks within their tolerance limits. However, investors must be cautious while trading gold futures as these are inherently leveraged instruments and can result in high margin calls and accordingly greater losses in case of any adverse movements in the price of gold.

The views expressed are personal.

FUTURES CONTRACT HELPS IN HEDGING AND CASH FLOW MANAGEMENT

An investor who wishes to purchase gold for a wedding three years later and wants to safeguard against any steep upward in gold price, can use futures to lock in his price (ignoring the attendant transaction and rollover costs) and thereby hedge against any price rise over the next three years. Moreover, any entire cash outflow would occur at the end of the three years, when he has to purchase physical gold, at a price against the weighted average cost of Rs. 50,000 if he were to systematically purchase physical gold, better aligning his cash flow. Futures contracts would not only help in price risk management but also help in better cash flow management.

WEEKLY PRICE MOVEMENT OF COMMODITIES: 11 AUGUST 2014

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold - Rs./10 grams</td>
<td>Weekly change: +1.18%</td>
</tr>
<tr>
<td>Copper - Rs./kg</td>
<td>Weekly change: +32.77%</td>
</tr>
<tr>
<td>Crude oil - Rs./barrel</td>
<td>Weekly change: +12.3%</td>
</tr>
<tr>
<td>Cotton - Rs./bale</td>
<td>Weekly change: -10.66%</td>
</tr>
</tbody>
</table>
Q.1 Discuss the issues leading to the opening of the Indian economy in 1991-92 for globalization. How has it impacted our economy? 10

Q.2 Post 1991, the Government has initiated a number of measures for export promotion and trade facilitation. Discuss five such important measures and what have been their ramifications for India’s international trade. 10

Q.3 With an approximately 17% population, India’s share in the world trade and global GDP continues to be in the range 2-3%. Suggest five measures that will help revive the Indian economy and boost our share of global trade. 10

Q.4 Write short notes on any two:
   a) WTO and its relevance in today’s world.
   b) India’s “Look East” policy.
   c) Two important FTA’s of India. 5x2

Q.5 What is trade protection? Discuss some of the common ways adopted by some nations to protect their domestic trade. Do you agree that trade protection benefits the economy only in the short run; while in the long run it runs counter to the interests of the economy? 10

Q.6 Attached is the statistical snapshot of the Indian economy for the last five years. Discuss the indicators and analyze the country’s performance on domestic and international front during that time period. 10
# Statistical Snapshot of the Indian Economy

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP (at current prices, US$ bn)</td>
<td>1224.1</td>
<td>1365.4</td>
<td>1710.9</td>
<td>1873.0</td>
<td>1843.0</td>
</tr>
<tr>
<td>Real GDP Growth (%)</td>
<td>6.7</td>
<td>8.6</td>
<td>9.3</td>
<td>6.2</td>
<td>5.0e</td>
</tr>
<tr>
<td>Inflation rate (WPI, annual avg. %)</td>
<td>8.1</td>
<td>3.8</td>
<td>9.6</td>
<td>8.9</td>
<td>7.4</td>
</tr>
<tr>
<td>Gross Fiscal Deficit (% of GDP)</td>
<td>6.0</td>
<td>6.5</td>
<td>4.9</td>
<td>5.9</td>
<td>5.2</td>
</tr>
<tr>
<td>Exchange Rate (¥/US$, avg.)</td>
<td>45.9</td>
<td>47.4</td>
<td>45.6</td>
<td>47.9</td>
<td>54.5</td>
</tr>
<tr>
<td>Exchange Rate (¥/Euro, avg.)</td>
<td>65.1</td>
<td>67.1</td>
<td>60.2</td>
<td>65.9</td>
<td>70.1</td>
</tr>
<tr>
<td>Merchandise Exports (US$ bn)</td>
<td>185.3</td>
<td>178.9</td>
<td>251.1</td>
<td>306.0</td>
<td>300.3</td>
</tr>
<tr>
<td>Oil Exports (US$ bn)</td>
<td>27.5</td>
<td>28.2</td>
<td>41.5</td>
<td>56.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Non-oil Exports (US$ bn)</td>
<td>157.7</td>
<td>150.6</td>
<td>209.6</td>
<td>250.0</td>
<td>240.3</td>
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<tr>
<td>Merchandise Imports (US$ bn)</td>
<td>303.7</td>
<td>288.4</td>
<td>369.8</td>
<td>489.3</td>
<td>491.9</td>
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<tr>
<td>Oil Imports (US$ bn)</td>
<td>93.7</td>
<td>87.1</td>
<td>106.0</td>
<td>155.0</td>
<td>169.4</td>
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<td>Non-oil Imports (US$ bn)</td>
<td>210.0</td>
<td>201.2</td>
<td>263.8</td>
<td>334.3</td>
<td>322.5</td>
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<tr>
<td>Merchandise Trade Balance (US$ bn)</td>
<td>-118.4</td>
<td>-109.6</td>
<td>-118.7</td>
<td>-183.3</td>
<td>-191.6</td>
</tr>
<tr>
<td>Services Exports (US$ bn)*</td>
<td>106.0</td>
<td>96.0</td>
<td>132.9</td>
<td>142.3</td>
<td>145.7</td>
</tr>
<tr>
<td>Software Exports (US$ bn)*</td>
<td>46.3</td>
<td>49.7</td>
<td>55.5</td>
<td>62.2</td>
<td>65.9</td>
</tr>
<tr>
<td>Services Imports (US$ bn)*</td>
<td>52.0</td>
<td>60.0</td>
<td>84.1</td>
<td>78.2</td>
<td>80.8</td>
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<tr>
<td>Current Account Balance (US$ bn)*</td>
<td>-28.7</td>
<td>-38.4</td>
<td>-46.0</td>
<td>-78.2</td>
<td>-87.8</td>
</tr>
<tr>
<td>Forex Reserves (US$ bn)</td>
<td>252.0</td>
<td>279.1</td>
<td>304.8</td>
<td>294.4</td>
<td>292.6</td>
</tr>
<tr>
<td>External Debt (US$ bn)</td>
<td>224.5</td>
<td>260.9</td>
<td>305.9</td>
<td>345.5</td>
<td>390.0</td>
</tr>
<tr>
<td>FDI Inflows (US$ bn)</td>
<td>41.9</td>
<td>37.7</td>
<td>34.8</td>
<td>46.6</td>
<td>34.3</td>
</tr>
</tbody>
</table>

* - estimates;

- Data from 2009-10 onwards are given by RBI as per new format of standard presentation of BoP statistics based on guidelines set out in IMF Balance of Payment Manual (BPM6 Standards).

PART-A

Q.1 What are enterprise applications? Please explain difference between ERP and supply chain management system?
10

Q.2 What is cloud computing? How is it useful for enterprise application implementation for small and medium business segments?
10

Q.3 Please provide details of ERP implementation methodology. How is it different from software development lifecycle?
10

Q.4 Explain any two:
  a) Customer relationship management.
  b) Business process management.
  c) Post sales service management.
5x2

Q.5 Describe the details of manufacturing order processing system. Create a process flow of end to end transactions under manufacturing order processing system.
10

Q.6 Describe the details of purchase order processing system. Create a process flow of end to end transactions under purchase order processing system.
10

PART-B

Q.7 Case study:

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

a) What were the business challenges that organization faced and what were the solution identified in meeting their business challenges?
5
b) What were the benefits company accrued from ERP implementation?

**Braskem: SAP Solutions for Supply Chain Management**

Braskem is the leading petrochemical company in Latin America and one of Brazil’s three largest private-sector industrial companies with nearly US$7 billion in revenues. Operating 14 plants in four Brazilian cities, the company manufactures approximately 900 products in three business units: polyolefin, vinyl and basic petrochemicals. Braskem’s products ultimately find their way into a variety of plastics-based finished goods, including toothbrushes, cables, automotive components and backpacks.

Already highly successful, Braskem wanted to grow its revenue from US$7 billion to US$12 billion by 2012 and become one of the top 10 petrochemical companies in the world. Yet organizational complexities—stemming from a past merger, the scope of the company’s manufacturing operations (which spanned both refining of raw materials and processing of those materials into resins) and an extensive supply chain—would make it difficult for Braskem to achieve its goal.

Braskem executives recognized the need for a new IT strategy and supporting processes that would streamline the company’s supply chain as well as several other key functional areas. They also knew that they would need outside help with such an initiative, and ultimately hired XYZ to review existing operations and develop a plan that would help the company achieve its aggressive growth goals.

XYZ’s ongoing research on high-performance businesses revealed that supply chain leaders are masters of integrating key processes to more effectively align supply with demand and, thus, be more responsive to changing market conditions. In Braskem’s case, the lack of a strong technology infrastructure prevented the company from building the kind of market-leading supply chain capabilities that would support robust growth.

Braskem decided to work with XYZ due to the consultancy’s deep supply chain and technology expertise and extensive knowledge of the characteristics of high-performance businesses in the chemical industry. To identify where the company could improve its use of technology and how those improvements could translate into bottom-line results, XYZ assessed Braskem’s operations including both first (refining) and second-generation (processing) manufacturing.

XYZ identified opportunities for improvement in the supply chain and sales areas, ranging from manual execution of production and distribution planning; low reliability of inventory information; little visibility into the ability to meet orders; and inability to consider all relevant transportation modes when making shipping decisions. So critical were these shortcomings that XYZ estimated the supply chain and sales areas represented half of the potential financial benefits identified in its assessment.

The IT assessment and R/3 implementation initiatives have been a boon for Braskem—especially in the critical supply chain area. With the better support tool and streamlined processes in place, Braskem will benefit from a host of operational improvements, including reduction of finished and semi-finished products inventory; increase of plant availability capacity due to fewer setups; greater confidence in filling orders; better balance between production and sales for fewer lost orders and optimized shipping by considering all possible modes. These planned improvements to the supply chain are expected to save Braskem some US$35 million annually.

Braskem intends to lower its costs thanks to less data complexity and manual efforts, greater efficiency and better use of resources. With XYZ’s help, Braskem is demonstrating how complexity can be minimized to the point at which it is no longer an obstacle to growth. The company has solidified its leadership position in the Latin American petrochemicals industry and taken major strides toward achieving high performance and becoming a major player on the global stage.
PART-A

Q.1 Explain functional dependency and multi valued dependencies with examples.

Q.2 Describe grant and revoke commands. Explain any four aggregate functions in SQL.

Q.3 Explain two locking strategies. What is a deadlock?

Q.4 Explain entity and referential integrity rules of relational model with examples.

Q.5 Explain cryptography techniques.

Q.6 Consider the following schema
   Employee (ENo, Ename, Department, Designation, DOJ, Salary, Dept_Location)
   Solve the following queries:
   a) List the employees having designation as “manager” and dept_location as “Delhi”.
   b) Set the salary as ‘50,000 having designation as “project leader”.
   c) List ENo, Ename, Salary of employee having salary between ‘20,000 and ‘30,000.
   d) List Ename of employees having 2nd alphabet in the name as “A”.
   e) Arrange the employees in the order of their DOJ, Ename.

PART-B

Q.6 A database is to be designed for a Car Rental Co. (CRC). The information required includes a description of cars, subcontractors (i.e. garages), company expenditures, company revenues and customers. Cars are to be described by such data as make, model, year of production, engine size, fuel type, number of passengers, registration number, purchase price, purchase date, rent price and insurance details. It is the company policy not to keep any car for a period exceeding one year. All major repairs and maintenance are done by subcontractors (i.e. franchised garages), with whom CRC has long-term agreements. Therefore the data about garages to be kept in the database includes garage names, addresses, range of services and the like. Some garages require payments immediately after a repair has been made with others CRC has made arrangements for credit facilities. Company expenditures are to be registered for all outgoings connected with purchases, repairs, maintenance, insurance etc. Similarly the cash inflow coming from all sources – car hire, car sales,
insurance claims must be kept of file. CRC maintains a reasonably stable client base. For this privileged category of customers special credit card facilities are provided. These customers may also book in advance a particular car. These reservations can be made for any period of time up to one month. Casual customers must pay a deposit for an estimated time of rental, unless they wish to pay by credit card. All major credit cards care accepted. Personal details (such as name, address, telephone number, driving licence, number) about each customer are kept in the database.

Analyses the case let. Draw an ER Diagram for it. Also design an appropriate database system.
End Semester Examination, Dec. 2014
MBA – Third Semester
E-COMMERCE (EPIS-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 Describe the driving forces of e-commerce as they relate to business pressure and organizational responses. Discuss the framework of e-commerce.

10

Q.2 What are the advantages of layering in network model? Computer A with IP address 192.205.67.121 is sending an e-mail to computer B via intermediate nodes C and D. To which network class does computer A belong? Explain the process of e-mail transfer using TCP/IP protocol, assuming that the message transfer is using non-reliable protocol.

10

Q.3 What are various e-commerce revenue models? Discuss how two revenue models can be positively or negatively correlated. What revenue model would you use for your online garments selling business and why?

10

Q.4 A retail cloth manufacturer is considering e-payments for both its suppliers and its buyers. What sort of e-payments should he used to pay for office supplies? How should he pay for raw materials? How should his customers-both domestic and international clothing retailers pay?

10

Q.5 What are the various types of internet frauds? What security systems and protocols are available for protection against frauds?

10

PART-B

Case study:

ABC Co. has expanded its businesses and is growing exponentially. Their process for delivering custom-designed team and individual sportswear over the internet has allowed them to establish a niche in the market with a unique product marveled by the competition. ABC Co. wants to capitalize on this present position, so John Mathew, the sales and marketing director, has decided to look for a way to obtain a new foundation of customers quickly so they can use this unique process and capitalize on consumer interests.
John Mathew discovers a relatively new company, XYZ, Inc. They are an internet start-up company with a very similar market base. John Mathew convinces the marketing department to purchase the customer database from XYZ. This purchase requires the expense of 75% of ABC Co.’s annual marketing budget. However, the team feels it is a good investment that allows ABC Co. to penetrate new customer base quickly. They purchase the list. Within one week of the first mailing, ABC Co. begins to receive complaints from people wanting to be taken off of the list and wanting to know how they got on the list in the first place. This issue is side-tracked by the excellent return they are seeing. The list alone has brought a 1010% increase in new customers in the first week.

However, the complaints still keep coming. Now this has the attention of John Mathew. He decides to look into the problem and contact XYZ. To his surprise XYZ is now defunct. They have declared bankruptcy and the company assets have been sold off. With no recourse on how the list was obtained by XYZ, Mathew and several of his top researchers begin their own investigation. The team sampled 2% of the database during the span of two weeks. They discovered that the consumers on the list never gave permission to have their personal information used for marketing or sales purposes. Although he cannot accurately confirm this, but Mathew believes that XYZ gathered the customer information through an illegal tracking mechanism. He suspects that XYZ compiled the list by using customer financial transaction history and they illegally obtained credit reports in order to determine the financial health of each customer before marketing their specialize products. This was all done without customer consent.

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

a) Should ABC Co. continue to use the list of names knowing that permission was never granted to use the information? Is this an issue of security or privacy? Who is the responsible party?

b) Is ABC Co. ethically responsible for the use of the database, knowing that XYZ outright deceived them? Is this an issue of security or privacy? Who is the responsible party?

5x2
End Semester Examination, Dec. 2014
MBA – Third Semester
KPMG PAPER-I (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 Ltd. Prepare financial statements under IFRS. In the year ended 31 March 2010 the following transaction occurred:
On 1 April 2009 the company began the construction of a new production line and the same was brought into use on 31 May 2009. The company has incurred following costs pertaining to the new production line.

<table>
<thead>
<tr>
<th>Details</th>
<th>Amounts ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs of the materials (list price $ 12.5 million less a 20 % trade discount)</td>
<td>10,000</td>
</tr>
<tr>
<td>Recoverable sales taxes incurred not included in the purchase cost.</td>
<td>1,000</td>
</tr>
<tr>
<td>Employment costs of the construction staff for the three months to 30 June 2006</td>
<td>1,200</td>
</tr>
<tr>
<td>Other overheads directly related to the construction</td>
<td>900</td>
</tr>
<tr>
<td>Payments to external advisors relating to the construction</td>
<td>500</td>
</tr>
<tr>
<td>Expected dismantling and restoration costs</td>
<td>2,000</td>
</tr>
</tbody>
</table>

Also Consider:
The other overheads were incurred in the two month ended 31 May 2006. They included an abnormal cost of $ 300,000 caused by a major electrical fault.
Determine the cost of property plant and equipment to be capitalized. 10

Q.2 How will you deal with the following situations?
a) Briefly explain the situation, which permit capitalization of borrowing cost and the condition in which it ceases to be capitalized. 5
b) An entity has borrowed Rs. 20 Lac specifically to finance the cost of constructing a new building and has a policy of capitalizing finance costs.
The loan is drawn on 1 April and during the year the entity pays interest on that loan at a rate of 12 % until 1 November when the interest rate is increased to 13 %. Construction on the building started on 1 September and continues without interruption until after the year end on 31 December. During the period of construction the entity incurs directly attributable costs of Rs. 200,000 in September and Rs. 500,000 in each month from October to December.
Calculate the interest payable and receivable and the borrowing cost to be capitalized. 5

Q.3 a) Describe the meaning of investment property and accounting treatment followed for investment property under IAS 40. 5
b) Briefly explain meaning of revaluation model and its accounting treatment as per IAS 16 with the help of example.

Q.4 ABC Ltd. Intends to open a new retail store at a new location in the next few weeks and spent a substantial amount on television advertisements amounting to $ 8,00,000 before 31st March 2014. Out of this $ 7,00,000 pertains to advertisement shown before 31st March 2014, and $ 100,000 to advertisement shown in April 2014. Since 31 March 2014, the Company paid $ 400,000 for further advertisements. The accountant of the company thinks that all these costs should be written off as expenses in the year to 31 March 2014. However, directors of the company does not want a charge of $ 1.2 million against my 2014 profit and want to know if these costs can be carried forward as intangible assets?

In the contents of above, explain and justify the treatment of the costs of $ 1.2 million in the financial statement of the year ended 31 March 2014.

Q.5 On 1 October 2006 we bought a machine for $ 5 million. We originally estimated a useful economic life of five years with no residual value. This estimate was used in previous years and the carrying value of the asset in the financial statements last year was $ 3 million. At the start of the year ended 30 September 2009, we looked at these estimates again and now we estimate the life of machine is only 4 years and it can only be used till 30 September 2010 only. The expected scrap value of the asset today is $ 200,000.

Required:

**PART-B**

Q.6 Briefly explain the accounting treatment followed for government grants related to:
   a) Assets
   b) Expenses.
End Semester Examination, Dec. 2014  
MBA – Third Semester  
KPMG PAPER-II (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  
On 31 July 2010 ABC Ltd. decided to dispose of a 100 % owned subsidiary PQR Ltd. The business activities of PQR Ltd. are substantially different from those of the rest of the group. The net assets of PQR Ltd. 31 July 2010 were included in the consolidated financial statements of ABC Ltd. at a net carrying amount of $200 million, made up as follows:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>$ m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>40</td>
</tr>
<tr>
<td>Other assets</td>
<td>260</td>
</tr>
<tr>
<td>Liabilities</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>

On 31 July, ABC Ltd. immediately began to seek a buyer and initial expectations were that the sale price (net of incremental selling costs) would be $170 million. None of the identifiable assets of PQR Ltd. had suffered obvious impairment at 31st July. The carrying value of the identifiable net assets of PQR Ltd. in the consolidated balance sheet at 30 September 2010 was approximately the same as their carrying amount on 31st July 2010. The latest position is that negotiations are at a relatively advanced stage with a buyer who is expected to pay $170 million (net of selling costs). Completion of the transaction is expected in early 2011.

Required:

Explain how the prospective sale of PQR Ltd. will affect the consolidated financial statements of ABC Ltd. for the year ended 30 September 2010 (Preparing relevant calculation where necessary).

Q.2  
A retailer has the following purchases and sales of a particular line:

<table>
<thead>
<tr>
<th>Date</th>
<th>Unit Purchased</th>
<th>Purchased price per unit ($)</th>
<th>Units sold</th>
<th>Selling price per unit($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 October</td>
<td>100</td>
<td>500</td>
<td>60</td>
<td>530</td>
</tr>
<tr>
<td>17 December</td>
<td>60</td>
<td>503</td>
<td>80</td>
<td>528</td>
</tr>
<tr>
<td>31 December</td>
<td>70</td>
<td>506</td>
<td>50</td>
<td>526</td>
</tr>
<tr>
<td>14 January</td>
<td>50</td>
<td>509</td>
<td>70</td>
<td>524</td>
</tr>
<tr>
<td>28 January</td>
<td>80</td>
<td>512</td>
<td>50</td>
<td>522</td>
</tr>
<tr>
<td>11 February</td>
<td>40</td>
<td>515</td>
<td>40</td>
<td>520</td>
</tr>
</tbody>
</table>

At 31st December the physical inventory was 150 units. The cost of inventories is determined on a FIFO basis. Selling and distribution costs amount to 5 % of selling price and general administration expenses amount to 7% of selling price.

Required:
a) State three reasons why the net realizable value of inventory may be less than cost?  

b) Calculate to the nearest $ the value of inventory at 31st December:  
   i) At cost.  
   ii) At net realizable value.  
   iii) At the amount to be included in the financial statements in accordance with IAS 2-inventories.

Q.3  
a) Briefly explains criteria for recognition of provision.  
b) Explain meaning and accounting treatment for contingent liabilities and contingent assets.  

Q.4  
a) Explain the meaning of event after reporting period.  
b) Differentiate between adjusting and non adjusting events.  
c) Briefly explain the accounting treatment followed for adjusting and non adjusting event.  

Q.5  
a) Briefly explain all 5 criteria of recognizing lease as a finance lease.  
b) Explain accounting treatment followed under operating lease.  

PART-B  

Q.6  
ABC limited has taken assets on lease from XYZ limited on 1 April 2011 information regarding the lease agreement is detailed below:  
Lease term-6 years; useful life of the asset is 7 years.  
Fair value at the inception of lease –Rs. 18,00,000/-.  
Rate of interest-10 %  
Show the accounting in the books of the ABC for year ending 2012, 2013, and 2014.
PART-A

Q.1  A retailer has the following purchases and sales of a particular line:

<table>
<thead>
<tr>
<th>Date</th>
<th>Unit Purchased</th>
<th>Purchased price per unit ($)</th>
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<td>50</td>
<td>526</td>
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At 31st December the physical inventory was 150 units. The cost of inventories is determined on a FIFO basis. Selling and distribution costs amount to 5% of selling price and general administration expenses amount to 7% of selling price.

Required:

b) Calculate to the nearest $ the value of inventory at 31st December:
   i) At cost.  
   ii) At net realizable value. 
   iii) At the amount to be included in the financial statements in accordance with IAS 2-inventories.

Q.2  a) Briefly explains criteria for recognition of provision.
     b) Explain meaning and accounting treatment for contingent liabilities and contingent assets.

Q.3  a) Explain the meaning of event after reporting period.
     b) Differentiate between adjusting and non adjusting events.
     c) Briefly explain the accounting treatment followed for adjusting and non adjusting event.
Q.4  a) Briefly explain all 5 criteria of recognizing lease as a finance lease.
     b) Explain accounting treatment followed under operating lease.

Q.5  ABC limited has taken assets on lease from XYZ limited on 1 April 2011 information regarding the lease agreement is detailed below:
     Lease term-6 years; useful life of the asset is 7 years.
     Fair value at the inception of lease –Rs. 18,00,000/-.  
     Lease rent – Rs. 4,00,000/- p.a.
     Rate of interest-10 %
     Show the accounting in the books of the ABC for year ending 2012, 2013, and 2014.

     PART-B

Q.6  On 31 July 2010 ABC Ltd. decided to dispose of a 100 % owned subsidiary PQR Ltd. The business activities of PQR Ltd. are substantially different from those of the rest of the group. The net assets of PQR Ltd. At 31 July 2010 were included in the consolidated financial statements of ABC Ltd. at a net carrying amount of $ 200 million, made up as follows:

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<td>100</td>
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<tr>
<td><strong>Total</strong></td>
<td>200</td>
</tr>
</tbody>
</table>

On 31 July, ABC Ltd. immediately began to seek a buyer and initial expectations were that the sale price (net of incremental selling costs) would be $ 170 million. None of the identifiable assets of PQR Ltd. had suffered obvious impairment at 31st July. The carrying value of the identifiable net assets of PQR Ltd. in the consolidate balance sheet at 30 September 2010 was approximately the same as their carrying amount on 31st July 2010. The latest position is that negotiations are at a relatively advanced stage with a buyer who is expected to pay $ 170 million (net of selling costs). Completion of the transaction is expected in early 2011.

Required:
Explain how the prospective sale of PQR Ltd. will affect the consolidated financial statements of ABC Ltd. for the year ended 30 September 2010 (Preparing relevant calculation where necessary).
End Semester Examination, Dec. 2014  
MBA – Third Semester  
KPMG PAPER-III (INTERNATIONAL ACCOUNTING PRACTICE)  
(EPKPMG-303)

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

PART-A

Q.1  
a) Describe the meaning of revenue and the basis on which it should be measured under per IFRS.  
   5
b) Outline the criteria that need to be satisfied before revenue can be recognized.  
   Consider revenue from the sale of goods and from the rendering of service separately.  
   5

Q.2  
On 1 September 2011 OBC Ltd. granted share option to 200 employees. The Option will vest on 31 August 2014 subject to the following conditions:
   Each employee will be entitled to 1,000 options if the cumulative profit in the three-year period from 1 September 2011 to 31 August 2014 exceeds $ 30 million.  
   If the cumulative profit for this period is between $ 35 million and $ 40 million, then 1,500 options will vest. If the cumulative profit for the period exceeds $ 40 million, then 2,000 options will vest.  
   If an employee leaves during the three year vesting period, then that employee would forfeit any rights to share options.  
   Notwithstanding the above, no options will vest unless the share price at 31 August 2014 exceeds $ 5.

Detail of the fair values of the shares and share option at relevant dates are as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Fair value of OBC Ltd. Share</th>
<th>Fair value of the options</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 September 2011</td>
<td>4.00</td>
<td>0.50</td>
</tr>
<tr>
<td>31 August 2012</td>
<td>4.40</td>
<td>0.60</td>
</tr>
<tr>
<td>31 August 2013</td>
<td>4.60</td>
<td>0.75</td>
</tr>
</tbody>
</table>

On 1 September 2011, none of the employees were expected to leave in the three-year period from 1 September 2011 to 31 August 2014 and none left in the year ended 31 August 2012. However 10 employees left unexpectedly on 31 May 2013. None of the other employees are expected to leave before 31 August 2014.

OBC Ltd. correctly reflected this arrangement in its financial statements for the year ended 31 August 2012.

Required:  
Prepare relevant extract from the statement of financial position of OBC Ltd. at 31 August 2013. And its statement of profit or loss other comprehensive income for the year ended 31 August 2013. You should give appropriate explanations to support your extracts.
Q.3 A enters into a contract to construct a building for $100 million. A’s initial estimate of contract costs is $84 million. The contract starts early in 20 x 8. Stage of completion is determined based on the completion of physical proportion of the contract work.

Year-end 20 x 8
   Estimated completed work-50%.
   No changes to estimated costs to complete the work.

Year-end 20 x 9
   Estimated completed work-90%.
   Estimated total costs to complete the work-$80 million.

Required:
Calculate the amount of revenue and profit to be shown for year ending 2008 and 2009.

Q.4 Write a brief note on:
   a) Basic EPS.
   b) Diluted EPS.
   c) Bonus issue.
   d) Right issue.

Q.5 ABC is the entity prepares its financial statements to 31st March each year. During the year ending 31 March 2013 the following transactions occurred:

On 29 March 2013 ABC sold 2 equipments. Details relating to those equipments are as follows:
   Equipment A can be connected to the power supply necessary to operate. As soon as this will be done, the equipment will be able to operate immediately.
   Equipment B needs to be installed by an expert fitter before it is capable of operating in the intended manner. The installation will complete and the machine passed ready to use on 4 April 2013.

Customer paid for both the machine on 30 April 2013.

Required:
Explain and compute by applying the principle of IAS 18. How much revenue in profit and loss account for the year ended 31 March 2013?

Q.6 ABC Co had 400,000 shares in issue, until on 30 September 2012 it made a bonus issue of 100,000 shares.
Calculate the EPS for 2012 and the corresponding figure for 2011 if total earnings were $80,000 in 2012 and $75,000 in 2011. The Company’s accounting year runs from 1 January to 31 December.
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:

Q.1 Television and film.  

Q.2 Radio & music film.  

Q.3 New media - internet, mobile, multimedia (3d, animation, gaming).  

Q.4 Print media.  

Q.5 Live events - sports, cultural.  

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

a) Viewership/ listenership/ readership trends  

b) Intensity of competition  

c) Supply of compelling content  

d) Technological changes  

e) Government regulations  

**PART-B**

**Case study:**  
**Media & Entertainment Industry in India**

**Market size of Indian entertainment industry**

In 2013, the Indian media & entertainment (M&E) industry registered the growth of 11.8 per cent over 2012 and touched US$ 15.7 billion.
Size of major entertainment industry segments (2018)

The television segment dominates the entertainment industry, accounting for 45 per cent of the market share in terms of revenues, which is expected to grow further to 50 per cent by 2018.

Advertising revenue forecast
Total spending on advertising across all media stood at US$ 6.2 billion in 2013.

Advertising revenue share (2013)
Print is the largest contributor, accounting for 45 per cent of the advertising share.

Introduction
As per a FICCI-KPMG report, India’s media and entertainment (M&E) industry reaches 161 million TV households, 94,067 newspapers (12,511 dailies), about 2000 multiplexes, and 214 million internet users of which 130 million are mobile internet users.

The year 2013 saw growth in the digitisation of media products and services, as well as development of regional media. Gaming and digital advertising were two sub-sectors which recorded strong growth compared to 2012.

Today, the industry continues to grow, playing an important role in bringing about awareness on many issues that impact the populace. India’s massive consumer base also gives the M&E industry a tremendous opportunity for progress and the sector has the tools to exploit this potential. The current industry is armed with digital technologies, state-of-the-art mobile devices, penetration of broadband internet and digital cinema, not to mention backing from the country’s government.

**Market Size**

In calendar year 2013, India’s M&E industry registered a growth of 11.8 per cent over 2012 and touched Rs 918 billon (US$ 14.93 billion), as per a report by FICCI-KPMG. The industry has the potential to grow at 14.2 per cent to more than Rs 1.78 trillion (US$ 28.95 billion) in the next four years.

The television industry in India is anticipated to increase at a compound annual growth rate (CAGR) of 16.2 per cent over 2013-18, to reach Rs 88,500 crore (US$ 14.39 billion). Digital advertising is projected to have the highest CAGR of 27.7 per cent with other sub-sectors projected to grow at a CAGR in the range of 9-18 per cent, till 2018.

The foreign direct investment (FDI) inflows in the information and broadcasting (I&B) sector (including print media) in the period April 2000 - July 2014 stood at US$ 3,735.77 million, as per data released by Department of Industrial Policy and Promotion (DIPP).

**Investments**

State broadcaster Prasar Bharati has signed a Memorandum of Understanding (MoU) with German public service broadcaster Deutsche Welle, in an effort to expand the reach of Doordarshan India (DD India) into Central Asia, Europe, and the Middle East. The agreement enables the availability of DD India’s programmes on a free-to-air basic package mode, on Hotbird 13B, which is a popular direct-to-home (DTH) platform in Europe. This deal expands Doordarshan India’s reach to Europe, Asia, North Africa and Australia.

Discovery Communications India has broken into the Hindi entertainment space, following the launch of its Investigation Discovery (ID) channel, which will air stories of crime and suspense. After the launch of the high definition (HD) variants of its
channels Animal Planet HD World and TLC HD World, Discovery’s channel portfolio in India now stands at 11.

Multiplex chain INOX Leisure Ltd (INOX) has bought 100 per cent share equity capital in Satyam Cineplexes Ltd (Satyam). The deal, valued at Rs 182 crore (US$ 29.59 million), raises Inox’s screen count in India to 358, across 91 multiplexes and 50 cities. The acquisition will give the multiplex chain entry into Delhi and enhance the company’s position in north India.

As a part of its expansion drive, Carnival Group has acquired HDIL's multiplex chain Broadway Cinema for about Rs 110 crore (US$ 17.89 million). Carnival Cinemas, a division of Carnival Group, said that its Mumbai acquisition is in keeping with ‘Vision 300’ under which the Group will launch 300 screens across the country by the end of FY15.

Infosys has entered into an agreement with telecom company Orange to offer Internet TV to its customers. The company plans to create a portfolio of interactive TV apps on the Orange Livebox Play. The apps will be powered by Infosys DigitizeEdge, an integrated digital content monetisation platform. Additionally, Infosys will use this cloud-based platform to facilitate Orange to offer a range of lifestyle-centric video and contextual over-the-top (OTT) services through its TV apps to improve viewer experience.

Vodafone India is collaborating with Disney India’s Interactive business to bring about games and applications for smart and feature phones. “Our association with Vodafone is a step forward in our strategic relationship with them and creates an additional destination for exciting games and apps for their users,” said Mr Sameer Ganapathy, Vice President and Head, Interactive, Disney India.

**Government Initiatives**

The Indian and Canadian governments signed an audio-visual co-production deal in early 2014 that would help producers from both countries to harness their technical, creative, artistic, financial and marketing resources for co-productions and, subsequently, lead to exchange of culture and art amongst them.

The Centre has given the go-ahead for licences to 45 new news and entertainment channels in India. Among those who have secured the licenses include established names such as Star, Sony, Viacom and Zee. Presently, there are 350 broadcasters which cater to 780 channels. “We want more competition and we wanted to open it up for the public. So far, we have approved the licences of 45 new channels. It’s a mix of both news and non-news channels,” said Mr Bimal Julka, Secretary, Ministry of I&B, Government of India.

**Road Ahead**
Digitisation will drive India’s M&E industry forward. The internet user base which is already over 200 million will likely generate vast revenue. Some time back, telecom companies began to focus on data as a means to create revenue. Additionally, advertising agencies began competition with each other to acquire in the digital and social media domains. These developments suggest growth for the M&E industry in India. Opportunities outside the country also beckon. Africa and the Middle East are two burgeoning M&E markets, and Indian M&E companies will do well to tap the regions’ potential.

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

Q.6 If you were to incubate a new advertising agency in India in 2014, which business areas would you focus on (based on the above write-up and your own knowledge) and why?
End Semester Examination, Dec. 2014
MBA – Third Semester
BUSINESS FUNCTIONS (EPMC-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 Prepare an agency brief on a university marketing communication plan for the year 2015. Specify the various marketing communication elements you want the agency to focus on while developing this plan.
10

Q.2 Prepare a media spend plan for a new business school for the year 2015. Specify expense items in as much of detail as possible at this stage. Justify the media spend vis-à-vis the targeted revenue.
10

Q.3 Prepare a zero-budget public relations plan for an education institute for the year 2015. Specify proposed activities in as much of detail as possible at this stage.
10

Q.4 Explain the media research and analytics methods and reports to be ideally used for preparing a media spend plan as in Q2 above.
10

Q.5 Explain how a “media solutions” pitch by Radio Manav Rachna to a health club in Faridabad could potentially differ from a traditional “ad sales” pitch in the same situation.
10

PART-B

Case study: RADIO MANAV RACHNA 107.8

The first and only community radio of Faridabad established on the 10th of July by the M.R. Education Society with the following specifications:
Frequency - 107.8 MHz
Emission – 180 KF3E
Serving Community Areas – Faridabad and parts of National Capital Region (NCR)
Here at Radio Manav Rachna 107.8, we are focused on providing information to our listeners about the day to day market trends and products and as well as educating our listeners and promoting language, literature, music, health etc. through programs broadcasted in different languages and topics based on various day to day issues of common people.
“Our listeners are our strength”, they value what we say, our radio is playing a major role in educating and uplifting the society by making them aware of the
products/services/social issues etc, which people can benefit from, while being entertained by our huge collection of music and other entertaining programs. We are also connected worldwide through our online live radio on http://radiomanavrachna.org/ which enables us to be available to NRI’s all over the world and be aware of the products and services we promote as well as enjoy the Indian music and be informed about new happening in the country through our informative discussions and programs.

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

Q.6 Prepare a media sales plan for Radio Manav Rachna for the year 2015. Specify your business development approach, client account planning and client servicing method.
End Semester Examination, Dec. 2014  
MBA – Third Semester  
CREATIVE FUNCTIONS (EPMC-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 end-to-end step-wise audio-visual production process.  
10

Q.2 Describe different forms of hosting and the important skills required for every form.  
10

Q.3 Explain the importance of voice culture in different kinds of media content production.  
10

Q.4 Describe the new technological advances in video and still photography.  
10

Q.5 Describe the new technological advances in post-production processes.  
10

PART-B

Q.6 Create a one-page story/script based on actual facts, on “the uniqueness of Manav Rachna Student Community”, that could be used for creating promotional campaign messages in different media.  
10
PART-A

Q.1 The real estate sector in India has been kept abuzz with advertising clutter. Discuss the state of perception of a prospective middle-class buyer of a flat. Use Weber’s Law to justify your answer.

Q.2 Discuss about any 5 products which are consumed by us as a result of our culture. Also discuss if any cross-cultural effects have changed the consumption patterns for these products.

Q.3 The parents of a 5-year-old child are looking for hobby courses. The classes will be attended by the child during the 2-month summer vacations. Discuss the process they are likely to follow for finalizing this course, using the Engel-Kollatt-Blackwell model.

Q.4 How may the life insurance industry utilize the concept of family life cycle to create and sell new products? Explain with respect to the traditional and non-traditional family life cycles.

Q.5 The management of a multiplex wishes to find out about the level of satisfaction of its customers. Outline the steps to be followed for such research to be conducted, including objectives, data sources, data collection methods, instruments etc.

Q.6 Nestlé has recently launched the oats variant of Maggie noodles. How has this changed consumer attitudes towards this product?

PART-B

Case study:

Q.7 Read the following and answers the questions that follow: The year 2014 promises to be as exciting as 2013 for the oral care business. After a controversy over Hindustan Unilever’s (HUL) advertisement claiming its Pepsodent was better than Colgate at attacking teeth germ, the country’s largest oral-care player and Procter and Gamble (P&G) have locked horns. The issue pertains to an ad by P&G for Oral-B Pro Health toothpaste. The Advertising Standards Council of India (ASCI) recently told P&G to change its ad that claimed nine of 10 dentists in the country said in a Nielsen survey Oral-B Pro Health was the best toothpaste by January 23, after Colgate complained the survey was faulty.

Faulty survey

“This was a survey conducted of a captive audience attending an Oral-B launch conference and post one trial-brushing,” the council said in its ruling. P&G said, “We will make the appropriate modification, and, as always, we will continue to be compliant with ASCI’s decisions. The detailed ASCI ruling is positive, re-emphasising
Oral B Pro Health toothpaste as our first and only to protect all eight areas that dentists check most.”

**Battle for market share**

But that will not end the ad battles in the segment as the pressure mounts to grow market share. “In the past three to four years, ads blatantly comparing one brand with another or indulging in false claims have been on the rise,” says Ashok Dhoble, General Secretary, Indian Dental Association, the apex body of dentists, that works closely with Colgate. The association had endorsed Colgate’s stand on P&G’s ad. Dhoble says the council’s ruling should help stem the tide of misleading ads to some extent. In the past few months, P&G has increased advertising its Oral-B toothpaste, endorsed by Bollywood actor Madhuri Dixit, to increase sales. The world’s largest consumer goods company is yet to make a headway in the toothpaste market, pegged at Rs 6,000 crore a year, as Colgate increases its share. For the September quarter, Colgate saw overall volume growth of 10 per cent, led by a nine per cent growth for toothpastes alone. “We enhanced our leadership position by registering a 56 per cent volume market share for Jan-Sept 2013 versus 54.6 per cent in Jan-Sept 2012,” the company said. HUL is estimated to have a market share of 26 per cent in toothpastes, followed by Dabur at 18 per cent. P&G’s share is negligible at the moment. But its ambition to grow in toothpastes have been partly fuelled by its performance in the toothbrush business, where it is the number two to Colgate with an estimated 28 per cent market share. Colgate has a volume market share of 41.4 per cent in the Rs 1,000-crore-a-year toothbrush market. Like toothpastes, Colgate had upped the ante in the brush market, with launches such as SlimSoft. P&G, according to sources, has managed to withstand this pressure and grow. A P&G spokesperson had said earlier, “India offers great opportunity for our brands to drive trial, reach and consumption. We will not take our eyes off top-line growth.”

a) Discuss the role of ‘involvement’ in the oral care industry.  

b) What steps may P&G take to tap the high potential of rural markets for its products?
End Semester Examination, Dec. 2014  
MBA – Third Semester  
INTEGRATED MARKETING COMMUNICATIONS (EPMK-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**. All questions carry equal marks.

**PART-A**

Q.1 Analyze the role of integrated marketing communications in the recruitment efforts of various branches of the military such as the Indian Army. How can each element of the promotional mix be used by the military in its recruitment marketing? Explain.  

Q.2 Families may influence the consumer decision-making process. Describe how various family members may assume the different roles in purchase of a car. Also explain how these roles might change depending upon the product under consideration.  

Q.3 Discuss why companies might use their founder, president or CEO as an advertising spokesperson for eg. MDH masalas. Discuss the pros and cons of this practice for both major corporations and smaller companies, such as a local retailer.  

Q.4 Media planning involves a tradeoff between reach and frequency. Explain what this means and give examples of when reach should be emphasized over frequency and vice-versa.  

Q.5 If you were purchasing magazine advertising space for a manufacturer of expensive luxury watches such as Rolex, Cartier or Omega what factors would you consider? How would you select the magazines or other print mediums?  

Q.6 Discuss how many companies are targeting their promotional programs to children through cartoon channels as a way of reaching this young market? Do you think companies should be allowed to reach young kids through such mediums? Evaluate the arguments for and against such endeavors.  

**PART-B**

Q.7 Read the case study given on the next page and answers the following questions:  
   a) Coca Cola caters to different cultures by developing culturally customized campaigns. What are some of the cultural variables that they must consider in developing advertising and promotional programs in a foreign market like India? Give examples.  
   b) Discuss the problems and challenges international marketers face in developing media strategies for foreign markets.  

**Case Study:**
Coca Cola’s “Open Happiness” Campaign

Following the success of ‘The coke side of life’ Coca Cola released its ‘open happiness’ campaign in the United States in the later part of the year 2012 and was an extension of the earlier campaign. It is one of the best examples of a global integrated marketing communication campaign and showcases the fact that a campaign of such caliber can do so much good to a brand. The current theme invites people from around the world to ‘open happiness’ and enjoy the simple pleasures of life like opening a bottle of coke and sharing this happiness by sharing the coke with your friends. “Central to Open Happiness is the simple notion of enjoying an ice-cold Coca-Cola and taking a small break from the day to connect with others,” says Katie Bayne, chief marketing officer, Coca-Cola North America, in an official statement. “With this new campaign, that’s exactly what we’re inviting people to do more often – open a Coke and share a little happiness.”

The campaign in a short time was everywhere starting from TVCs to billboards to print media to digital. The strength of every communication medium was recognized and played with very well. A number of interesting TVC hinted at the fact as to how opening a bottle of coca cola can bring happiness to anyone. The print media showcasing the happy faces of people with a bottle of coca cola propelled the concept further. But it was not only the traditional but it was an integrated campaign in the real sense because it included new points of sale, promotions, outdoor and print advertising, with digital and music components and apart from all this Coca Cola lived its concept of open happiness by employing a variety of other experiential marketing tricks. Be it the ‘Happiness Truck’ which went through a city and stopped at various places showering gifts which ranged from a free bottle of coke to a football or a surprise water shower and all this on the press of a button. The same concept was used in ‘Happiness Vending Machines’ which were installed in several places around the World where after you enter the coin you are bound to be pleasantly surprised. There was also the ‘Hug Machine’ which would give you a free coke if you hug the machine.

On the digital front there was the ‘Expedition 206’ which enabled people to participate in a competition to travel around the world. The competition was open to bloggers to participate in a group of three. The winner of the competition was decided on the basis of people’s votes and the winners get a chance to travel to all the 206 countries where Coca Cola has a presence and spread happiness there. Since all the winners were bloggers themselves they documented their visit to every country and posted in on their sites and on the official site (expedition206.typepad.com). This was followed a lot over the web and became an instant hit since the winners themselves were big influencers and had a huge following. This gave the campaign the digital presence it required. The Facebook page has regular posts based on the open happiness campaign and has the highest number of fans for any brands on Facebook.

Now all these experiences made people believe that Coca Cola is a brand that upholds its integrity. Coca Cola is really spreading happiness around the world and living its promise that one can share happiness by opening a bottle of coke. As far as the consumers are concerned they are seeing open happiness on TV and are listening to it on the radio, when outside they are seeing it on the billboards and at the point of sales, when in malls and offices they are experiencing it through the vending machines, while being on the web they are seeing it on Facebook and on the Expedition206 home page.

‘Open Happiness’ is everywhere and coca cola has been able to create an overall consumer experience which has had such an impact that people have started associating happiness with coke. Now that’s what you call success and any brand would spend anything to have that impact.
End Semester Examination, Dec. 2014
MBA – Third Semester
SALES AND DISTRIBUTION MANAGEMENT (EPMK-303)

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

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

PART-A

Q.1 What sales force compensation schemes would you recommend for the salespersons of:
   a) A pharmaceutical company.
   b) Plastic gift items.
   c) Microwave Owen.

Q.2 Explain separately sales and distribution in FMCG and Insurance Industry.

Q.3 a) Differentiate between ‘channel management’ and ‘physical distribution management’.
   b) ‘Quotas’ can act as a ‘motivator’ as well as demotivator. Comment.

Q.4 Eureka Forbes uses personal selling as a major marketing communication tool than advertising or sales promotion for their vacuum cleaners and water purifiers. What is the relevance of such a strategy?

Q.5 What are the key changes which you expect in retail markets in the next five years in urban and rural areas?

PART-B

Case study:

Q.6 Answer the questions from the case study:
   In May 2007, Nikon Corporation, one of the world’s leading manufacturers of optical and imaging equipments, entered India by setting up Nikon India Private Limited (Nikon India) as a wholly-owned subsidiary. Nikon India had witnessed good sales growth and by early 2009, had established market leadership in the premium DSLR camera segment and also cornered a 5% market share in the compact camera segment. In the financial year 2009-10, the company was ramping up its presence in the country by expanding its retail presence with a shop-in-shop retail model. It was also putting a sales organization in place that included a 200-strong sales force. In early 2009, the Global President of Nikon Corporation, Makoto Kimura, said that the company’s growth in India had been impressive and that Nikon expected the country
to be a vital market for its products by 2014. With these channel development initiatives, the company expected to double its market share in the compact camera segment and further consolidate its leadership position in the DSLR camera segment by the end of 2009-10.

a) Critically analyze Nikon’s sales and distribution strategy.

b) In 2009, Nikon is in the process of putting a sales organization in place that included a National Sales Manager, Regional Sales Managers, and many In-shop Promoters. With this new sales organization in place, can Nikon achieve its ambitious sales growth target?
End Semester Examination, Dec. 2014
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 any 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) Roux
   ii) MirePoix
   iii) Boquet Garnie
   iv) Herbs
   v) Fish Fumet

b) Fill in the blanks:
   i) _________ and __________ are carbohydrates.
   ii) __________ is the pigment present in carrot.
   iii) __________ °F is the temperature when water starts boiling.
   iv) __________ is the French name for cheese.
   v) __________ is the binding agent in mayonnaise.
   vi) __________ is the national soup of Spain.
   vii) __________ is called Egg protein.
   viii) Name three continental herbs __________, __________ and __________.
   ix) Onion comes from __________ family.
   x) French name for soup is __________.

   2x5

PART-B

Q.2 Explain in detail the methods of heat transfer.

Q.3 Give the recipe and the method for making brown chicken stock.

Q.4 Draw the structure of Egg and label it. Also mention the points to be taken care while purchasing and storing egg.

Q.5 Classify soups with the help of flowchart and give examples of each.

Q.6 Explain in detail all the mother sauces and give the recipe of tomato sauce.

Q.7 List all the thickening agents used in continental cookery and explain them in two lines.

   1x10
End Semester Examination, Dec. 2014  
B. Sc. (Hotel Management) - First Semester  
FOUNDATION COURSE IN FOOD AND BEVERAGE SERVICE  
(FMS-HM-102)

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

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

**PART-A**

Q.1 Answer the following:  
a) What does TdH stands for?  
b) What does CTC stands for?  
c) Name two breakfast cereals.  
d) What does EPNS stands for?  
e) Name two important attributes for F&B service personnel.  
f) Give uses of the following equipments:  
   i) Fish Knife and Fork  
   ii) Preserve dish  
   iii) Sugar tongs  
   iv) Coffee pot  
   v) Finger bowl  
g) Name two nourishing drinks.  
h) What is the other name for American service?  
i) What is a K.O.T.?  
j) Give measurements of following:  
   i) Size of a cover  
   ii) Square table for four persons  
   iii) Quarter plate  
   iv) Capacity of Tom Collins glass  
   v) Dessert spoon  

**PART-B**

Q.2 Differentiate between ‘Ala carte’ and ‘Table d Hote’ menu.  
Q.3 Draw beverage chart.  
Q.4 Differentiate between ‘Silver Service’ and ‘American Service’.  
Q.5 Enumerate ten basic etiquettes for restaurant staff.  
Q.6 Explain different methods of making coffee.  
Q.7 Write down eleven courses of French classical menu.
PART-A

Q.1  

a) Define the following terms (any ten):

i) Amenities
ii) Shams
iii) PVC
iv) Saponification
v) Druggets
vi) Scrim
vii) Abrasives
viii) Chamois leather
ix) Crinkle sheet
x) Floor pantry
xi) House linen

1x10

b) Fill in the blanks:

i) ________ is the status of the room when the guest has departed from the room.
ii) DL stands for ________.
iii) ________ is a report prepared each night by the front office, which indicates the total number of guest staying in a hotel.
iv) ________ is a cot for babies, provided to guest on request.
v) WC stands for ________.
v) QUATS stands for ________.
vi) ________ is a process of cleaning the floor with a high speed floor machine to achieve an extremely high gloss.
vii) ________ is a term used for textiles décor.
viii) ________ is a bed spread that just covers the top of dust ruffle but do not reach the floor.
x) ________ is a method of joining two or more pieces of materials together by a row of stitching.

1x10

PART-B

Q.2  What is the scope of housekeeping in institutions other than hotels?  6

Q.3  Define housekeeping. How does housekeeping contributes to earning profits in a hotel?  6

Q.4  Discuss mechanical equipments in brief.  6
Q.5 Discuss the different types of polishes and their application.  

Q.6 Explain the coordination of housekeeping with other departments in detail.  

Q.7 Discuss the various types of ceramics. How are they used?
End Semester Examination, Dec. 2014
B. Sc. (Hotel Management) - First Semester
INTRODUCTION TO PRINCIPLES OF MANAGEMENT AND ORGANIZATION BEHAVIOUR
(FMS-HM-105)

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

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

PART-A

Q.1 a) Fill in the blanks:
   i) Management is a ________ process. 1
   ii) Management is the art of getting things __________._ 1
   iii) A business unit should be ________ efficiently. 1
   iv) ________ is the primary function of management. 1
   v) The goals must be achieved within a specified ________ period. 1
   vi) Mission should be clear so that it is ________ understood. 1

b) Answer briefly:
   i) Name two functions of management. 2
   ii) Name two features of objectives. 2
   iii) Explain motivation. 1
   iv) Why learning is important to achieve organizational goals? 1
   v) Define organizing. 1
   vi) Name two characteristics of management. 2
   vii) Explain management. 2
   viii) Explain team spirit. 2
   ix) Explain the importance of directing. 1

PART-B

Q.2 Explain the importance of management. 6
Q.3 Explain why planning is important to achieve organizational goals? 6
Q.4 Explain the need of management. 6
Q.5 Explain learning and its features. 6
Q.6 What is the meaning of objectives? Explain benefits of objectives. 6
Q.7 Explain the importance of communication. 6
End Semester Examination, Dec. 2014  
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 any SIX questions in all. Part-A is compulsory. Attempt any FIVE questions from Part-B.

**PART-A**

Q.1  
**a)** State true or false:  
i) People travel for education.  
ii) Emigrants travel home for re-unions.  
iii) Emporiums sell electronic goods.  
iv) Emigration is part of tourism infrastructure.  
v) Left luggage facilities can be found in hotels.  

**1x5**

**b)** Fill in the blanks:  
i) Hotels located in the heart of the city are known as ________.  
ii) Boat houses floating on the surface of Dal Lake in Kashmir are an example of ________ hotels.  
iii) ________ Hotels generally provide accommodation for a longer duration.  
iv) ________ Hotels provide gambling facilities to guests.  
v) The room on the topmost floor of a hotel is called a _______.  

**1x5**

**c)** Write short notes on any ten:  
i) American plan  
ii) Star rating of hotel  
iii) Heritage hotels  
iv) Transient hotel  
v) Franchise  
vi) B and B hotel  
vii) Time-share hotel  
viii) Organization structure  
ix) Word-of-mouth publicity  
x) Concierge  
xi) Guest folio  
xii) Communication  

**1x10**

**PART-B**

Q.2  
How does tourism affect the hotel industry?  

**6**

Q.3  
What are different bases of the classification of hotels?  

**6**

Q.4  
What are the various departments of a hotel?  

**6**

Q.5  
Why are inter-departments co-ordination necessary in hotels?  

**6**

Q.6  
List the departments of hotel with which the front office communicates.  

**6**

Q.7  
Explain the duties and responsibilities of a front office manager.  

**6**
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - Third Semester  
FOOD PRODUCTION OPERATION AND MANAGEMENT (FMS-HM-301)

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 Explain the following:  
a) Commercial catering.  b) Par stock.  
c) Institutional catering.  d) Standardized recipe.  
e) Purchase specification.  f) Dastarkhan.  
g) Invalid cookery.  h) Galantine.  
i) Aspic.  j) Marzipan.  

Q.2 Differentiate between:  
a) Refrigerator and oven.  
b) Mobile catering and off premises catering.  
c) Indenting and costing.  
d) Tamil Nadu cuisine and chettinad cuisine.  
e) Brines and marinades.  

**PART-B**

Q.3 List five modern cooking equipments which are very useful in quantity cooking mentioning their advantages.  

Q.4 What is menu planning? Enlist the basic principles considered while planning a menu.  

Q.5 ‘Indenting is very important for quantity food production’. Discuss.  

Q.6 Discuss the factors that affect eating habits in different states / parts of a country.  

Q.7 What is Rechauffe cookery? Discuss the principles of reheating.  

Q.8 List the duties and responsibilities of larder chef.  

Q.9 What is icing? Mention the advantages of icing.
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) – Third Semester  
FOOD AND BEVERAGE SERVICE OPERATIONS AND MANAGEMENT  
(FMS-HM-302)

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) Name five different methods of Mixology used for making cocktails.  
5  
b) Give five Indian brand names of whiskey.  
5  
c) Which country produces the best quality wines in the world?  
1  
d) What is unfermented juice of grapes known as?  
1  
e) Sparkling wines of Germany are known as ______________.  
1  
f) The raw material required for manufacture of Rum is ______________.  
1  
g) Name two famous brands of Vodka.  
2  
h) Name two liqueurs based on Brandy.  
2  
i) Name two garnishes used for classic cocktails.  
2

**PART-B**

Q.2  
What is “Distillation”? Explain briefly how spirits are manufactured using distillation process.  
6

Q.3  
Name and briefly describe parts of a cocktail.  
6

Q.4  
What are liqueurs? Name ten liqueurs with their base spirits.  
6

Q.5  
What is a “Wine”? Describe manufacturing process of wine in detail.  
6

Q.6  
Explain in detail solera system of blending sherry.  
6
Q.7 What are Estufas? What is its importance in manufacture of Madiera?

6
End Semester Examination, Dec. 2014  
B.Sc. (Hotel Management) - Third Semester  
FRONT OFFICE OPERATION AND MANAGEMENT (FMS-HM-303)  

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  
**a) Fill in the blanks:**  
  
i) ___________ check-out may not require queuing at the front desk.  
  
ii) Guests can check-out promptly by operating __________ terminals.  
  
iii) Hotel should obtain license from __________ to deal with foreign currency.  
  
iv) An airlines issues __________ to its crew to be accommodated.  
  
v) Travel agent issues _________ to their clients for the settlement of hotel bills.  
  
vi) In case of high outstanding balance, the night auditor prepares the ______ report.  
  
vii) The __________ is the total number of resident guess in the hotel.  
  
viii) The ratio of the number of rooms sold to the total number of saleable room is called _____________.  
  
ix) ____________ percentage is the ratio of beds occupied to the total number of beds in the hotel.  
  
x) Cash paid to the guest by the hotel is called _____________.  

1x10  

**b) Write short notes on any five:**  
  
i) City ledger  
  
ii) House limit  
  
iii) Guest folio  
  
iv) ARR  
  
v) Average Room Rate per guest  
  
vi) Staff motivation  
  
vii) Time management  

1x5  

**c) State true and false:**  
  
i) A folio is a document that entitles the bearer to certain goods, services or discounts upon presentation.  
  
ii) The money paid by the hotel on behalf of a guest is known as visitors paid-out.  
  
iii) The vouchers for the call charges of guests, made by the telephone operator, are known as travel agent vouchers.  
  
iv) A commission voucher is prepared if the hotel pays commission to any person or agency that provides business to the hotel.  
  
v) The folio in which a resident guest’s transactions are maintained is known as City Folio.  

1x5

**PART-B**

Q.2  
What do you understand by the term night audit? Why it is known as night audit?  

6  

Q.3  
What is the Front Office accounting system? Describe its purpose.  

6
Q.4 Draw foreign currency exchange certificate and foreign currency control sheet. 6

Q.5 Write short notes on:
   a) Property management system
   b) Use of computers in hotels. 3x2

Q.6 Discuss the role and importance of travel agents, tour operators and airlines for hotels. 6

Q.7 Discuss the role of staff motivation and time management in Front Office planning. 6

Q.8 What do you understand by market share? How can it be used to analyze the performance of hotels? 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:
   i) Laundry-Aids
   ii) Darning
   iii) SOP
   iv) Duvets
   v) Scanty baggage
   vi) Work study
   vii) Inventories
   viii) Lkibana
   ix) Kenzai
   x) Fillers
   1x10

   b) Fill in the blanks:
   i) ___________ is refers to leafy plant materials in flower arrangements.
   ii) ___________ is another term for florists foam.
   iii) ___________ stands for GPS.
   iv) ___________ is training imparted to employees to work in other departments.
   v) WC stands for ___________.
   2x5

PART-B

Q.2 ‘Housekeeping operations are turning eco-friendly today’. Discuss.
   6

Q.3 Define dry cleaning. Discuss the advantages and disadvantages of on-premise and off-premise laundry.
   6

Q.4 Explain various activities carried down in a sewing room.
   6

Q.5 Draw the types of equipment used in laundry in detail.
   6

Q.6 Explain the issuing and exchange process of uniforms of new employees.
   6
Q.7 Explain the principles of flower-arrangement in detail.
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) - Third Semester
HOTEL INFORMATION SYSTEMS (FMS-HM-305)

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 a) Expand the following abbreviations:
   i) LCD ii) CRS iii) DVD iv) CPU v) PDA
   vi) RAM vii) LAN viii) GDS ix) DBMS x) POS

Multiple choice questions:

b) A guest who pays a bill through a credit card is posted to:
   i) A guest ledger ii) A city ledger
   iii) Either i) or ii) iv) None of these

c) An inventory management module helps in:
   i) Reducing inventory cost ii) Maintaining par stock
   iii) Better accountability iv) All of these

d) Housekeeping functions performed by a room management module.
   i) Forecast rooms to be done ii) Schedule room attendants
   iii) Both i) and ii) iv) None of these

e) Which of the following is/are not present in a cancellation number?
   i) Property code ii) Initials of reservation agent
   iii) Date of cancellation iv) All of these

f) Which departments update the room status?
   i) Housekeeping ii) Front office
   iii) Both i) and ii) iv) None of these

g) A guest who pays a bill through a credit card is posted to:
   i) A guest ledger ii) A city ledger
   iii) Either i) or ii) iv) None of these

h) In the night audit process:
   i) Department financial reconciliation is done.
   ii) Posting of room and tax is done.
   iii) Trial balance is run.
   iv) All of these.

i) HVAC controls:
   i) Heating ii) Cleaning
   iii) Cooking iv) None of these

j) What does PMS stand for?
   i) Proper management system.
   ii) Property managing society.
   iii) Property management system.

k) PMS applications in the front office do not include:
   i) Reservation module ii) Housekeeping module
   iii) Cashier module iv) Rooms module
PART-B

Q.2 How does the yield management software help in improving revenue generation for a hotel? 6

Q.3 What is an input device? Name some commonly used input devices. 6

Q.4 What are the most common front-office components of a property management system? 6

Q.5 What is a property management system? List some PMS with their features. 6

Q.6 Draw a block diagram to illustrate the basic organization of a computer system and explain the functions of the various units. 6

Q.7 Explain the meaning and concept of MIS. Discuss the use of MIS in hotels. 6

Q.8 How does computerization help in the night audit process? 6

Q.9 What is the difference between a guest ledger and city ledger? 6
End Semester Examination, Dec. 2014  
B. Sc. (Hotel Management) – Third Semester  
HOTEL ACCOUNTING AND FINANCIAL MANAGEMENT  
(FMS-HM-306)

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

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

PART-A

Q.1  
a) Define the following terms (any ten):  
   a) Discount  b) Break even point  c) Trade discount  
   d) Debtors  e) Double entry system  f) Petty cash book  
   g) Debts  h) Dividends  i) Purchase return book  
   j) Equity  k) Freight  

Q.2  
Prepare the following transactions in journal and post them into the ledger:

<table>
<thead>
<tr>
<th>Date</th>
<th>Transaction</th>
<th>Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-04-07</td>
<td>Paid into the bank for opening account</td>
<td>20,000/-</td>
</tr>
<tr>
<td>06-04-07</td>
<td>Received cheque of M/s Prem &amp; Sons.</td>
<td>10,000/-</td>
</tr>
<tr>
<td>07-04-07</td>
<td>Deposited the cheque of M/s Prem &amp; Sons</td>
<td>30,000/-</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>Withdrew cash for buying phone</td>
<td>2,000/-</td>
</tr>
<tr>
<td>11-04-07</td>
<td>Received interest</td>
<td>1,000/-</td>
</tr>
<tr>
<td>12-04-07</td>
<td>Bank charged commission</td>
<td>2,000/-</td>
</tr>
</tbody>
</table>

PART-B

Q.3  
What do you mean by concepts and conventions? Explain various accounting conventions.  

Q.4  
Explain the meaning of financial management. Write down the objectives of financial management.  

Q.5  
Explain the concept of working capital. Write down the limitations of financial analysis.  

Q.6  
Explain the types of budgets.  

Q.7  
Distinguish between trading account and profit and loss account.  

Q.8  
Explain the dividend policy of the firm.
End Semester Examination, Dec. 2014
B. Sc. (Hotel Management) - Second Semester
FOOD AND BEVERAGE SERVICE OPERATIONS (FMS-HM-202)

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

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

**PART-A**

Q.1  
*a) Define the following terms:*
  i) Bull’s eye.
  ii) Breakfast knob card.
  iii) Esters.
  iv) Rested.
  v) Effervescence.
  vi) Fusel oil.
  vii) Vitola.
  viii) Flue.
  ix) Call brand.
  X) Back bar.  

*b) Fill in the blanks:*
  i) ________ refers to the liquor served without ice or any mixes.
  ii) ________ refers to the brand of liquor served when guest doesn’t specify any brand.
  iii) ________ is the French term for White
  iv) ________ is the example of white grapes.
  v) Pinot ________ grape variety is used to make Champagne.  

**PART-B**

Q.2  What is champagne? Explain different types of champagne and list some examples.  

Q.3  Give five examples of each:
  a) Single malt whisky.
  b) Blended whisky.
  c) Vodka.
  d) Beer.
  e) Rum.  

Q.4  Define cigar. Explain the constituent parts of a cigar with a diagram.  

Q.5  Explain a bar, the different types of bar with a diagram and necessary dimensions.  

Q.6  What is IRD? Describe the order taking procedures for room service.  

Q.7  Explain the patent still and pot still method of producing whisky with a well labeled diagram.
End Semester Examination, Dec. 2014
B.Sc. (Hotel Management) – Second Semester
ACCOMODATION OPERATIONS THEORY (FMS-HM-204)

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

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

PART-A

Q.1  a) Define the following terms (any ten):

i) Shoe-Mitt.
ii) Efficiency room.
iii) DNCO.
iv) E-Card.
v) Atrium.
vi) Parquet.
vii) Discrepancy report.
viii) Indent book.
ix) Job safety analysis.
x) Gate-pass.
xi) Carpet beetles.

b) Fill in the blanks:

i) ________ is a term used to describe lightness or darkness of colour.
ii) ________ is a key which opens any internal door that has not been double locked.
iii) ________ is another term for termites.
iv) ________ is an agreement between two parties negotiating a business deal.
v) ________ carpets are plain Wilton carpets with an uncut pile.

PART-B

Q.2 Discuss floor coverings under the following heads:
   a) Selection.
   b) Hard floor coverings.
   c) Soft floor coverings.

Q.3 Discuss the making of carpet with an appropriate diagram.

Q.4 What are the basic principles for requisitioning guest supplies and cleaning supplies?

Q.5 What is the procedure of providing extra-bed to guest?
Q.6 What is the procedure for “Shift handover of keys” used in housekeeping department?

6

Q.7 What are the various methods used for pest control?

6

Q.8 What are common safety features of guest house?

6