

**End Semester Examination, May 2017**  
B.A. (Applied Psychology) – Second Semester  
**PSYCHOLOGY OF EVERYDAY LIFE -II(BAAP-201)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

**PART-A**

- Q.1 Enlist and describe Piaget's stages of cognitive development. **10**
- Q.2 Describe briefly the terms: inductive reasoning, deductive reasoning, problem solving. **10**
- Q.3 Describe any two theories of motivation with examples. **10**
- Q.4 Describe any two theories of emotion with examples. **10**
- Q.5 What are Erikson's stages development? **10**

**PART-B**

- Q.6 Write brief notes on **any two** of the following:
- a) Maslow's theory.
  - b) Kohlberg's theory of moral development.
  - c) "Big five" dimensions of personality.
  - d) Fundamental attribution error. **5x2**

# End Semester Examination, May 2017

BA (Applied Psychology) – FirstSemester

## **BASIC STATISTICS(BA-AP-118)**

Time: 3 hrs

Max Marks:**50**

No. of pages: 1

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

### **PART-A**

- Q.1 What are the various methods of data collections? Discuss the ways of tabular presentation of collected data. **10**
- Q.2 Discuss the importance of graphical presentation of data and the ways in which this can be done. **10**
- Q.3 What is Normal Probability Curve and what are its characteristics? **10**
- Q.4 What is sampling and why is it important? Discuss the commonly used sampling techniques in detail. **10**
- Q.5 Discuss the Binomial and Poisson probability distributions. **10**

### **PART-B**

- Q.6 Answer the following questions:
- a) When should a median be used in preference to mean?
  - b) What is Mode of a data?
  - c) How is standard deviation of a data estimated?
  - d) What is the difference between covariance and correlation? **10**

# End Semester Examination, May 2017

B.A. (Applied Psychology) – Second Semester

## STATISTICS(BAAP-202)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

Q.1 On the basis of following data:

a) Calculate the range. **3**

b) Create the frequency distribution for the given data:

20, 6, 23, 19, 9, 14, 15, 3, 1, 12, 10, 20, 13, 3, 17, 10, 11, 6, 21, 9, 6, 10, 9, 4, 5,  
1, 5, 11, 7, 24. **7**

Q.2 What is statistics? What are the different types of statistics? **10**

Q.3 What are the different types of t test? When we apply t test? **10**

Q.4 Calculate the Mean from the following:

Sl No.	Class Interval	Frequencies
1	11-20	12
2	21-30	16
3	31-40	18
4	41-50	24
5	51-60	18
6	61-70	16
7	71-80	14
8	81-90	12

**10**

Q.5 Describe the use of different statistical methods. **10**

### **PART-B**

Q.7 Which of the following coffee is best?

Blue-Label	Green-Label	Red-Label
13	1	5
4	1	2
10	2	2
13	2	2
11	2	6
3	4	4

Justify with the help of ANOVA  
when critical value of F is 3.68.

**10**

**End Semester Examination, May 2017**  
B.A. (Applied Psychology) – Second Semester  
**SOCIAL PSYCHOLOGY AND ITS APPLICATIONS(BAAP-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 Describe the meaning and scope of social psychology. **10**
- Q.2 What is social cognition? Describe the different aspects of social cognition. **10**
- Q.3 What are the different ways people interact with each other? Please describe some of them along with appropriate examples. **10**
- Q.4 Define 'group'. Also describe the different types of group. **10**
- Q.5 What is attitude? How attitude are formed? **10**

**PART-B**

- Q.6 Write short notes on (**any two**) of the following:
- a) Self-esteem.
  - b) Impression management.
  - c) Persuasion.

**5x2**

**End Semester Examination, May 2017**  
B.A. (Applied Psychology) – Second Semester  
**PERSONAL STRENGTH, VALUES AND ETHICS(BA-AP-211)**

Time: 3 hrs

Max Marks:**50**

No. of pages: 1

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

**PART-A**

- Q.1 Define 'ethics'? Explain various objectives of ethics. **10**
- Q.2 Define the term moral reasoning and explain Kohlberg's theory of moral development. **10**
- Q.3 Describe the various unethical acts in an organization with the help of suitable examples. **10**
- Q.4 Explain various ethical practices used by a Psychologist. **10**
- Q.5 Write short notes on:  
a) Relation between law and moral standards.  
b) Business abuse. **5x2**
- Q.6 Briefly describe the personal factors that influence ethical behavior. **10**

**PART-B**

- Q.7 Analyse the following case and answer the questions:  
You are traveling in a government bus to attend a very important job interview. In one hour you should be present at the interview venue. The bus is very congested. Luckily you are seated from your seat you observe that a middle aged man standing next to a girl is touching and trying to molest her. The girl is silently resisting and trying to move away from him. But the man is continuing his actions. As the bus is congested, nobody is noticing except you.
- a) In this situation what will you do? Explain (*150 Words*).
- b) If you do anything which values will you compromising? Explain their importance (*200 words*). **5x2**

**End Semester Examination, May 2017**  
BA (Applied Psychology) – Third Semester  
**PHYSIOLOGICAL TESTING AND PSYCHOMETRIC ASSESSMENT**  
**(BAAP-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 Define assessment and describe different areas of assessment. **10**
- Q.2 What is testing? Describe the major characteristics of good test. **10**
- Q.3 What is reliability? What are the different types of reliability? **10**
- Q.4 What are the different types of personality tests? Describe the Projective techniques of personality testing. **10**
- Q.5 How testing can be utilized in a school setting? **10**

**PART-B**

- Q.6 Describe the process of test construction. Elucidate the different component of a psychological test. **10**

**End Semester Examination, May 2017**  
BA (Applied Psychology) – Third Semester  
**DOMAINS OF PSYCHOLOGICAL APPLICATION (BAAP-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 How Psychology can be applied to different areas of everyday life? **10**
- Q.2 What is the role of psychology in treating people with behavioral and mental issues? **10**
- Q.3 How psychology is useful for the school kids? **10**
- Q.4 What is social psychology? Describe the major issues of social psychology. **10**
- Q.5 How psychology can facilitate resolving the gender issues? **10**

**PART-B**

- Q.6 Describe two recent events where you may apply psychology? Give an explanatory detail of theories you have applied to describe the problem. **10**

# End Semester Examination, May 2017

## B.A. (Applied Psychology)—Fourth Semester LIFE SPAN DEVELOPMENT(BAAP-401)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

### **PART-A**

- Q.1 What is the importance of studying life span development? **10**
- Q.2 Discuss the sensory and perceptual development during Infancy. **10**
- Q.3 Discuss the development of language during childhood and its impact at later life. **10**
- Q.4 What are some of the challenges faced during adolescence? **10**
- Q.5 What are some of the issues faced by people during old age? Give example. **10**

### **PART-B**

- Q.6 You have to address a group of 50 parents on the best practices relating to bringing up their own children who are of the age group of 10 years old. Design a two hours program to address this issue. **10**

# End Semester Examination, May 2017

B.A. (Applied Psychology) – Fourth Semester

## RESEARCH METHODOLOGY(BAAP-402)

Time: 3 hrs

Max Marks:**50**

No. of pages: 1

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

### **PART-A**

- Q.1 Describe the relevance of scale in psychological research. What are the different types of scales in psychological research? **10**
- Q.2 Describe the types of pre experimental, true experimental and quasi experimental designs in psychological research. **10**
- Q.3 What is sampling? Describe the different types of sampling. **10**
- Q.4 How a psychologist conducts observation in research? Describe the strengths and weakness of observation method. **10**
- Q.5 Give an evaluative report on correlation design. **10**

### **PART-B**

- Q.6 There is a student who is trying to write a paper on exploring the impact of stress on the academic performance of the students. Help the student by:
- a) Identifying independent, dependent and extraneous variables in the study. **3**
  - b) Suggesting him the appropriate sampling method. **3**
  - c) Explaining the appropriate data analysis techniques. **4**

**End Semester Examination, May 2017**  
B.A. (Applied Psychology) – Fourth Semester  
**POSITIVE PSYCHOLOGY AND ITS APPLICATION (BA-AP-403)**

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 B**. Each question carries equal marks.

**PART-A**

- Q.1 What is positive psychology? List some positive traits you think that load to Eudemonia. **10**
- Q.2 What are psychosomatic illnesses? Describe few lifestyle interventions that can mitigate them. **10**
- Q.3 Explain the concept "Emotional Intelligence" and its applications in real life. **10**
- Q.4 At what stage are you in the 'Family Life Cycle'. Name two factors that would enhance your resilience in this stage. **10**
- Q.5 What are the five elements of 'PERMA'? How do they contribute to subjective well-being? **10**

**PART-B**

- Q.6 Write short notes on **(any two)**:
- a) Positive defense mechanisms.
  - b) Flow.
  - c) Self-actualization.
  - d) Positive relationships.
- 5×2**

# End Semester Examination, May 2017

B.A. (Applied Psychology) – Fourth Semester

## STRESS MANAGEMENT(BA-AP-421)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

- Q.1 Define stress and explain the transaction model of stress and coping as is given by Lazarus. **10**
- Q.2 Explain various types of stressors. **10**
- Q.3 Explain various emotional, cognitive and behavioural reactions to stress. **10**
- Q.4 Explain wellbeing cycle of stress. **10**
- Q.5 Explain various techniques to reduce the stress level. **10**
- Q.6 Write short notes on **(any two)**:
- a) Distress cycle.
  - b) Physical Symptoms of stress.
  - c) GAS model of stress as is given by Seley. **2x5**

### **PART-B**

- Q.6 Analyse the following case and write the case analysis report of the same:

#### ***Case study:***

Josh is a 27 year old male who recently moved back in with his parents after his fiancée was killed by a drunk driver 3 months ago. His fiancée, a beautiful young woman he had been dating for the past 4 years, was walking across a busy intersection to meet him for lunch one day. He still vividly remembers the horrific scene as the drunk driver ran the red light plowing down his fiancée right before his eyes. He raced to her side, embracing her crumpled body as she died in his arms in the middle of the crosswalk. No matter how hard he tries to forget, he frequently finds himself reliving the entire incident as if it was happening all over.

Since the accident, Josh has been plagued with nightmares about the accident almost every night. He had to quit his job because his office was located in the building right next to the little café where he was meeting his fiancée for lunch the day she died. The few times he attempted to return to work were unbearable for him. He has since avoided that entire area of town.

Normally an outgoing fun living guy, Josh has become increasingly withdrawn, irritable since his fiancée's death. He's stopped working out, playing his guitar, or playing basketball with his friends – all activities he once really enjoyed. His parents were worried about how detached and emotionally flat he's become.

- a) Read the above case carefully and as a psychology student how will you try to reduce Josh stress level so that he would come back to his normal position. **10**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – First Semester  
**FOOD AND BEVERAGE PRODUCTION THEORY-I(BHHA-111)**

Time: 3 hrs

Max Marks: **50**

No. of pages: *1*

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

**PART-A**

- Q.1 a) Write the French terms of the following:  
i) Mushroom      ii) Spinach      iii) Egg      iv) Fish.  
b) Define the terms: Espagnole, Julienne.  
c) List the ingredients and quantity required to make one litre béchamel sauce.  
d) Define broiling and pot roasting.  
e) Differentiate between 'puree soup' and 'cream soup'.  
f) What are condiments and spices?  
g) Differentiate between poaching and simmering.  
h) What is consommé?  
i) Name three each of stem vegetables and bulbous root vegetables.  
j) Write four different roles and use of egg in cooking. **2x10**

**PART-B**

- Q.2 Describe the classification of cooking methods with the help of a diagram. **6**
- Q.3 Describe the classical kitchen brigade and list down the personal qualities of a good chef. **6**
- Q.4 What is a raising agent? Classify raising agents with one example for each. **6**
- Q.5 Describe the constituent of an egg with the help of a diagram. **6**
- Q.6 What is stock? Classify stocks with the use of each category. **6**
- Q.7 What is soup? Classify soups with an example of each category. **6**
- Q.8 Describe six basic mother sauces with two derivative of each. **6**

**End Semester Examination, May 2017**  
B. Sc. (Hospitality and Hotel Administration)— First Semester  
**FOOD AND BEVERAGE SERVICE THEORY-I (BHHA-112)**

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**. Marks are indicated against each question.

**PART-A**

Q.1 Define the following terms:

- a) Specialty restaurant.
- b) Vending machines.
- c) Room service.
- d) Coffee Shop.
- e) Bar.

**4×5**

**PART-B**

- Q.2 Describe the various jobs performed by a steward in a restaurant. **6**
- Q.3 Briefly explain the role and responsibilities of kitchen stewarding. **6**
- Q.4 Elaborate eleven courses of French classical menu by providing one example of each course. **6**
- Q.5 Name various types of food and beverage services and their characteristics. **6**
- Q.6 Draw a neat sketch of dummy waiter and its uses in restaurant. **6**
- Q.7 Explain the production of tea with the help of a flow chart. **6**

## End Semester Examination, May 2017

### B. Sc. (Hospitality and Hotel Administration)— First Semester ROOMS DIVISION THEORY-I(BHHA-113)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

Note: Attempt **SEVEN** questions in all; **PART-A is compulsory**. Attempt **ANY THREE** questions from **Part-B** and **THREE** questions from **PART-C**. Marks are indicated against each question.

#### **PART-A**

- Q.1 a) Define the following briefly:
- i) HRACC.
  - ii) Motel.
  - iii) Resort.
  - iv) Heritage property.
  - v) FOM.
  - vi) Indian hotel chains.
  - vii) Commissionaire.
  - viii) Tourist.
  - ix) Upscale hotel.
  - x) Golden triangle. **1×10**
- b) Explain the following terms in brief. Also give the full form of abbreviation when necessary (**ANY TEN**):
- i) DND.
  - ii) SB.
  - iii) OOO.
  - iv) DNCO.
  - v) DL.
  - vi) OCC.
  - vii) SICO room.
  - viii) Efficiency room.
  - ix) Lanai.
  - x) Pent house.
  - xi) Hollywood twin type room.
  - xii) Duplex room. **1×10**

#### **PART-B**

- Q.2 Discuss the baggage handling procedure of a F.I.T. check in. **5**
- Q.3 Write the S.O.P. of taking a booking. **5**
- Q.4 Discuss in detail the process to escort a guest from reception to the hotel guest room. **5**
- Q.5 What role does a concierge plays in the operations of hotel front office? **5**

#### **PART-C**

- Q.6 How housekeeping coordinates with F&B services department? **5**
- Q.7 What are the areas that constitute the layout of a housekeeping department? **5**
- Q.8 How are cleaning agents classified? **5**
- Q.9 What are cleaning equipment's? Give some examples of cleaning equipment. **5**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) - First Semester  
**PRINCIPLES OF MANAGEMENT(BHHA-115)**

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) Define management.
  - b) List the different managerial roles listed by Mintzberg.
  - c) Differentiate between long term and short term plans.
  - d) Why controlling is important to managers.
  - e) What do you understand by the term stress?
  - f) Define Personality? What are the different types of personality you aware of?
  - g) Who gave bureaucratic management? List features of bureaucratic management.
  - h) What do you understand by the term Managerial communication?
  - i) Define the term mission with the help of an example.
  - j) Write the full form of MBO.

**2x10**

**PART-B**

Q.2 Briefly explain Fayol's 14 Principles of Management.

Q.3 Briefly describe the Mintzberg's managerial roles.

Q.4 What is conflict? How managers deal the situation of conflict in organizations.

Q.5 Comment on the contributions made by F W Taylor in the field of management.

Q.6 Explain the concept of Staffing along with its significance in the organizations?

Q.7 Compare the Maslows need hierarchy theory with Herzberg two factor theory.

**6x5**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) - First Semester  
**NUTRITION (BHHA-117)**

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 2 good sources of each – "Vitamin D" and "Vitamin E".
  - b) List the role of "Vitamin C" in our body and give its sources.
  - c) Give the role of Calcium" in our body and give its sources.
  - d) Name 5 plants food items, which are good source of protine.
  - e) According the food pyramid, which food is to be taken more and which ones Less.
  - f) Define balanced dite.
  - g) What is the meaning of mouth feel?
  - h) Describe BMR and SDA.
  - i) Name the five group of food with Examples.
  - j) What is winterization?

**2x10**

**PART-B**

- Q.2 What role cooking and processing plays on the nutrition of the food and how is it important?
- Q.3 What are macro nutrient? Explain its role in body functioning and importance the balanced diet.
- Q.4 What is refining of oil and why it is important.
- Q.5 Classify the different types of browning reactions seen in food.
- Q.6 Explain the importance of Knowledge of food science and nutrition for a professional chef.
- Q.7 Write the diseases caused by the deficiency of –
- i) Iodine      ii) Vitamin E      iii) Vitamin C      iv) Vitamin A      v) Iron
- Q.8 What happens to protein when cooked? Why overcooked proteins become indigestible?
- Q.9 Describe the factors which affect meal planning. Write in detail.

**5x6**



**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Second Semester  
**FOOD AND BEVERAGE SERVICE-II (BHHA-212)**

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 Define the following terms:

- a) Aperitifs.
- b) Wort.
- c) Wash.
- d) Maturation.
- e) Patent-Still.
- f) Bouquet.
- g) Sake.
- h) Cognac.
- i) Fermentation.
- j) Digestifs.

**2×10**

**PART-B**

- Q.2 What is distillation? With the help of a diagram explain the working of pot still and continuous still. **6**
- Q.3 Briefly explain the step-by-step process of rum making. **6**
- Q.4 Water is considered a major ingredient in the production of quality beer. Mention the various stages where it is used. **6**
- Q.5 Define 'cigars'. Classify cigars according to size, shape and structure. **6**
- Q.6 Define 'liqueurs'. List any five liqueurs with their flavourings and spirit base. **6**
- Q.7 Name different types of cheese with two examples of each. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Second Semester  
**ROOMS DIVISION THEORY-II (BHHA-213)**

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 Define the following terms (**any ten**):

- a) Guest feedback cards.
- b) Express check-in.
- c) Retention policy upon cancellation.
- d) Meal plans.
- e) Different types of tariffs.
- f) Bouncing a guest.
- g) Up-selling.
- h) Draw the ideal format of Room Occupancy Report.
- i) Why is control desk crucial to the housekeeping department?
- j) List different types of keys used in the hotel.
- k) Waste management in hotel industry.
- l) List down and briefly discuss three eco-friendly measures used in hotels.
- m) Integrated pest management.
- n) Telephone etiquettes.

**2×10**

**PART-B**

- Q.2 Discuss the S.O.P. for handling of the luggage left behind by the guest once they have vacated the room and checked out of the hotel. **6**
- Q.3 What is Rack Rate? Explain different factors which affect the room tariff. **6**
- Q.4 List the importance of reservation process in front office operations. Briefly describe the various sources of reservation. **6**
- Q.5 Discuss in detail the operations of a laundry in a five star hotel. Explain it using a neat diagram of a laundry cycle. **6**
- Q.6 What is energy conservation? Discuss the methods that may be adopted by eco-sensitive hotels for energy conservation. **6**
- Q.7 Name different types of pests found in hotel atmosphere. Explain how pest control is carried out in hotels. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality & Hotel Administration) – Second Semester  
**VALUE, ETHICS AND CSR(BHHA-214)**

Time: 3 hrs.

Max Marks:**50**

No. of pages:1

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

**PART-A**

Q.1 Write short notes on **any ten** of the following:

- a) Ethics.
- b) CSR.
- c) Gender discrimination.
- d) Whistleblower.
- e) Role of employees in business ethics.
- f) Ethical conflicts.
- g) Responsibility of business towards community.
- h) CSR and business image.
- i) What are values and how they affect human conduct?
- j) Marketing and ethics.
- k) Cyber-crimes.
- l) Consumer protection.

**2×10**

**PART-B**

- |     |  |          |
|-----|--|----------|
| Q.2 | How can you justify profit as ethical in any business?   | <b>6</b> |
| Q.3 | Discuss the relevance of business ethics in the modern world of materialism.                         | <b>6</b> |
| Q.4 | Discuss the role and responsibilities of society in CSR.   | <b>6</b> |
| Q.5 | Define what it means to be a socially responsible organization.                                      | <b>6</b> |
| Q.6 | Discuss why integrity is considered essential for an organization.Explain with examples.             | <b>6</b> |
| Q.7 | Explain how ethics is necessary for nation building?   | <b>6</b> |
| Q.8 | In terms of values and ethics what are the responsibilities of an employee towards his organization. | <b>6</b> |
| Q.9 | Explain ethics in global marketing and advertising with suitable examples.                           | <b>6</b> |

**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Second Semester  
**HOSPITALITY LAW(BHHA-215)**

Time: 3 hrs.

Max Marks:**50**

*No. of pages:1*

Note: *Attempt **FOUR** questions in all;Part Ais compulsory. Attempt any **THREE**questions from **Part B.***

**PART-A**

- Q.1 a) Explain the following
- i) Executed contract.
  - ii) Executor contract.
- b) X invites Y for dinner in a restaurant. Y having accepted the invitation goes to the restaurant on the said date and time. X is not there in the restaurant. Can Y sue X? **10**

**5×2**

**PART-B**

- Q.2 Define contract and also explain essential requisites for a contract to be valid. **10**
- Q.3 Write a note on prevention and control of environment pollution. **10**
- Q.4 Explain three redressal agencies under consumer protection Act 1986. **10**
- Q.5 Write a note on principle of food laws. **10**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality & Hotel Administration) – Second Semester  
**EVENT MANAGEMENT(BHHA-217)**

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 Attempt (**any ten**) questions:
- a) Define the trade shows.
  - b) Why is event planning important?
  - c) Define 'BTL promotion'.
  - d) Discuss in brief various areas of budget checklist for an event.
  - e) Enlist the qualities required in an event executive.
  - f) Name five most commonly used equipments in an event.
  - g) List any five event management companies with at least two events they have organized.
  - h) Write a detailed note on security planning for an event.
  - i) How would you take care of security issues while managing an event?
  - j) Discuss the responsibilities of an event manager.
  - k) Explain briefly the M.I.C.E. segment of event business. **2×10**

**PART-B**

- Q.2 What is event conceptualization? Discuss the steps involved in event conceptualization. **6**
- Q.3 Discuss in details the steps involved in evaluation of an event. **6**
- Q.4 What is the importance of venue in event management? **6**
- Q.5 Design an entertainment event of your choice. How would you market the same? **6**
- Q.6 Design a trade fair of your choice. How would you market the same? **6**
- Q.7 Prepare a complete checklist for a conference including pre-and post-even activities. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Second Semester  
**OPERATIONS SAFETY AND HACCP(BHHA-218)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

**PART-A**

- Q.1 a) Give full form of the following abbreviations:  
i) PPE ii) HACCP  
iii) FSSAI iv) USPH  
b) Describe the food standard, as defined in FSSAI.  
c) Define 'critical control point'.  
d) Define 'hazard'.  
e) Define 'temperature danger zone'.  
f) Define 'critical limits' for critical control point.  
g) Give few examples of physical hazards for food.  
h) Define 'micro-organisms'.  
i) Explain ergonomics?  
j) Give five examples of PPEs, used in hotel kitchen. **2×10**

**PART-B**

- Q.2 Explain the seven principles of HACCP. **6**
- Q.3 Describe the meaning of Occupational Health and Safety. **6**
- Q.4 Explain common causes of Accidents, in Hotel Industry. **6**
- Q.5 What is an SOP? Explain its usefulness in organizing any activity. **6**
- Q.6 Write a short note on the role of FSSAI in India. **6**
- Q.7 Explain the importance of personal and workplace hygiene, in food industry. **6**
- Q.8 List down the common PPEs, used in Hotel Industry and explain their importance. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality & Hotel Administration) – Second Semester  
**PSYCHOLOGY AND CONSUMERISM(BHHA-221)**

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 Answer the following questions (**any four**):

- a) What is attitude?
- b) What are the steps in perceptual process?
- c) Explain the steps to encourage the creativity in an organization.
- d) Explain values and ethics.
- e) How the attitude is formed?
- f) What is motivation?

**5×4**

**PART-B**

- Q.2 How does the understanding of psychology apply in the hotel industry? **6**
- Q.3 Suppose you are a restaurant owner. What steps would you take to motivate your employees to serve the customer in the best possible way? **6**
- Q.4 What is learning? Explain the theory of classical conditioning of learning. **6**
- Q.5 What is creativity? Suggest different ways to encourage creativity in an organization. **6**
- Q.6 Explain the process of decision making. **6**
- Q.7 Analyze the following advertisement: **6**



**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Third Semester  
**FOOD AND BEVERAGE PRODUCTION THEORY-III(BHHA-311)**

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) Kitchen area in a cruise line is called a \_\_\_\_\_.
  - b) Goan cuisine is influenced with \_\_\_\_\_ and \_\_\_\_\_ cuisine.
  - c) Different examples for mobile catering are \_\_\_\_\_, and \_\_\_\_\_.
  - d) English name for Ajwain is \_\_\_\_\_.
  - e) Malabari cuisine is part of \_\_\_\_\_ cuisine.
  - f) The Kashmiri buffet / banquet is called \_\_\_\_\_.
  - g) Tamilnadu has a different \_\_\_\_\_ cuisine within Tamilnadu, which is very different from tamil food habits.
  - h) Javitri in English is called \_\_\_\_\_.
  - i) All snack items in Gujarati cuisine are called \_\_\_\_\_.
  - j) Potlika masala is from \_\_\_\_\_ cuisine.
- 2x10**

**PART-B**

- Q.2 Describe the industrial catering. **6**
- Q.3 Differentiate between flight catering and banquet catering. **6**
- Q.4 Describe the factors affecting the cuisine of a region. **6**
- Q.5 Describe the factors affecting the menu planning. Plan a five course non vegetarian Hyderabad Menu, for a banquet of 200 pax. **6**
- Q.6 Give five major differences between South Indian and North Indian food habits. Also give cause and reasons for those differences. **6**
- Q.7 Describe the Rajasthanicuisine in detail. **6**
- Q.8 Describe the Bengali cuisine in detail. **6**

## End Semester Examination, May 2017

### B. Sc. (Hospitality and Hotel Administration)— Third Semester ROOMS DIVISION-III (BHHA-313)

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**. Marks are indicated against each question.

#### **PART-A**

- Q.1 a) Define the following briefly (**ANY FIVE**):
- i) Central reservation system.
  - ii) Meal plans.
  - iii) PMS.
  - iv) POS.
  - v) SOP for welcoming a guest on arrival.
  - vi) Arrival and departure list for the day. **2×5**
- b) Answer the following questions (**ANY FIVE**):
- i) Name five types of flowers used in flower arrangement.
  - ii) Enlist five specifications of contract cleaning.
  - iii) Name five types of foliage plants.
  - iv) Enlist five essential florist equipment's.
  - v) What is contract?
  - vi) Enlist different type of contract service provided by housekeeping department. **2×5**

#### **PART-B**

- Q.2 What is meant by YIELD? Give the formula to calculate the same. Explain in detail. **6**
- Q.3 With the introduction of PMS in the operations of the hotel front office, the day to day activities have become simpler and more efficiently handled. Discuss with relevant examples. **6**
- Q.4 Explain how overbooking helps the hotel to attain optimum occupancy and revenues. **6**
- Q.5 Enlist and discuss the various ways in which interior designing can be carried out in hotels. **6**
- Q.6 Describe the following types of wall covering:
- a) Paints.
  - b) Wallpaper.
  - c) Wood. **2×3**
- Q.7 What is a valet service? What are the duties and responsibilities of a hotel for handling the main ponch effectively? **6**

# End Semester Examination, May 2017

B.Sc. (Hospitality and Hotel Administration) – Third Semester

## HOTEL INFORMATION SYSTEM(BHHA-314)

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) The brain of a computer system is:  
i) The CPU    ii) A magnetic disc    iii) An input device    iv) Information.
- b) An example of a point-and draw device is:  
i) Printer    ii) Scanner    iii) Keyboard    iv) Mouse.
- c) CD-ROM stands for:  
i) Casual disk to read and write memory    ii) Compact disk-read only memory  
iii) Compact disk-read only    iv) None of these.
- d) Data is the raw material for:  
i) Computer    ii) Information    iii) User    iv) Storage device.
- e) Property management system is:  
i) A set of computer programs    ii) An interfaced and integrated system  
iii) Hardwared    iv) None of these
- f) Inter sell agencies handle the reservation of:  
i) Hotels    ii) Restaurants    iii) Hospitals    iv) None of these.
- g) Computerized HVAC controls:  
i) Heating    ii) Cleaning    iii) Cooking    iv) None of these.
- h) These are needed for self-check-in terminal:  
i) Advance reservation    ii) Valid Credit Card  
iii) Both i) and ii)    iv) None of these
- i) What do PMS stand for?  
i) Proper Management System    ii) Property managing society  
iii) Property Management System.    iv) None of these
- j) PMS applications in the front office do not include:  
i) Reservation module    ii) Housekeeping module  
iii) Cashier module    iv) Rooms module. **1x10**

- Q.2 Expand the following abbreviations:  
a) LCD    b) OMR    c) DVD    d) CPU    e) PDA  
f) RAM    g) LAN    h) ROM    i) DBMS    j) POS **1x10**

### **PART-B**

- Q.3 What do the terms "data" and "information" mean? **6**
- Q.4 What is the recommended input device? Name some commonly used input devices. **6**
- Q.5 What are the most common front-office components of a property management system? **6**
- Q.6 What is property management system? Enlist few characteristics of PMS. **6**
- Q.7 Draw a block diagram to illustrate the basic organization of a computer system and explain the role of the various units. **6**

- Q.8 What is a management information system (MIS)? What are its key components? **6**
- Q.9 Why is computerized reservation system used in a hotel? **6**
- Q.10 Differentiate between 'affiliate' and 'non-affiliated system' used in property management software. **6**

## End Semester Examination, May2017

B. Sc. (Hospitality and Hotel Administration)— Third Semester

### HUMAN RESOURCE MANAGEMENT (BHHA-315)

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**. Marks are indicated against each question.

#### **PART-A**

Q.1 Explain the following briefly (**ANY TEN**):

- a) Vacancy.
- b) Promotion.
- c) Increment.
- d) Recruitment.
- e) Motivation.
- f) Job specification.
- g) Employee grievance.
- h) Training and development.
- i) Job incentives.
- j) Job description.
- k) Employee termination.

**2×10**

#### **PART-B**

Q.2 Discuss the role of human resourcedepartment in an organization.

**6**

Q.3 Explain the following with suitable example:

- a) Job specification.
- b) Job description.

**3×2**

Q.4 Discuss in detail how has H.R. been at the centre point when the entire business environment, both internal and external has changed drastically.

**6**

Q.5 Explain the various sources of recruitment.

**6**

Q.6 How is 'employee appraisal' an effective way to retain talent in an organization?

**6**

Q.7 Justify the importance of training and development in an organization with reference to the joining of fresher.

**6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Third Semester  
**CUSTOMER RELATIONSHIP MANAGEMENT(BHHA-316)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

**PART-A**

Q.1 Write short notes on **(any ten)** of the following:

- a) Loyalty programs.
- b) Types of customers.
- c) Importance of taking feedback.
- d) Elements of CRM.
- e) Customer value.
- f) Customer psychology in CRM.
- g) E marketing.
- h) Customer satisfaction.
- i) Direct sales.
- j) Customer retention.
- k) Publicity.
- l) Grievances and feedback.
- m) Relationship marketing.
- n) Customer expectations.

**2x10**

**PART-B**

- Q.2 Define 'customer relationship management'. What are benefits of CRM to companies? **6**
- Q.3 What is retention of customer? Explain different ways adopted by companies for satisfaction and retention of customers? **6**
- Q.5 Discuss the benefits of loyalty programs. **6**
- Q.6 Discuss how companies attract customers and retain them. Explain with examples? **6**
- Q.7 What is E CRM and what are the advantages of using technology to the companies? **6**
- Q.8 Discuss the different stages of relationship with customers and the importance of each stage. **6**
- Q.9 Explain how CRM helps in marketing? **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Third Semester  
**FACILITY MANAGEMENT(BHHA-319)**

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 'service gap'.  
b) List different types of facility layouts.  
c) Define 'service recovery'.  
d) List some of the support services in BPO.  
e) Define 'preventive maintenance and AMC'.  
f) List the dimensions of the service quality.  
g) Define 'vendor development'.  
h) List the principles of material management.  
i) List the points on what basis any supplier shall be selected?  
j) Define 'inventory management'. **2x10**

**PART-B**

- Q.2 Define 'the energy conservation'. Explain the green building concept. **6**
- Q.3 Describe service value chain. Explain its role and importance in facility management. **6**
- Q.4 Write the meaning and purpose of the material management and its importance for a facility manager. **6**
- Q.5 Considering yourself as a facility manager of a university, enlist the "need to have" and "nice to have" support services in their order of preference. **6**
- Q.6 List the duties and responsibilities and also explain the role of a facility manager. **6**
- Q.7 Explain the benefits of outsourcing in facility management. List down the commonly outsourced services in an educational setup. **6**
- Q.8 Define the facility planning and list down its core attributes. Describe the main differences from the facility management. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Fourth Semester  
**FOOD AND BEVERAGE PRODUCTION THEORY-IV(BHHA-411)**

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 'TexMex cuisine'.  
b) Name few compound butters.  
c) Describe the hors d'oeuvre.  
d) Define 'yield management'.  
e) Explain chaudfroid.  
f) What is pannada?  
g) Define 'compound salads'.  
h) Define 'molecular gastronomy'.  
i) Name different food regions in Chinese cuisine.  
j) Define 'force meat'. **2x10**

**PART-B**

- Q.2 Write a short note on 'frozen desserts'. **6**
- Q.3 Describe the production planning, forecasting and yield management. **6**
- Q.4 Explain different categories of force meat preparations. **6**
- Q.5 Give classification of salads with few examples for each category. **6**
- Q.6 Explain the whole process of making of chocolate. **6**
- Q.7 Listing the steps in bread making, explain the steps in baking. **6**
- Q.8 List different types of sandwiches with one example for each. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Fourth Semester  
**FOOD AND BEVERAGE SERVICE (THEORY-IV) (BHHA-412)**

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 terms:

- a) Function prospectus.
- b) Under bar.
- c) Jiggers.
- d) ODC.
- e) Cocktail parties.

**4x5**

**PART-B**

- Q.2 Draw an organization chart of banquet department of a five star hotel. What are the different types of banquet found in hotel? **6**
- Q.3 Define 'buffet service'. Prepare a checklist of Misc-en-place for buffet service. **6**
- Q.4 What is bar? Explain the functions of various parts of the bar. **6**
- Q.5 In a conference of 140 guests where 18 guests are sitting at top table and rest at the sprigs. Calculate the space required. **6**
- Q.6 List the possible frauds that the dishonest bar staff may indulge in. **6**
- Q.7 List down the opening and closing duties of a bar. **6**

## End Semester Examination, May 2017

B.Sc. (Hotel and Hospitality Administration) – Fourth Semester

### ROOMS DIVISION (THEORY) IV(BHHA-413)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

Note: Attempt **Eight** questions in all; **PART-A** is **compulsory**. Attempt any **SIX** questions from **PART-B**. Marks are indicated against each question.

#### **PART-A**

Q.1 Attempt (**any five**):

- a) Guest feedback cards.
- b) Roll over booking.
- c) Retention policy upon cancellation.
- d) No Show.
- e) Different types of tariffs.
- f) Upgrading.
- g) Up – selling.

**2x5**

Q.2 Attempt (**any five**):

- a) Calculating expense for operating budget.
- b) Types of renovation.
- c) Keeping staff safe.
- d) Procedure for dealing with accidents and injuries.
- e) Managing labor costs with technology.
- f) The changing role of professional housekeeper.
- g) Ergonomics in hotel housekeeping.
- h) Refurbishing.

**2x5**

#### **PART-B**

- Q.3 Explain the step-by-step procedure of guest check-out through credit card. **5**
- Q.4 Explain the role of front office Manager in evaluating, forecasting and planning to improve the business of hotel. **5**
- Q.5 Hotel Luxury has 400 rooms. On 1<sup>st</sup> June 2017, there are 10 out of order rooms and 160 stayovers. There are 120 guests with reservations expected to arrive and the no-show percentage has been calculated at 10%. It is forecasted that 10 under stays and 18 overstays are to be expected that day.
- Give the room availability forecast formula.
  - Using that formula, calculate the number of rooms till to be sold for 100% occupancy on 01.06.2017 using the above given information showing each step. **5**
- Q.6 Define 'forecasting'. What are the advantages of using this as a technique to optimize revenue. **5**
- Q.7 List the tasks involved in typical refurbishing and renovation programme. **5**
- Q.8 Enlist the benefits of technology in housekeeping operations. **5**
- Q.9 List and explain 10 hazards in housekeeping and the ways to deal with them safely. **5**
- Q.10 Discuss the changing role of professional housekeeper in housekeeping industry. **5**

# End Semester Examination, May 2017

B.Sc. (Hotel and Hospitality Administration) – Fourth Semester

## HOTEL FACILITY PLANNING(BHHA-414)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

- Q.1
- a) Explain the meaning of "standard specification of the equipment".
  - b) What is workmanship, in design considerations?
  - c) Three fundamentals of every layout \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.
  - d) Define P Q R S T of every layout.
  - e) Give minimum standard guest room sizes required for different category of hotels.
  - f) Define casters and rollers used in heavy equipments.
  - g) Four concepts of commercial kitchen layouts.
  - h) Name different commercial kitchen layout configurations.
  - i) In kitchen layout work triangle is formed between \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.
  - j) Differentiate between Pullman kitchen and Galley kitchen. **2x10**

### **PART-B**

- Q.2 Explain the design considerations to be kept in mind while designing the hotel. **6**
- Q.3 Write a short note on importance of systematic layout patterns. **6**
- Q.4 Explain the SLP patterns, using the P Q R S T. **6**
- Q.5 List all the important equipments required in a commercial cold kitchen. **6**
- Q.6 Name and draw different commercial kitchen layout configurations. **6**
- Q.7 Explain the different functional areas of a main kitchen and give the percentage of the estimated space allocated for different functional areas, out of total space allocated for the main kitchen. **6**
- Q.8 Explain the basic guidelines for the classification of a heritage property. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – Fourth Semester  
**HOSPITALITY SALES AND MARKETING(BHHA-415)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

**PART-A**

Q.1 Write short notes on **(any ten)** of the following:

- a) Forecasting.
- b) Customer Satisfaction.
- c) Direct Sales.
- d) Role of sales person.
- e) Publicity.
- f) Grievances and feedback.
- g) Customer delight.
- h) Relationship marketing.
- i) Customer expectations.
- j) Sales budget.
- k) Sales territory.
- l) Mobile marketing.

**2x10**

**PART-B**

- Q.2 Discuss the unique characteristics of services that differentiate them from products. **6**
- Q.3 What do you understand by the term consumer behavior? Discuss different external factors that influence consumer behavior. **6**
- Q.4 What is SWOT analysis and why is it essential for business? **6**
- Q.5 Define the products of sales and marketing in the context of hospitality. **6**
- Q.6 Discuss the P's of marketing in detail. **6**
- Q.7 What are the forecasting techniques used in tourism? **6**
- Q.8 What is customer retention and why is it critical from business point of view? **6**
- Q.9 Explain the steps for identifying the potential market for hotel business? **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Fourth Semester  
**ENTREPRENEURSHIP MANAGEMENT (BHHA-416)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

**PART-A**

Q.1 Write short notes on **(any five)**:

- a) What is Entrepreneurship?
- b) Distinguish between risk and uncertainty.
- c) What are the different stages of starting a new venture?
- d) What are the different ways of protecting new ideas and thoughts?
- e) What is the difference between sole proprietorship and the partnership?
- f) What is the difference between merger and takeover?

**4×5**

**PART-B**

- Q.2 If you want to set up a small scale unit, which industry would you like to setup and where should it be localized? Explain with the help of a suitable example. **10**
- Q.3 "Entrepreneurial qualities are in born and cannot be acquired". Analyze this statement and list down the traits of entrepreneur leadership. **10**
- Q.4 Who is an entrepreneur? How does an entrepreneur differ from the manager? **10**
- Q.5 What do you mean by entrepreneurial barriers? Discuss these barriers in Indian context. **10**

# End Semester Examination, May 2017

B.Sc. (Hospitality and Hotel Administration) – Fourth Semester

## WORLD OF DIGITAL MARKETING(BHHA-417)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

Note: Attempt **FOUR** questions in all; **Part-A** is compulsory. Attempt any **THREE** questions from **Part-B**. Marks are indicated against each question.

### **PART-A**

Q.1 Write short notes on **(any five)**:

- a) What are the advantages of digital marketing?
- b) What are the advantages and disadvantages of E-mail Marketing?
- c) What is the role of social media in digital marketing?
- d) What are the advantages and disadvantages of online advertising?
- e) Mention the significance of E-business.
- f) What are the merit and demerits of Mobile Marketing?
- g) What are the marketing implications of Internet technology?
- h) What should be the contents of a website and what are the broad contents to be covered?

**4×5**

### **PART-B**

Q.2 What are the various activities of digital marketing and highlight some advantages and disadvantages of the same. **10**

Q.3 Internet Marketing is gaining more and more importance in this new generation. Do you agree with the statement? Support your answer with justifications. **10**

Q.4 What is Mobile marketing? What is the potential for mobile marketing? **10**

Q.5 Attempt both the questions in the *case study*:

You are a well-known manufacturer and distributor brand of stationery items like pens, pencils, note books, writing pads, colour pencils, crayons, paints and brushes etc. for children and adults. However, in the past few years, you are facing tough competition from foreign brands and other imported Stationery brands that have entered the Indian market. There are also unbranded products that eat into quite a bit of the market share.

- a) What will be your market positioning strategy to use the Internet and Social media for increasing sales in the market? Explain with regards to the contents of your website.
- b) What will be your pricing and promotion strategies? Justify.

**5×2**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality & Hotel Administration) – Fourth Semester  
**FRONT OFFICE REVENUE MANAGEMENT (BHHA-419)**

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) Overbooking means \_\_\_\_\_.  
b) Define Advance payment guaranteed reservation.  
c) Explain the term 'Skipper'.  
d) Define the term 'No Show Percentage'.  
e) List various meal plans. Write the component of each meal plan.  
f) What do you understand by 'Tariff'?  
g) Discuss briefly 'adventure tourism' with suitable example.  
h) Comment on the role of Online Travel Agents (OTA).  
i) Define the term occupancy percentage with the formula.  
j) What are the sold out dates? Discuss with examples. **2×10**

**PART-B**

- Q.2 What is meant by Forecasting? What all records are required to make accurate forecasting? With a suitable example of assumed values, define the forecast formula. **6**
- Q.3 In a locality where there are more than one hotel running their operation, discuss the concept of 'Market share' with proper explanation. **6**
- Q.4 Using the theory of Yield Management, discuss the possible tactics to handle the following:  
a) High demand periods.  
b) Low demand periods. **3×2**
- Q.5 List any five process/activities related to the front desk operation that effect the availability of room and/or occupancy level in a five star hotel. Also, mention the effect that each of them have on both, occupancy and availability. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality & Hotel Administration) – Fourth Semester  
**FRONT OFFICE REVENUE MANAGEMENT (BHHA-419)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

Note: Attempt **FOUR** questions in all; **Part-A** is compulsory. Attempt any **THREE** questions from **Part-B**. Marks indicated against each question.

**PART-A**

- Q.1 a) Overbooking means \_\_\_\_\_.
- b) Define 'advance payment guaranteed reservation'.
- c) Explain the term 'Skipper'.
- d) Define the term: 'No Show Percentage'.
- e) List various meal plans. Write the component of each meal plan.
- f) What do you understand by 'Tariff'?
- g) Discuss briefly 'adventure tourism' with suitable example.
- h) Comment on the role of Online Travel Agents (OTA)
- i) Define the term: 'occupancy percentage' with the formula.
- j) What are the sold out dates? Discuss with examples. **2×10**

**PART-B**

- Q.2 What is meant by forecasting? How has it helped the hotel professionals to keep their occupancy levels high and considerably increase their revenues? What all records are required to make accurate forecasting? **10**
- Q.3 In a locality where there are more than one hotel running their operation, discuss the concept of 'market share' with proper explanation. **10**
- Q.4 Giving suitable examples justify the concept of 'dynamic pricing' of hotel rooms in a five star hotel as a measure to ensure optimum revenue generation. **10**
- Q.5 List any five process/activities related to the front desk operation that affect the availability of room and/or occupancy level in a five star hotel. Also, mention the effect that each of them have on both, occupancy and availability. **10**

**End Semester Examination, May 2017**  
B.Sc. (Hospitality and Hotel Administration) – Fourth Semester  
**RETAIL MANAGEMENT (BHHA-420)**

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**. Each question carries equal marks.

**PART-A**

- Q.1 Explain the usage of information technology in retail management. What are its advantages? **10**
- Q.2 Analyze the implications of foreign direct investment in Indian economy with special reference to Indian retail sector. **10**
- Q.3 "Customer service is very important for store based retailers than electronic retailers." Do you agree? Give reasons to support your answer. **10**
- Q.4 What are the different theories of retail development? Explain any one of them in detail. **10**
- Q.5 What is franchising? Explain its types with advantages and disadvantages. **10**

**PART-B**

Q.6 **Case Study:**

The case let examines how big bazaar, a hypermarket from Pantaloon Retail (India) Ltd., emerged as a success story in the Indian retail scenario. Big bazaar came out with innovative marketing schemes which attracted the middle class consumers to the retail store. The case let details how Big Bazaar went into tie-ups with some of the manufacturers, which helped the company offer goods at low prices to its customers.

**Issues:**

- How organized retail can cater to the needs of lower middle class consumers?
- How organized retail can offer lower prices to consumers for the merchandise?
- The effectiveness of promotions undertaken by hypermarkets.

**Introduction**

Pantaloon Retail (India) Ltd. (PRIL), started out in 1987 as Manz Wear Pvt. Ltd., dealing primarily, in menswear. In 1993-94, the company launched Pantaloon Shoppe as complete menswear stores.

In 1997-98, PRIL introduced Pantaloon stores, targeting middle class families. The company was the first among the retail players in India, to turn public in 1991 to fuel its growth...

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

- a) "We are not in the business of selling ambience, but in the business of giving the best possible deals to our consumers," said Kishore Biyani, Managing Director, PRIL. How did Big Bazaar offer the 'best possible deals,' and discounted prices to its consumers? **10**

**End Semester Examination, May 2017**  
B.Sc. (Hotel and Hospitality Administration) – First Semester  
**FOUNDATION COURSE IN FOOD PRODUCTION(FMS-HM-101)**

Time: 3 hrs

Max Marks: **50**

No. of pages: *1*

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

**PART-A**

- Q.1 a) Write the French terms for the following:  
i) Potato    ii) Apple    iii) Chicken    iv) Fish  
b) Define the terms: Espagnole, Julienne.  
c) What is a stock? List different stocks used in kitchen.  
d) Name any four thickening agents and the name of the dish in which they are used.  
e) Differentiate between 'puree soup' and 'cream soup'.  
f) What are condiments and spices?  
g) Differentiate between poaching and simmering.  
h) Explain pot roasting.  
i) Name three each of stem and bulbous root vegetables.  
j) Write four different roles and uses of egg in cooking. **2x10**

**PART-B**

- Q.2 Describe the classification of cooking methods with the help of a diagram. **6**
- Q.3 Explain the effect of heat on different food materials. **6**
- Q.4 Explain the aims and objectives of cooking the food. **6**
- Q.5 Classify the nutrients in micro and macro. Explain the role and importance of each nutrient in our diet. **6**
- Q.6 Describe the constituent of an egg with the help of a diagram. **6**
- Q.7 List down the personal qualities of a good chef. **6**
- Q.8 List the different cuts of vegetables with their dimensions and uses. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) – Second Semester  
**FOOD PRODUCTION OPERATIONS (THEORY) (FMS-HM-201)**

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) List the cuts of chicken.
  - b) What is laminated yeast dough? Name any three products of it.
  - c) What are offal? Name few of them.
  - d) What is a thickening agent? Name any two thickening agents with the dishes where they are used.
  - e) Name three chemical leavening agents and the dishes in which they are used.
  - f) What is emulsification? Give few examples.
  - g) What is gluten?
  - h) Write the points of quality testing for buying a fish.
  - i) Write the French terms for the following
    - i) Apple    ii) Fish stock    iii) Beef    iv) Brown Stock
  - j) Explain choux paste. **2x10**

**PART-B**

- Q.2 List the twelve steps of bread making. Explain the role of each ingredient in bread making in brief. **6**
- Q.3 Describe the structure of wheat. List the different types of flours used in bakery. Explain the role of gluten in wheat bread making in brief. **6**
- Q.4 Explain the seven principles of HACCP. **6**
- Q.5 Explain the principle of 'menu planning' and importance of a balanced diet in brief. **6**
- Q.6 What is shortening? Describe different shortenings used in cooking in detail. **6**
- Q.7 Give the classification of fish and list the cuts of fish. **6**
- Q.8 Explain the steps in making of cheese with the help of a flow chart. **6**

**End Semester Examination, May 2017**  
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**. Marks are indicated against each question.

**PART-A**

Q.1 Explain the following terms:

- a) Perry.
- b) Vinification.
- c) Job specification.
- d) Viticulture.
- e) Bar menu.

4×5

**PART-B**

Q.2 Define 'Cigars'. What are the different parts of cigars? Name two international cigars brands.

6

Q.3 Give five guidelines of food and wine pairing.

6

Q.4 Name different types of cheese giving one example of each and its country of origin.

6

Q.5 Explain the step by step manufacturing process of Beer. Name three international beers.

6

Q.6 Explain the procedure of room service order taking.

6

Q.7 Explain the importance of briefing in food and beverage service operations.

6

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) - Second Semester  
**LAW AND THE HOSPITALITY INDUSTRY(FMS-HM-206)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

**PART-A**

Q.1 **Fill in the blanks:**

- a) There is a counter offer when \_\_\_\_\_.
- b) \_\_\_\_\_ is without any legal effect and cannot be enforced in a court of law.
- c) In case of \_\_\_\_\_ goods, property passes to the buyer only when the goods are ascertained.
- d) The law of caveat emptor does not apply in case of \_\_\_\_\_.
- e) Any \_\_\_\_\_ can be consumer.

**Answer the following:**

- f) What are the different methods of recruitment?
- g) Define 'unsafe food'.
- h) Define 'proposal'.
- i) What is a complaint?
- j) What is a green hotel?

**2x10**

**PART-B**

- Q.2 "An agreement enforceable by law is contract". Explain the statement. **6**
- Q.3 Explain the various ways in which a contract can be discharged. **6**
- Q.4 What is the significance of HACCP? **6**
- Q.5 What essential licenses and permits are required for hotels and catering establishments? **6**
- Q.6 Explain various types of contracts. **6**
- Q.7 Explain Consumer Protection Act, 1986. **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) – Third Semester  
**FOOD PRODUCTION OPERATIONS AND MANAGEMENT (THEORY)**  
**(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**. Marks are indicated against each question.

**PART-A**

- Q.1 a) Describe Meringue.  
b) Define 'Royal Icing'.  
c) What is Purchase specification?  
d) Name four American fast food items.  
e) Three, most commonly used spice in Kashmiri cuisine are \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.  
f) Chettinad is a separate cuisine within the area of \_\_\_\_\_ cuisine.  
g) Malabar cuisine is part of \_\_\_\_\_ cuisine.  
h) Explain the rechauffe.  
i) What is chaud froid work?  
j) What is the meaning of force meat? **2x10**

**PART-B**

- Q.2 Explain the principles of quantity cooking and list six major equipments used in volume feeding. **6**
- Q.3 Describe the basic do's and don'ts for bulk purchasing and storage. Explain the advantages of contract purchasing. **6**
- Q.4 Describe the factors that affect eating habits and form the cuisine of an area. **6**
- Q.5 Explain the charcutierie work. Differentiate between the Galantines and Pates. **6**
- Q.6 Describe about Hyderabadi cuisine and name a few dishes from Hyderabad. **6**
- Q.7 List the different stages in sugar cooking and explain the use and importance of sugar cooking work in Indian confectionery. **6**
- Q.8 Explain the principles and list the difficulties faced in indenting for bulk feeding. **6**

**End Semester Examination, May 2017**  
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**. Marks are indicated against each question.

**PART-A**

Q.1 Briefly explain the following terms:

- a) Methodechampenoise.
- b) Grappa.
- c) Absinthe.
- d) Cask.
- e) Aperitifs.

4×5

**PART-B**

- Q.2 Classify alcoholic and non-alcoholic beverages? 6
- Q.3 What factors need to be considered in restaurant planning? Briefly explain. 6
- Q.4 Define Vodka and state the various styles of Vodka. Name three flavored vodka's. 6
- Q.5 Name any three liqueurs with predominant flavor, country of origin and base spirit? 6
- Q.6 Define 'Cocktails'. Write in brief two rum based cocktails with their ingredients, garnish and glassware. 6
- Q.7 Explain the Solera system of sherry production. Name three sherry shippers. 6

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) - Third Semester  
**FRONT OFFICE OPERATIONS AND MANAGEMENT(FMS-HM-303)**

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**. Marks are indicated against each question.

**PART-A**

- Q.1 a) Define the following briefly:
- i) V.P.O.
  - ii) T.A.V.
  - iii) P.M.S.
  - iv) Guest allowance.
  - v) Guest folio. 2×5
- b) Differentiate between the following:
- i) Peak season rates and lean season rates.
  - ii) PMS and POS.
  - iii) Cash account settlement and credit settlement.
  - iv) Guest departure and guest account settlement.
  - v) Rooms count and house count. 2×5

**PART-B**

- Q.2 Explain the 'Reservation' module of PMS opera, and its functions in brief. 6
- Q.3 Give the S.O.P. of express check out procedure. 6
- Q.4 List and explain in brief the different ways of account settlement in a hotel. 6
- Q.5 Draw the format for guest reservation slop. 6
- Q.6 Draw the format for guest registration card. 6
- Q.7 Explain the 'Cancellation policy' in clear date policy in detail. 6

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) – Third Semester  
**ACCOMMODATION OPERATIONS AND MANAGEMENT-I(FMS-HM-304)**

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 Write short notes on **(any ten)** of the following:

- a) Recycling of discarded linen.
- b) Activities of the Linen Room.
- c) Advantages of providing uniforms for the staff.
- d) Layout of the Uniform room.
- e) Job Specification of a Seamstress/tailor.
- f) Laundry Equipment and Machines.
- g) Dry Cleaning.
- h) Flower arrangement in Hotels.
- i) Types of Renovation.
- j) Styles of flower arrangements.
- k) Reasons to renovate the hotel.
- l) Guest Laundry/Valet service.

**2x10**

**PART-B**

- Q.2 Enlist the activities carried out in linen room. **6**
- Q.3 Discuss the method of room linen exchange procedure. **6**
- Q.4 What do you understand by the quality control of the daily flow of linen stock. **6**
- Q.5 Explain briefly about the stain removal and their method of application. **6**
- Q.6 Enlist the equipment and material required for flower arrangement. **6**
- Q.7 Identify the process and tasks involved in the renovation. **6**
- Q.8 How a housekeeper can make strategy to develop a snag list prior to hotel renovations.

**6**

- Q.9 Draw an ideal layout of the laundry. What are the advantages of on – premises laundry? **6**

**End Semester Examination, May 2017**  
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 |

**1x10**

*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) Central Processing Unit is a combination of:
- |                                       |  |
|---------------------------------------|--|
| i) Control and storage.               | ii) Control and output unit.           |
| iii) Arithmetic logic and input unit. | iv) Arithmetic logic and control unit. |
- f) An example of a point-and draw device is:
- |                |              |
|----------------|--------------|
| i) Printer     | ii) Scanner. |
| iii) Keyboard. | iv) Mouse.   |
- g) Pick the one that is used for logical operations or comparisons such as less than equal to or greater than.
- |                               |                        |
|-------------------------------|------------------------|
| i) Arithmetic and Logic Unit. | ii) Control Unit.      |
| iii) Both of above.           | iv) None of the above. |
- h) HVAC controls:
- |               |                    |
|---------------|--------------------|
| i) Heating.   | ii) Leaning.       |
| iii) Cooking. | iv) None of these. |
- i) What does PMS stand for?
- |                                  |                                |
|----------------------------------|--------------------------------|
| i) Proper management system.     | ii) Property managing society. |
| iii) Property management system. |                                |
- j) PMS applications in the front office do not include:
- |                        |                          |
|------------------------|--------------------------|
| i) Reservation module. | ii) Housekeeping module. |
| iii) Cashier module.   | iv) Rooms module.        |
- k) Digital devices are:
- |                                       |                             |
|---------------------------------------|-----------------------------|
| i) Digital Clock.                     | ii) Automobile speed meter. |
| iii) Clock with a dial and two hands. | iv) All of the above.       |

**1x10**

**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 Why is a computerized reservation system used in a hotel? **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 What are the basic components of an automated beverage control system? **6**
- Q.9 What is the difference between a guest ledger and city ledger? **6**

**End Semester Examination, May 2017**  
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: Attempt **SIX** questions in all; **Part-A** is compulsory. Attempt any **FIVE** questions from **Part-B**. Marks are indicated against each question.

**PART-A**

Q.1 Answer following in brief:

- a) Double entry system.
- b) Personal account.
- c) Real account.
- d) Nominal account.
- e) Ledger.
- f) Concepts and conventions in accounting.
- g) Source of funds for a company.
- h) Working capital.
- i) Net present value.
- j) Internal rate of return.

2×10

**PART-B**

Q.2 'Financial accounting is a multifaceted task when we discuss it in a hotel context'. Comment with its usage in hotel industry. 6

Q.3 'In double entry system for every debit it has a corresponding credit entry'. Discuss with the different types of accounts. 6

Q.4 Discuss the importance of 'Going concern' concept and 'Money measurement' Convention in accounting. 6

Q.5 'Ratios help in understanding the financial statements better'; elaborate it with the help of some financial ratios used in financial analysis. 6

Q.6 'Working capital typically means the firm's holding of current, or short term assets such as cash, receivables, inventory and marketable securities'. How does working capital management help in making hotel industry more effective and efficient? 6

OR

How does the capital budgeting techniques help in selecting the most effective and efficient projects in hotel industry? 6

Q.7 'A company's dividend decision can be viewed most accurately as just part of its investment decision.' To what extent do you agree or disagree with this statement? Comment. 6

Q.8 Accounting statements, whether they are external "financial accounts" or internally-focused "management accounts" their clear objective has to be that the accounts fairly reflect the true "substance" of the business and the results of its operation, comment. 6

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) – Fourth Semester  
**FOOD PRODUCTION MANAGEMENT (THEORY)(FMS-HM-401)**

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 Answer the following:

- a) Define 'yield management'.
- b) Name few compound butters.
- c) Describe the hors d'oeuvre.
- d) Describe sandwich.
- e) Explain Chaudfroid.
- f) What is panada?
- g) Define 'compound salads'.
- h) Name few dishes from Arabic cuisine.
- i) Name different food regions in Chinese cuisine.
- j) Define 'cocoa butter and force meat'.

**2x10**

**PART-B**

- Q.2 Explain role and importance of accompaniments and garnishes in International cuisines. **6**
- Q.3 Describe the production planning, forecasting and yield management. **6**
- Q.4 Explain different cold desserts made in confectionery. **6**
- Q.5 Give classification of salads with few examples of each category. **6**
- Q.6 Explain the different types of sandwiches with one example for each. **6**
- Q.7 Explain the process of making of chocolate. **6**
- Q.8 Write a short note on cold meat preparations (cold cuts). **6**

**End Semester Examination, May 2017**  
B.Sc. (Hotel Management) - Fourth Semester  
**FOOD AND BEVERAGE SERVICE MANAGEMENT THEORY**  
**(FMS-HM-402)**

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**. Marks are indicated against each question.

**PART-A**

Q.1 Define the following terms:

- a) Food cost
- b) Par stock
- c) Standard portion size
- d) Menu planning
- e) Gueridon service

4×5

**PART-B**

- Q.2 Elaborate the process of food and beverage control cycle and checks to be implemented at all stages. 6
- Q.3 Draw a comparison between physical inventory and perpetual inventory highlighting their importance. 6
- Q.4 Explain how you will deal with following situations:  
a) Guest in a hurry.  
b) Guest had too many alcoholic drinks. 3×2
- Q.5 Define 'Banquet'? Briefly elaborate the role of function prospectus in banquet catering. 6
- Q.6 Define 'buffet service'. Prepare a checklist of Misc-en-place for buffet service. 6
- Q.7 List down different frauds possible in bar operations. 6

**End Semester Examination, May 2017**  
B. Sc. (Hospitality and Hotel Administration) – Fourth Semester  
**FRONT OFFICE MANAGEMENT THEORY(FMS-HM-403)**

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**. Marks are indicated against each question.

**PART-A**

Q.1 Define the following briefly (*ANY FIVE*):

- a) Guest feedback cards.
- b) Express check-in.
- c) Retention policy upon cancellation.
- d) Meal plans.
- e) Different types of tariffs.
- f) Bouncing a guest.
- g) Up-selling.

4×5

**PART-B**

- Q.2 Explain the step-by-step procedure of guest check-out through credit card. **6**
- Q.3 Explain the role of front office manager in evaluating, forecasting and planning to improve the business of a hotel. **6**
- Q.4 What are the various segments of market that provide hotel with clientele? Explain brief about each. **6**
- Q.5 Explain the 4 P's of marketing with the help of a suitable example. **6**
- Q.6 Give the formula for yield management. A hotel with 50 rooms each of rack rate ₹5,000/- , manager to sell 38 rooms with ARR of ₹4490/-. Calculate the yield percentage. **6**
- Q.7 Explain the role of social media in the promotion and marketing of the hotel. **6**

**End Semester Examination, May2017**  
B. Sc. (Hotel Management) – Fourth Semester  
**ACCOMMODATION OPERATIONS AND MANAGEMENT-II**  
**(FMS-HM-404)**

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**. Marks are indicated against each question.

**PART-A**

Q.1 Write short notes on (ANY TEN):

- a) Area inventory list.
- b) Frequency schedule.
- c) Energy conservation.
- d) Water conservation.
- e) Outsourcing in housekeeping.
- f) Landscaping.
- g) Indoor plants.
- h) Bonsai in hotel properties.
- i) Principles of first aid.
- j) Impact of noise on internal environment.
- k) Different type of lighting.
- l) Time and motion study in housekeeping operations.

2×10

**PART-B**

- |     |   |          |
|-----|---|----------|
| Q.2 | Identify the environment friendly trends adopted by housekeeping at hospitality properties. | 6        |
| Q.3 | Discuss the significance of contracts and outsourcing.                                      | 6        |
| Q.4 | What are the advantages and disadvantages of contract services?                             | 6        |
| Q.5 | Explain the importance of horticulture as an aspect of housekeeping.                        | 6        |
| Q.6 | Discuss the method of calculating staff strengths and planning duty rosters.                | 6        |
| Q.7 | Discuss the basics of first aid and list ten items kept in first aid box.                   | 6        |
| Q.8 | How hotel can prevent guest and employee thefts?  | <b>6</b> |

# End Semester Examination, May 2017

B. Sc. (Hospitality and Hotel Administration) – Fourth Semester

## STRATEGIC MANAGEMENT(FMS-HM-405)

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**. Marks are indicated against each question.

### **PART-A**

Q.1 Define the following briefly (ANY TEN):

- a) Policy.
- b) Public relations.
- c) Resource allocation.
- d) Diversification.
- e) Corporate culture.
- f) Merger.
- g) Macro analysis.
- h) Reengineering.
- i) Balanced scorecard.
- j) Turnaround strategy.
- k) Forward integration.

2×10

### **PART-B**

- Q.2 Explain SWOT analysis with suitable example. 6
- Q.3 What is environment scanning? Explain the PESTLE model with examples. 6
- Q.4 Define the components of strategic management process. 6
- Q.5 Elaborate the McKinsey 7S framework. 6
- Q.6 List and explain possible ways in which two separate business entities and work as a single entity giving suitable examples. 6
- Q.7 What is the strategic plan that a company uses to launch a new product in a market? 6

**End Semester Examination, May 2017**  
B. Sc. (Hotel Management) – Fourth Semester  
**FACILITY PLANNING AND MANAGEMENT (FMS-HM-406)**

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**. Marks are indicated against each question.

**PART-A**

Q.1 Define the following briefly:

- a) List few common equipment's found in the kitchen stewarding department.
- b) List different types of facility layouts.
- c) What is dumb waiter?
- d) What is HVAC system?
- e) Define preventive maintenance and AMC.
- f) What is 3R concept in energy conservation?
- g) What is a travelator?
- h) What is rainwater harvesting?
- i) On what basis should one select any equipment?
- j) Define work flow for facility planning.

2×10

**PART-B**

- |     |  |          |
|-----|--|----------|
| Q.2 | Define the energy conservation. Explain the green building concept.  | 6        |
| Q.3 | Describe the classification of fire and list the different types of extinguishers used for each.   | 6        |
| Q.4 | Describing the organization structure of the maintenance department.Explain the duties and responsibilities of head of the maintenance department. | 6        |
| Q.5 | Explain the waste management system adopted in 5* hotels.  | 6        |
| Q.6 | Describe the in-house laundry setup in good 5* hotels.   | 6        |
| Q.7 | Describe the factors that affect kitchen design and its planning.  | 6        |
| Q.8 | Define SLP patterns and describe the design considerations under SLP patterns.   | <b>6</b> |

**End Semester Examination, May 2017**  
MA (Applied Psychology) – First Semester  
**PSYCHOLOGY OF COGNITIVE PROCESSES(MA AP-101)**

Time: 3 hrs

Max Marks:**50**

*No. of pages: 1*

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

**PART-A**

- Q.1 Discuss any two methods used to study cognitive phenomena. **10**
- Q.2 Describe bottom-up and top-down approaches to perception. **10**
- Q.3 How does language affect the way we think? **10**
- Q.4 Explain the key steps involved in solving problems. **10**
- Q.5 Discuss the application of cognitive psychology to person perception. **10**

**PART-B**

- Q.6 Write short notes on **any two** of the following:
- a) The case of Phineas Gage.
  - b) Divided attention.
  - c) Mnemonics.
  - d) False memories.

**5x2**

# End Semester Examination, May 2017

M.A. (Applied Psychology) – Second Semester \

## SELF AND PERSONALITY(MAAP-201)

Time: 3 hrs

Max Marks:**50**

No. of pages: 1

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

### **PART-A**

- Q.1 Define Personality. According to you which theory has contributed the most in understanding human personality development? Justify your answer. **10**
- Q.2 Discuss the contributions of any three Neo-Freudians especially with respect to their divergent prepositions from traditional psychoanalytical concepts. **10**
- Q.3 What are the underlying similarities and differences between various personality disorders? Explain from the perspective of differential diagnosis. **10**
- Q.4 What are the major tenets of cognitive theories of personality? Analyse the contribution of any two theorists. **10**
- Q.5 Critically discuss the contributions of Raymond Cattell and Gordon Allport in constructing trait theories of personality. **10**

### **PART-B**

#### ***Case study:***

A 23-year-old woman presents to a hospital emergency department (ED) with self-inflicted cigarette burns. She describes feelings of "devastation" following the ending of a recent relationship. Two weeks before presentation she met a man, and several weeks later, they got into a live-in relationship. Almost immediately they began to have intense and bitter fights. The evening before her presentation to the ED, he asked her to leave, despite her threats that she may kill herself. She went back to her apartment and impulsively burnt herself with a lit cigarette, a behavior she shyly admits she has done before to help her cope with the pain of rejection. She states that she has been secretly self-mutilating since she was a child, when it helped her deal with the pain of being sexually abused. When she is feeling angry, over-whelmingly sad, or even bored, she often self-mutilates. She reports that she often feels very badly about herself as a result of this behavior. After the emergency department physician treats her burns, she tells the physician that he is "the best doctor ever" and she would like him to be her primary care physician.

- Q.6 Read the case study carefully given above and answer the following questions:
- a) Which of these major mental illnesses is this patient vulnerable particularly to developing: i) Bipolar disorder, ii) Conversion disorder, iii) Major depression, iv) Obsessive-compulsive disorder and v) Schizoaffective disorder?  
Based on this patient's history of being sexually abused, why do you think she self-mutilates herself? Justify your answer. **10**

**End Semester Examination, May 2017**  
M.A. (Applied Psychology) – Second Semester  
**RESEARCH METHODOLOGY-II (MA-AP-202)**

Time: 3 hrs.

Max Marks:**50**

No. of pages:1

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

**PART-A**

- Q.1 Differentiate between construction, standardization, adaptation and translation of any psychology assessment tool. **10**
- Q.2 Describe the various steps involved in construction of a standard psychological instrument. **10**
- Q.3 Determine the value of  $L_{mvc}$  for three psychological scales for the data given below:  
M1 =30                      M2=40                      M3=25  
sd1 =5                      sd2=6                      sd3=4  
r12=0.50                      r13=0.40                      r23=0.60 **10**
- Q.4 With the increase of items by 60, the reliability increased from 0.70 to 0.80. How many items were there in the original test? **10**
- Q.5 Discuss the relationship between reliability and validity of psychological instrument. Give suitable examples. **10**
- Q.6 Discuss the application of psychological assessment for a suitable setting. **10**
- Q.7 Write short notes on **any two** of the following:  
a) Methods to find validity.  
b) Item validity and item reliability.  
c) Item response theory.  
d) Application of parallel tests. **2×5**

**PART-B**

- Q.8 A test having reliability of 0.60 and validity of 0.70 with having 100 items. A researcher added 50 more items. Test that the reliability is more affected with increase of items than the validity. **10**

**End Semester Examination, May 2017**  
MA (Applied Psychology) – Second Semester  
**LIFE SPAN DEVELOPMENT(MAAP-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 Discuss in detail the theoretical perspectives related to development. **10**
- Q.2 What do you understand by moral development? Explain with the help of Kohlberg's theory of moral development. **10**
- Q.3 What are the hazards of prenatal development? **10**
- Q.4 Give in detail any one theory of aging. **10**
- Q.5 Elucidate the changes following retirement. **10**

**PART-B**

***Case study:***

Sanjay is a 15 year old boy who is proving to be very difficult for his parents to cope with. He often gets argumentative with his parents because he wants more freedom and wants to stay out late with some of his older friends. Sanjay is showing a keen interest in the opposite sex and has been asking his parents if he can go to the local pub. His parents are strongly against him staying out of fear that he may get involved in crime or drug abuse. Sanjay argues that he is sensible and often gets annoyed that his parents do not trust him. Physically he looks older than his 15 years. He has increased muscle mass and bone size, sports facial hair and his voice has begun to get deeper.

- Q.6 Read the case study carefully given above and answers the following questions:  
a) Discuss the above case from the point of view of developments and hazards of adolescence. **10**

**End Semester Examination, May 2017**  
M.A. (Applied Psychology) – Second Semester  
**INDIC INFLUENCES ON PSYCHOLOGY(MA-AP-211)**

Time: 3 hrs

Max Marks:**50**

*No. of pages: 1*

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

**PART-A**

- Q.1 Describe the trigunatrait theory of personality. **10**
- Q.2 What is the composition of personality according to Ayurveda? **10**
- Q.3 What is Yoga? Discuss the various schools of Yoga. **10**
- Q.4 What are the few stages of life according to Hinduism? **10**
- Q.5 What are the similarities and differences between Hinduism and Buddhism? **10**

**PART-B**

- Q.6 From Mooladhar to the Sahasrara, the entire story of 'Nirvana' self-realization can be summarized. Discuss. **10**

**End Semester Examination, May 2017**  
MA (Applied Psychology) – Second Semester  
**PERSONAL STRENGTH, VALUES AND ETHICS(MA-AP-232)**

Time: 3 hrs

Max Marks:**50**

No. of pages: 1

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

**PART-A**

- Q.1 Define ethics and differentiate between Eastern and Western perspectives in ethics. **10**
- Q.2 What are the common unethical acts in an organization? **10**
- Q.3 Define the term moral reasoning and describe various stages of moral development. **10**
- Q.4 Describe ethical practices that should be adopted by the psychologists at work. **10**
- Q.5 How ethics is important for developing good society? **10**
- Q.6 Explain various principles of ethical leadership. **10**

**PART-B**

Q.7 **CASE STUDY:**

You are standing in traffic in your car. A poor girl looking very frail approaches you and start begging for money. Looking at the frail appearance out of compassion, you take out your wallet to search for a ten rupees note. The girl who is standing very near to you snatches the wallet and starts running. A man on a motorcycle who see this act, catches the girl and starts beating her in full view of public. Now the traffic is moving and your car is in the middle of the road.

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

- a) What will you do in such a situation and why? **10**

# End Semester Examination, May 2017

M.A. (Applied Psychology)—Fourth Semester

## STRESS MANAGEMENT(MAAP-331)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

### **PART-A**

- Q.1 Discuss the nature and types of stress. **10**
- Q.2 Describe the physiological and psychological impact of stress. **10**
- Q.3 Explain the concept and application of stress in personal life. **10**
- Q.4 Discuss any three methods or techniques of stress management. **10**
- Q.5 Detail any personal experience of experiencing a stress in your life with coping strategies used by you. **10**

### **PART-B**

- Q.6 You have to address a group of 100 students of Class XI to help them cope better for their board examinations in Class XII. Design a 2 hours program to address this issue.

**10**

**End Semester Examination, May 2017**  
M.A.(Applied Psychology) – Second Semester  
**INTRODUCTION TO CLINICAL PSYCHOLOGY AND DEVIATION AND  
DISORDER (MAAP-341-1)**

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 importance of ethics in clinical psychology. **10**
- Q.2 What are the main features of mood disorders? **10**
- Q.3 Discuss any one personality disorder. **10**
- Q.4 What are the main features of alcohol related disorders? **10**
- Q.5 How to identify childhood anxiety disorder. Discuss. **10**

**PART-B**

***Case study:***

Ms. B was a 29 year old computer programmer who presented for treatment after she was offered a promotion to a managerial position at her company. Although she wanted the raise and the increased responsibility that would come with the new job, which she had agreed to try on a probationary basis, Ms. B reported that she was reluctant to accept the position because it required frequent interactions with employees from other divisions of the company, as well as occasional public speaking.

She stated that she had always felt nervous around new people, whom she worried would ridicule her for "saying stupid things" or committing social faux pas. She also reported feeling "terrified" to speak before groups. These fears had not previously interfered with her social life and job performance. However, since starting her probationary job, Ms. B reported that they had become problematic.

She noted that when she had to interact with others, her heart started racing, her mouth became dry, and she felt sweaty. At meetings, she had sudden thoughts that she would say something very foolish or commit a terrible social gaffe that would cause people to laugh. As a consequence, she had skipped several important meetings and left others early.

- Q.6 Read the case study carefully given above and answers the following questions: **10**
- a) State and explain your diagnosis for the above case. **10**

**End Semester Examination, May 2017**  
M.A. (Applied Psychology) – Fourth Semester  
**SOCIOCULTURAL CONTEXT OF MENTAL HEALTH(MA-AP-341-4)**

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 B**. Each question carries equal marks.

**PART-A**

- Q.1 Culture plays an important role in diagnosis. Explain with relevant examples. **10**
- Q.2 How are psychotic disorders like schizophrenia dealt with in our culture? **10**
- Q.3 In the recent past suicidal rates have gone up, explain why and how substance abuse contributes to it? **10**
- Q.4 What are stereotypes? How are negative ones like caste prejudice automatically activated? **10**
- Q.5 Explain the relevance of cultural competence in Psychotherapy with examples. **10**

**PART-B**

- Q.6 Mrs. Sunita, a 42 years old woman is taken to the emergency room in a hospital with complaints of splitting headache, debilitating backache, severe insomnia, anemia and loss of appetite. CAT Scan, MRI (head and spine), blood test, all reports show no evidence of any physical or physiological damage.  
Build a case for psychological problem (that is diagnosed) and symptoms as a cultural construct. **10**

**End Semester Examination, May 2017**  
M.A. (Applied Psychology) – Fourth Semester  
**HUMAN RESOURCE MANAGEMENT (MA-AP-343-4)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Part-Bis compulsory**. Attempt any **FOUR** questions from **Part-A**. Each question carries equal marks.

**PART-A**

- Q.1 Describe the various off the job training methods used to train employees. **10**
- Q.2 Define 'Human Resource Management'. Give examples how Human Resource concepts can be of use to all managers? **10**
- Q.3 What is HRP? Define the process of HRP. **10**
- Q.4 Define 'international HRM'. Explain the steps for effective repatriation of employees. **10**
- Q.5 What do you understand by term Induction? Why it is said that companies should have sound induction programme? **10**

**PART-B**

- Q.6 As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked people in her office what her machine did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. She did, however, know precisely how to operate the machine. According to her supervisor, she was an excellent employee. At one of the branch offices, the supervisor In-charge spoke to Nelson confidentially, telling him that "something was wrong," but she didn't know what. For one thing, she explained, employee turnover was too high, and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she explained, she had little time to work with the new employees as they came and went. All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit. After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take. The banking firm was generally regarded as a well-run institution that had grown from 27 to 191 employees during the past eight years. The more he thought about the matter, the more puzzled Nelson became. He couldn't quite put his finger on the problem, and he didn't know whether to report his findings to the president.

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

- a) Do you think setting up an Human Resource unit in the main office would help?
- b) What specific functions should an Human Resource unit carry out? What Human Resource functions would then be carried out by supervisors and other line managers?

**5×2**

**End Semester Examination, May 2017**  
M.A. (Applied Psychology) – Fourth Semester  
**CASE DISCUSSION AND ANALYSIS(MA-AP-401)**

Time: 3 hrs

Max Marks:**50**

No. of pages: 3

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

**PART-A**

Q.1 Janet is a 38 year-old divorced mother of two teenagers. She has had a successful, well-paying career for the past several years in upper-level management. Even though she has worked for the same, thriving company for over 6 years, she's found herself worrying constantly about losing her job and being unable to provide for her children. This worry has been troubling her for the past 8 months. Despite her best efforts, she hasn't been able to shake the negative thoughts.

Ever since the worry started, Janet has found herself feeling restless, tired, and tense. She complains of tensed and stiff muscles. She often paces in her office when she's there alone. She's had several embarrassing moments in meetings where she has lost track of what she was trying to say. When she goes to bed at night, it's as if her brain won't shut off. She finds herself mentally rehearsing all the worse-case scenarios regarding losing her job, including ending up homeless.

What is the diagnosis according to you?

**10**

Q.2 John is a 21 year-old business major at a large university. Over the past few weeks his family and friends have noticed increasingly bizarre behaviors. On many occasions they've overheard him whispering in an agitated voice, even though there is no one nearby. Lately, he has refused to answer or make calls on his cell phone, claiming that if he does it will activate a deadly chip that was implanted in his brain by evil aliens. His parents have tried to get him to go with them to a psychiatrist for an evaluation, but he refuses. He has accused them on several occasions of conspiring with the aliens to have him killed so they can remove his brain and put it inside one of their own. He has stopped attending classes altogether. He is now so far behind in his coursework that he will fail if something doesn't change very soon.

Although Martin occasionally has a few beers with his friends, he's never been known to abuse alcohol or use drugs. He does, however, have an estranged aunt who has been in and out of psychiatric hospitals over the years due to erratic and bizarre behavior.

What is your analysis of the case?

**10**

Q.3 A 25-year-old female college student sought medical attention for recurrent multiple somatic complaints. Her list of symptoms included gastrointestinal difficulties, painful menstruation, nausea, weakness, malaise, fatigue, headaches, back pain, and disturbed sleep. During the assessment, a complete history was taken of the current symptomatic complaints, associated symptoms, and behaviours, information was also obtained about her childhood, family, education, and medical, and psychiatric treatment. The history revealed that she remembers a normal childhood and that she is close to her mother. Physical problems, which the client considered minor at that time, started during her last year of high school and continued to worsen to the present. Her mother took her to numerous physicians in an attempt to find solutions to her complaints. As a result, narcotics were prescribed and the client developed an addiction. Furthermore,

exploratory laparotomies and multiple diagnostic procedures were performed, yet no organic cause was found. She expressed frustration that several doctors told her that she was a chronic complainer who didn't have anything wrong with her.

What is the diagnosis?

**10**

- Q.4 Susan was 18, depressed, drifting through life and was endlessly oppositional towards her parents and teachers. She would drive recklessly and binge-eat. Her interpersonal relationships were highly unstable; she was moody and uncertain about long term career goals and would often indulge in self-mutilating behaviours. Her self-image was volatile and unstable. She would at times feel absolutely worthless while other times she would feel like she was "the best ever" or "on top of the world". She would spend money recklessly and would indulge in risky sexual behavior. She would often get into fights with her teachers, friends and family and it appeared to others that she was always in an angry mood. She would complain of feeling depressed, anxious and furious. She tried to commit suicide and was eventually hospitalized for 2 years.

Discuss and analyze the case.

**10**

- Q.5 A 27-year old woman complained of excessive checking. Her symptoms dated back to her childhood when she spent hours on homework because of a need to have each page perfect with no erasures or cross outs and hours arranging her room so that it was in perfect order before sleeping. By high school she couldn't complete assignments until after the term had ended and did not participate in any extra-curricular activities because her time was spent checking work assignments. When she entered college she developed new checking rituals to assure herself that she had not caused harm to anyone around her (e.g., checking electrical appliances for fear that she had started a fire). These rituals began to consume several hours a day leading her to be late for class or to miss it entirely. Her bedtime rituals grew to three to four hours, leaving her practically no time to sleep or study. Her appetite and mood plummeted and she stopped attending class. She left college and returned home. Her parents, alarmed at the changes in their daughter, took her to a psychiatrist who diagnosed depression and started her on a standard dosage of a serotonin reuptake inhibitor. After six weeks on the medication, her mood was slightly improved but her rituals were unchanged. A second opinion was sought and she felt comfortable enough to admit to her "crazy" thoughts. Obsessive Compulsive Disorder (OCD) was diagnosed.

In light of the above discuss how you would help the person?

**10**

### **PART-B**

- Q.6 Mitch was six years old when his family contacted the doctor. He had been diagnosed as having autism spectrum disorder two years earlier by a multi-discipline clinic at a university medical school. Mitch had trouble making eye contact with listeners. His expressive language was vague: his sentences were long enough and had the right grammar and syntax (word order) but the words he chose did not quite communicate his meaning and the listener had to work extra hard at decoding the message. It was hard to have a conversation with Mitch: he tended to monopolize the taking, worked hard to steer it toward one of his favorite subjects and did not appear to be listening when it was the other person's turn to talk. He had trouble with focus and attention: he was quite distractible. He had two favourite subject (farm tractors and the carved

images at Mt. Rushmore)) and didn't really talk much about anything else. He did not play very much with other children at school or in the neighborhood and interacted mainly with adults. Mitch periodically had bouts of anxiety and it was much harder for him to focus when that was happening.

Discuss a therapy plan for the above.

**10**

# End Semester Examination, May 2017

MBA – Third Semester

## BUSINESS MODELING(MBA-052)

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 As Marketing Manager of retail store suggest a matrix that you want to collect about the customers. How might these matrixes be used in a business modeling framework to support decisions at the store to increase the sales. **10**
- Q.2 Being a producer of television what type of decisions you would take to increase sales; (During prior and selling season)? What kind of data you collect for decisions to consider in business modeling framework? **10**
- Q.3 What is the role of simulation in business modeling? Illustrate with some examples in context to improve decision making. **10**
- Q.4 As a producer of Refrigerator how will you decide about self production of all the parts needed to produce a refrigerator or will outsource it? What are the roles of a spread sheet in modeling and in business modeling spreadsheet engineering? **10**
- Q.5 'In Business a manager always consider the prevailing dynamism in the business environment and takes decisions with the help of business modeling, but has to specifically taken into account uncertainty while finalizing the decision' Comment. **10**

### **PART-B**

#### ***Case study:***

Cover story on Financial Times Boeing reads like 'When Boeing delivered its new Dreamliner 787 to All Nippon Airlines last month, it was the culmination of a long and drawn-out process. The first delivery came more than three years after the revolutionary aircraft – its innovation coming both from its use of composite materials and in terms of how the supply chain was managed – was first scheduled. The challenge: One reason for the delay was an industry-wide shortage of aerospace fasteners, the nuts, bolts, rivets and washers that hold aircraft together. Although fasteners comprise only about 3 per cent of the cost of an aircraft, they became a serious supply-chain issue. The worldwide downturn in the aircraft industry caused by the terrorist attacks of September 11 2001 led to consolidation among fastener makers, along with reduced capacity and smaller workforces. Although demand began to increase again, the fastener makers resisted adding capacity because of the continuing uncertainty over just how much demand there would be. So by the end of 2006 the fastener sector was running at only 80-90 per cent capacity. In 2007 Boeing's analysis of the shortage confirmed that there were fundamental ordering and scheduling problems. Because fasteners are used by Boeing as well as its partners, and each had its own way of procuring them, the fastener makers were unable to get a clear picture of demand. Above all, the process was not geared to forecasting demand.

Boeing's study also revealed that the shortages might continue into 2020, even if fastener makers had increased capacity'.

- Q.7 Read the case study carefully given above and answers the following questions:
- a) What are the risks does Boeing can encounter while coming out with a product like this in future? **5**
  - b) What do you think and suggest that Boeing should consider before and during the launch of the product of this stature? **5**

**End Semester Examination, May 2017**  
MBA – Fourth Semester  
**NEW VENTURE CREATION AND START UPS (MBA-054)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

Note: Attempt **any five** of the following. Each question carries equal marks.

- Q.1 "Innovations is the hallmark of entrepreneurship." Discuss in detail. **10**
- Q.2 a) What constraints exist in India for the development of new business?  
b) Why an individual or a group of persons may do better in developing a new idea for business? **5x2**
- Q.3 Describe in detail key components of a project report for a new business. **10**
- Q.4 What is the Porter's five forces of competitive framework? How is it useful to evaluate a new business? **10**
- Q.5 Explain in different ways in which a company is valued. Using these concepts explain how an investor can profit from investment in new business. **10**
- Q.6 Why is it normally better, if possible, to outsource manufacturing for a new venture and under what circumstances it is not advisable to do so? **10**

# End Semester Examination, May 2017

MBA – First Semester

## MANAGERIAL ECONOMICS(MBA-101)

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 fundamental nature and characteristics of Managerial Economics with respect to the major economic problems of the firm. **10**
- Q.2 a) Critically examine 'profit maximization' as the objective of a business firm.  
b) Discuss various demand forecasting techniques. Illustrate your answer with examples. **5x2**
- Q.3 Assume Indian airlines wish to introduce price discrimination across different types of travelers and explain how it can implement this strategy successful. In this context be sure to illustrate the importance of knowledge of price elasticity of different types of travelers. **10**
- Q.4 What do you understand by price discrimination? Explain briefly the conditions which make it possible and profitable under which marketing structure. **10**
- Q.5 "It is believed that a firm under perfect competition is a price taker and not a price maker". Explain this statement with giving examples from the real world. **10**
- Q.6 Suppose you are a sales manager of an organization. Explain how the analysis of demand contributes to business decision making, in the light of the responsibilities of a sales manager. **10**

### **PART-B**

Q.7 **Case study:**

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

#### **HIGHWAY BLUES**

Ratan Sethi opened a petrol-pump cum retail store on Delhi-Agra Highway, about two-hour drive from Delhi. His store sells typical items needed by highway travelers like fast foods, cold drink, chocolates, hot coffee, children's toys etc. He charges higher price compared to the sellers in Delhi, yet he is able to maintain brisk sale-particularly of "Yours' Special Pack" (YSP) consisting of soft drink in a disposable plastic bottle and a packet of light snacks. The Highway travelers prefer to stop at his store because; while their cars wait for petrol-filling they in the meantime can enjoy Yours Special Pack (and, in some cases would help themselves with some other items in the store).

Each year he could substantially enhance his sales by providing Special Summer Price on YSP which is almost half of its regular price. Last year while returning from Delhi, Ratan found that a new, big and modern grocery shop has come up 15 kms from Delhi on the National Highway. It has affected his sales but only marginally. But last month another large convenience store has opened just, 5 km. away from his store. He knows that the challenge has come meet to his doorsteps and he expects to be adversely affected by the existence of these two stores. He needs to meet these challenges and

decides to use the pricing strategy which he has been using quite effectively till recently. He now permanently reduces the price of USP to half of its existing price. But at the end of the year Ratan finds that his sale in general and of USP in particular has declined by 20 percent.

- a) Where has Ratansethi gone wrong?
- b) If he was managerial economist, how do you think he would have handled the situation?

**10**

**End Semester Examination, May 2017**  
MBA – First Semester  
**QUANTITATIVE TECHNIQUE FOR MANAGEMENT(MBA-102)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 2

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

**PART-A**

- Q.1 Why do we need measures of variability of data? What information do the various measures of variability convey? Which is the most important measure of variability and why? Explain. **10**
- Q.2 What is the purpose of regression analysis? Define a simple linear regression model. Illustrate through an example of a business situation how such a model would be useful in the context? **10**
- Q.3 What is statistical inference? What role does sampling play in inferential statistics? How do they impact the risk in business decision making? **10**
- Q.4 Describe the normal probability distribution and its special characteristics. What is the role of the standard normal distribution? **10**
- Q.5 Write a note on 'Linear Programming and its applications in business' decision making. Illustrate with an example in two decision variables. **10**

**PART-B**

- Q.6 Prime Capital Services (PCS), as part of promoting its *investment services*, desires to evaluate and present the performance of the mix of the 45 mutual funds (MF's) as recommended by them over the last two years to 1000 clients of theirs with the stated investment goal being growth and income. PCS thus collected the annual rate of return data over the past two years (that is, CAGR or Compounded Annual Growth Rate) on the respective  $n = 45$  funds. The respective CAGR's ranged from 5.4% to 27.7%. Rounding them respectively to the nearest integer value yielded the following Frequency Table for the *MF-CAGR Dataset*:

<b>Class No.</b>	<b>CAGR (%)</b>	<b>Frequency (No. of MF's)</b>
1	5-7	1
2	8-10	2
3	11-13	11
4	14-16	8
5	17-19	11
6	20-22	6
7	23-25	2
8	26-28	4

**Answer the following:**

For the dataset in the frequency table with  $n = 45$ :

- a) Construct its histogram.
- b) Calculate the Mean ( $\bar{x}_1$ ), Variance ( $v_1$ ), and the Standard Deviation ( $s_1$ ) of the respective CAGR's.
- c) How many of the mutual funds have their CAGR's within the interval,  $\bar{x}_1 \pm s_1$ ?
- d) Obtain the Median value of CAGR.
- e) Find the Inter-quartile range of CAGR's for the 45 mutual funds.
- f) If the CAGR corresponding to the Sensex stocks over the same period is 11%, MF's with CAGR of 17% and above would be considered *Excellent Performers*. Find the respective percentage of the MF's that can be classified as *Decent Performers* and *Excellent Performers*.

**End Semester Examination, May 2017**  
MBA – First Semester  
**MARKETING MANAGEMENT I (MBA-103)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

**PART-A**

- Q.1 What is marketing? Define and explain the contemporary challenges to marketing in detail. **10**
- Q.2 Define marketing-mix. Design a marketing mix for mid-sized passenger car. **10**
- Q.3 As a marketing manager, propose and formulate STP strategy for a luxury five star hotel. Discuss the base for your strategy. **10**
- Q.4 Write short notes on:  
a) Consumer Behavior.  
b) Marketing Information System. **10**
- Q.5 Briefly explain:  
a) BCG matrix.  
b) GE matrix. **10**

**PART-B**

***Case study: Consider the following segments for fitness centers***

**Making friends**

The 'making friends' market segment sees fitness centers as an opportunity to mix with people with similar goals and lifestyles and to make new friends.

**Take shape**

The "Taking shape" market segment consists of consumers who are primarily interested in improving the look of their body.

**Peak performers**

Consumers in the "peak performers" segment are highly disciplined and self-motivated individuals when it comes to their health and fitness. They are highly focused upon achieving their personal best.

**Health requirements**

Consumers in this market segment attend a fitness center because they are trying to improve their health, strength, or because of "doctor's order".

**Sports focus**

This segment are those consumers who are heavily involved in sport and use a fitness center to help improve their fitness in order to participate in their chosen sport.

- Q.6 Read the case study carefully given above and answers the following questions:  
a) Review the above market segment and identify which segments would make attractive target markets for fitness centers. Why do you think these would be the most attractive target markets? **10**

**End Semester Examination, May 2017**  
MBA—First Semester  
**FINANCIAL MANAGEMENT-I (MBA-104)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

**PART-A**

- Q.1 'Financial management is the study of the generation of corporate capital and its allocation among competing investment needs in a manner consistent with company goals'. Elucidate. **10**
- Q.2 Why is it important for the financial manager to somehow quantitatively recognize the difference in the timing of the cash flows? Discuss this in light of the time value of money concept. **10**
- Q.3 a) Describe the CAPM and explain how it may assist in determination of the discount rate used in the appraisal of capital projects.  
b) 'Investors like returns and dislike risk, but measuring risk and understanding the relationship between risk-return helps them in generating safe and secure returns'. Comment on it. **5×2**
- Q.4 'The cash forecast is primarily intended to produce a very useful piece of information'. Comment on the basis of cash flow projections. **10**
- Q.5 What is the internal rate of return of an investment? How is it used to determine the acceptability of a project? **10**

**PART-B**

- Q.6 Discuss the importance of various financial ratios that are used by firms in assessing their financial performance. **10**

**End Semester Examination, May 2017**  
MBA—First Semester  
**ACCOUNTING FOR MANAGERS (MBA-105)**

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

**PART-A**

- Q.1 As per the schedule-III of Companies Act, 2013 write the format and its particulars for preparation of balance sheet and statement of profit and loss of a company. **10**
- Q.2 'Unlike the balance sheet and income statement, which are prepared directly from the firm's accounts, the cash flow statement is derived analytically from those accounts.' Elucidate this on the basis of cash flow worksheet. **10**
- Q.3 Write the formula and its importance for the following ratios:  
a) Gross profit ratio.  
b) Overall profitability ratio.  
c) Current ratio.  
d) Debt-equity ratio.  
e) Liquidity ratio. **2×5**
- Q.4 In double entry system for every debit it has a corresponding credit entry. Same is being followed in the balance sheet equation too; discuss this with the help of rules of accounting for different accounts. **10**
- Q.5 From the Vilas Rao Taderstrial Balance you are required to mark analysis as: current assets, fixed asset, liabilities, expense, income, capital liabilities:

S. No.	Accounts head	L.F.	Amount (₹)		Analysis
			Debit	Credit	
1	Promoters capital	1		1,50,000	
2	Marutiautomobiles	2		24,000	
3	Sales	3		1,06,850	
4	Cash at bank	4	8,225		
5	Current A/C	5	30,925		

**10**

**PART-B**

- Q.6 Make the Journal entry for the following transactions for the month of December 2016 and mention the types of accounts involved in these entries:  
Dec. 1: Ankit started business with cash ₹40,000/-.  
Dec. 3: Ankit deposited into the bank ₹2,000/-.  
Dec. 5: He purchased goods by paying cash ₹15, 000/-.  
Dec. 8: He sold goods for cash ₹6,000/-.  
Dec. 10: He purchased goods from Amrit ₹10,000/-.

# End Semester Examination, May 2017

MBA – First Semester

## INTERNATIONAL BUSINESS(MBA-106)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

- Q.1 Explain the role of international organizations in promoting international business in detail. **10**
- Q.2 Bring to light export-import policy of India. Also, explain the benefits provided to Indian importers by Indian Government. **10**
- Q.3 Discuss the process of globalization. Also, explain its merits and demerits in Indian context. **10**
- Q.4 Discuss the differences of culture in different countries and state the need to understand the cultural differences in respect of international trade. **10**
- Q.5 Define 'regional trading blocs'. Explain any three in detail. **10**

### **PART-B**

- Q.6 a) Explain the role of WTO as a regulator of world trade in detail. **5**  
b) Explain Porter's theory of National Competitive Advantage as theory of international trade. **5**

**End Semester Examination, May 2017**  
MBA – First Semester  
**MANAGEMENT INFORMATION SYSTEM(MBA-107)**

Time: 3 hrs

Max Marks:**50**

No. of pages:2

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

**PART-A**

- Q.1 "Management Information System is an instrument for the organizational change". Do you agree with the statement? Explain your views with examples. **10**
- Q.2 Write short notes on:  
a) Topologies of networks.  
b) Data warehousing and Data mining. **5x2**
- Q.3 Explain how SCM and CRM are useful for a business organization with appropriate examples. **10**
- Q.4 Discuss the alternative system building approaches for a rapid development of the system. **10**
- Q.5 Write short notes on:  
a) CASE Tools.  
b) Ethical and social dimensions in MIS. **5x2**
- Q.6 Explain in detail the various threats to security of MIS and what remedial actions can be taken to ensure the security. **10**

**PART-B**

Q.7 **Case study:**

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

- a) Why do you think eBay has become the largest online/off-line seller of used cars, and the largest online seller of certain other products, like computers and photo-graphic equipment? **5**
- b) Is eBay's move from a pure consumer-to-consumer auction marketplace to inviting large and small businesses to sell to consumers and other businesses, sometimes at fixed prices, a good long-term strategy? Why or why not? **5**

# End Semester Examination, May 2017

MBA—First Semester

## PSYCHOLOGY OF WORK (MBA-108)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 Define the term 'Human behavior' and explain its causes. **10**
- Q.2 Define perception and describe the various elements which one involved in its process. **10**
- Q.3 Discuss the relationship of management with leadership. **10**
- Q.4 Define organizational politics? How political behavior is managed in the organization? **10**
- Q.5 Discuss various causes of interpersonal and intrapersonal conflicts? How do they arise? And discuss ways and means to resolve them? **10**

### **PART-B**

- Q.6 Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece.
- At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.
- Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out.
- The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.
- When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.
- As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O'Grady were about as different as you could get. Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.
- Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O'Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures

from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.

Tony also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday.

It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

Case Questions:

- a) Identify several concepts and characteristics from the field of organizational behavior that this case illustrates.
- b) What advice can you give Tony? How would this advice be supported or tempered by behavioral concepts and processes?

**5×2**

**End Semester Examination, May 2017**  
MBA – First Semester  
**PRINCIPLES AND PRACTICE OF MANAGEMENT(MBA-110)**

Time: 3 hrs

Max Marks: **50**

No. of pages: **1**

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

**PART-A**

- Q.1 Give brief account of the contribution to management thought made by Elton Mayo. **10**
- Q.2 "Delegation of authority is not loss of power, it is enhancement of power", examine this statement. **10**
- Q.3 What is meant by Morale? How is it related to productivity? **10**
- Q.4 "Just as planning, controlling should also be a dominantly forwarded-looking function." To what extent is it possible? **10**
- Q.5 Write short notes on:  
a) Effective Leader.  
b) Informal Communication.  
c) Social Responsibility of Business. **10**

**PART-B**

***Case study:***

Mr. Basu is the Chief General Manager of West Bank at Mumbai, the headquarters of the Bank. His bank has 100 branches in Western India. It employs 6,000 persons of whom 500 are managers at various levels of authority. Mr. Basu attended a seminar on MBO organized by Indian Institute of Management. The seminar was addressed by renowned Indian and Foreign experts. Mr. Basu was inspired and decided to install the MBO program in his bank. He was confident it would make performance evaluations easier and improve employee productivity.

Mr. Basu spent several days working on the overall goals he wanted the bank to achieve during 2011-12. Then, he convened a meeting of senior executives. He issued written copies of the goals in each functional area and requested that each manager review the goals, ask questions for clarification and then prepare specific operational plans for his respective department / region / branch.

- Q.7 Read the case study given above and answer the following questions:  
Is this a workable MBO system? If you were Mr. Basu, what goals would you set for the West Bank and why? **10**

# End Semester Examination, May 2017

## MBA – First Semester BASIC STATISTICS(MBA-111)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

Q.1 Define 'statistics'. Briefly elaborate on the branches of statistics. List five practical applications of statistics in detail. **10**

Q.2 The price of a commodity over the past eight years is represented below. Comment using your understanding of descriptive statistics. **10**

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008
Price	25	30	34	40	45	46	50	55	60

Q.3 The data on price and demand of a commodity is given below (figures in '000). Calculate the coefficient of correlation between price and demand of the commodity and comment. **10**

Price	10	12	13	15	17	20	22	24	25
Demand	24	23	11	13	15	22	25	26	40

Q.4 Differentiate between Correlation and Regression analysis. State five practical applications of regression analysis in detail. **10**

Q.5 What is sampling and why is it done? Discuss the types of sampling techniques in detail. **10**

### **PART-B**

Q.6 Three students appear in a test for selection. The recruiting organization gives different weightings in selection to communication and analytical skills being 0.7 and 0.3 respectively. The maximum marks in each subject are 100 and the students' scores are captured in the table below. Which of the three candidates is likely to be selected?

Student	Communication (100)	Analytical (100)
A	70	80
B	65	50
C	35	45

**10**

**End Semester Examination, May 2017**  
MBA – First Semester  
**FOUNDATION OF HUMAN BEHAVIOR(MBA-113)**

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 importance of understanding and studying human behavior in detail. **10**
- Q.2 "First impression is the last impression". Discuss this statement. **10**
- Q.3 Discuss the role of reinforcement of behavior in the workplace. **10**
- Q.4 Explain the various method to enhance memory and reduce forgetting. **10**
- Q.5 Explain any theory of Motivation and Emotions. **10**

**PART-B**

- Q.6 You are required to address fresh Management Trainees on their first day of their new job. (Keeping in mind the human behavior) what are the key points that you would like to address them. **10**

# End Semester Examination, May 2017

MBA—Second Semester

## MARKETINGMANAGEMENT-II(MBA-201)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 A number of shopping malls and multiplexes have come up in the past decade. For a middle class Indian consumer, describe the consumer benefits and costs of visiting a shopping mall. What value does he/she derive from such a visit? **10**
- Q.2 In what ways do companies reduce the prices of their offerings? Explain with examples. **10**
- Q.3 As a part of the marketing team for a 'day care' service for pets, what kind of communication mix would you propose. What will be the objectives of communication in this case? **10**
- Q.4 Many brands such as Mc Leonard's, Dominos etc. are functioning through franchisees. What are the challenges of this channel of distribution and how may the challenges be handled? **10**
- Q.5 As the relationship manager (in a bank), for a high net worth client, what process will you follow for selling various banking and investment products? Explain in detail. **10**

### **PART-B**

- Q.6 Answer the following questions on the basis of the enclosed print advertisement:
- a) What type of service is depicted in the given advertisement? How does it qualify as a service?
- b) What aspects will make the advertised service a 'good quality' service? **5×2**

# End Semester Examination, May 2017

MBA – Second Semester

## FINANCIAL MANAGEMENTII (MBA-202)

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 **any two** of the following:  
a) Cost of capital and capital structure are independent.  
b) Cash dividend and bonus share.  
c) Dividend and interest payment. **5x2**
- Q.2 Ashok, Neha and Ruchi Ltd has the following financial position as on March 31, 2017
- |  |              |
|--|--------------|
| Share Capital (Share of Rs. 10/- each)             | Rs. 100 lakh |
| Reserves and Surplus                               | 900 lakh     |
| 15% Debentures                                     | 1000 lakh    |
| The company reported profit after tax for the year | 500 lakh     |
- Knowing that you have successfully completed MBA from a prestigious institute in north India, you are asked to advise regarding declaration of dividend for the year under the following three alternative situations:  
a) Company has a profitable investment plan, or  
b) Shareholders comprise mainly pensioners, or  
c) Company does not have any profitable investment proposal.  
Justify your recommendations. **10**
- Q.3 Capital structure of Ms. Vinod, Neeru and Adil Ltd as on March 31, 2017 is as under:
- |                           |           |
|---------------------------|-----------|
| Capital Structure:        |           |
| Equity Shares (10 each)   | 12,00,000 |
| Reserves                  | 12,00,000 |
| 12% Debentures (100 each) | 24,00,000 |
| Total                     | 48,00,000 |
- You are required to estimate weighted average cost of capital from the above financial structure.  
You also ascertain the following:  
Market value of: Debenture Rs. 80/- each; Equity shares 25 each;  
DPS = Rs. 2.5; EPS = Rs. 4.00; growth rate 5% and; Tax rate 30%  
Estimate weighted average cost of capital indicating the purpose it serves.  
Also state the limitation of your calculations. **10**
- Q.4 Differentiate between **(any two)**:  
a) Hostile takeovers and mergers and acquisitions.  
b) Debt restructuring and operational restructuring.  
c) Operating lease and financial lease **5x2**
- Q.5 Why are no single working capital investment and financing policy necessarily optimal for all firms? What additional factors need to be considered in establishing a working capital policy? **10**

### **PART-B**

**Q.6 Case Merger and Acquisition of Ajanta Hotels by Samara Hotels:**

The Samara Hotels and Hospitality Limited is in the service sector and is considering merger to achieve more favorable growth and profit opportunities. After an extensive search of a large number of companies, it narrowed the candidates to a company in the same sector, Ajanta Hotels. As the Manager of Samara Hotels you are investigating the possible acquisition of Ajanta Hotels. You have the following basic data to start from:

	Samara Hotels (in Rs.)	Ajanta Hotels (in Rs.)
Earnings Per Share	10	5
Dividend per share	3	0
Share price	80	20
Number of Shares	10,00,000	6,00,000

Further investigation lead you to estimate that investors currently expect a steady compounded growth of about 10% each year in Ajanta Hotels earnings and dividends. Under Samar Hotels and Hospitality Limited control this growth should increase to about 100% each year, without any additional capital investment and without any change in the riskiness of operations. Given share price = dividend/ cost of equity-growth.

Required:

- a) Compare the increase in value resulting from the merger.
- b) What are the gains or losses likely to be to the shareholders in the twocompanies, assuming Samara Hotels pays Rs. 25/- in cash for each share in Ajanta Hotels?**5x2**

# End Semester Examination, May 2017

MBA—Second Semester

## RESEARCH METHODOLOGY(MBA-203)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 Describe the hallmarks of scientific research. There is an advantage in stating the hypothesis both in the null and in the alternate; it adds clarity to our thinking of what we are testing. **10**
- Q.2 Explain the concept of-trade-off between internal validity and external validity in experimental design. **10**
- Q.3 Describe the different data collection sources, explaining their usefulness and disadvantages. **10**
- Q.4 Use of a sample of 5,000 is not necessarily better than one of 500. How would you react to this statement? **10**
- Q.5 What aspects of a class research project would be stressed by you in the written report and in the oral presentation? **10**

### **PART-B**

Q.6 **Case study:**

For the following case titled "Sleepless Nights at Holiday Inn" (published in *Business Week* and adapted here):

- Identify the problem
- Develop a theoretical framework
- Develop at least four hypotheses

#### **Sleepless Nights At Holiday Inn**

Just a few years ago, Torn Oliver, the Chief Executive of Holiday Hospitality Corp., was struggling to differentiate among the variety of facilities offered to clients under the Holiday flagship—the *Holiday Inn Select* designed for business travelers, the *Holiday Inn Express* used by penny pinchers, and the *Crowne Plaza Hotels*, the luxurious hotels meant for the big spenders. Oliver felt that revenues could be quadrupled if only clients could differentiate among these.

Keen on developing a viable strategy for Holiday Hospitality, which suffered from brand confusion, Tom Oliver conducted a customer survey of those who had used each type or facility, and found the following. The consumers didn't have a clue as to the differences among the three different types. Many complained that the buildings were old and not properly maintained, and the quality ratings of service and other factors were also poor. Furthermore, when word spread that one of the contemplated strategies of Oliver was a name change to differentiate the three facilities, irate franchises balked. Their mixed messages did not help consumers to understand the differences, either.

Oliver thought that he first needed to understand how the different classifications would be important to the several classes of clients, and then he could market the heck out of them and greatly enhance the revenues. Simultaneously, he recognized that unless the franchise owners

fully cooperated with him in all his plans, mere face lifting and improvement of customer service would not bring added revenues.

**End Semester Examination, May 2017**  
MBA– Second Semester  
**LEGAL ENVIRONMENT OF BUSINESS(MBA-204)**

Time: 3 hrs.

Max Marks:**50**

No. of pages:1

Note: Attempt **FIVE** questions in all;**Part Bis compulsory**. Attempt any **FOUR** questions from **Part A**.

**PART-A**

- Q.1 State the law relating to competence of parties to a contract in detail. **10**
- Q.2 Explain different kind of companies. **10**
- Q.3 Does death of a partner necessarily results in the dissolution of the firm? Explain. **10**
- Q.4 C issue a cheque for `15 without writing the word 'only' and give it to D. D adds the words 'hundred only' after fifteen and adds two zeros after the figure 15 as there is sufficient space for making the additions. The bank pays `1,500/- to D who absconds. Is the bank liable to C for excess payment? **10**
- Q.5 What do you understand by caveat emptor under the sale of Goods Act 1930? What are the exceptions to this rule? **10**

**PART-B**

- Q.6 a) Arun promises to pay `5,000/- to Barun who is named as a witness in a suit against Arun, in consideration of Barun's promise to abstain from the trial. Barun abstains, but Arun declines to make the payment. Can Barun recover the money? **5**
- b) X, a minor, lent `1,000/- to Y at the market rate of interest on the basis of a promissory note. A year thereafter, when X attained majority, he filed a suit against Y for recovery of the amount thereon. Y contended that since X was minor at the time when loan was advanced, the contract was void. Will Y succeed? **5**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**PRODUCTION AND OPERATIONS MANAGEMENT(MBA-205)**

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 Elaborate on the statement with suitable examples: "You don't inspect quality in a product; you have to build it in. And before you build it in, you must think it in." **10**
- Q.2 The goal of any Quality Management program is to balance the cost of achieving good quality by doing it right the first time and the cost of delivering poor quality where defects and failures occur. Classify the respective costs into various categories/heads so that accounting data can be appropriately collected and relative comparisons can be made to assess the success of the program. **10**
- Q.3 What is the basis of ABC classification of inventories in a business? Why is it desirable to classify several items into groups, as the ABC classification does? **10**
- Q.4 a) Define a project. What are the key parameters of a project which need to be skillfully addressed by the project manager for success of the project? **5**  
b) Elaborate on the key considerations for job design for the workforce. **5**
- Q.5 a) Explain the roles that demand forecasting plays in various contexts in productions and operations management. **5**  
b) Out of the several methods available for time-series forecasting, how does a business make the optimal choice? **5**

**PART-B**

- Q.6 A project has been defined to contain the following list of activities, along with their required time for completion:

Activity	Preceding Activities	Time (Weeks)
1	--	20
2	1	15
3	1	10
4	2, 3	5
5	3, 4	35
6	2, 4	45
7	5, 6	30

- a) Draw the project network using AON (Activity On Node) notation. **3**
- b) How many distinct paths are there in the network? Enumerate all the paths and calculate the completion time of each one of them. **3**
- c) What is the minimum number of weeks it will take to complete the project? **4**

# End Semester Examination, May 2017

## MBA– Second Semester ENTREPRENEURSHIP (MBA-206)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 Write short notes on:  
a) Attributes and Characteristics of an entrepreneur.  
b) Intrapreneur vs entrepreneur. **5×2**
- Q.2 What is a 'Feasibility Plan'? State various kinds of feasibility checks that should be done before launching venture. **10**
- Q.3 Explain how would you go about doing STP for a product such as Herbal Toilet soap that you are about to launch in the market? **10**
- Q.4 Briefly explain the qualities required for a successful team. How do teams and organizational set up play an important role in entrepreneurship? Discuss. **10**
- Q.5 Explain the role of various institutional agencies in promoting women entrepreneurship. **10**
- Q.6 Explain the various steps involved in project identification, project planning and implementation. Discuss with a hypothetical example. **10**
- Q.7 Write short notes on:  
a) Techniques of Business Idea generation.  
b) Business Angels. **5×2**

### **PART-B**

Q.8 **Case Study:**

#### **WANNABURGER**

Background:

Entrepreneur Amit Tandon opened his first restaurant in Connaught Place in 2004. It was originally called 'Relish' but a year later he changed the name of the restaurant to 'Wannaburger' as he wanted it to be more fun. He says Wannaburger is a dedication to the humble hamburger and a desire to bring people really good food, really fast. He wants Wannaburger to focus on using the best quality ingredients to prepare the best possible hamburgers - a restaurant where the food does the talking.

Location:

He chose this location as it was in the centre of Delhi and had large numbers of tourists who visited the area every day. The business focused on providing high-quality burgers, including vegetarian, in an American diner style. Customers order their food at tables and are not served by queuing, paying and then waiting.

Growth:

In 2006 Jon wanted to expand and so he opened another Wannaburger near to Karol Bagh.

With this new restaurant his aim was to provide hamburgers quicker, cheaper and in a way that enabled the customer to eat them as they were intended - with their hands. Some of the burgers were re-designed to enable Wannaburger to offer better value portions and to get the food to customers quicker, allowing people to have a faster, slicker and more enjoyable experience whilst still giving them time to enjoy the BIG burger experience.

Green issues:

Wannaburger also thought of the environment, sacking the dishwasher and using a London-based bio-packaging company to package their food, meaning everything could be either composted or recycled.



A Wannaburger



The logo



The restaurant

The future:

After the success of Wannaburger Jon now wants to grow further but is not sure how to expand or change the business.

Develop a simple business proposal that Wannaburger can take forward:

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

- a) Identify another location in Delhi for Wannaburger and why have you chosen that. Develop Wannaburger's promotion policies to compete with other fast-food businesses. **6**
- b) Identify sources of finance to allow Wannaburger to expand. **4**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**STRATEGIC MANAGEMENT (MBA-207)**

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 It is not value chain per se which is important for competitive advantage but an understanding of the linkages in the value chain system. Discuss. **10**
- Q.2 What role does supply chain management play for organizations seeking to gain the competitive advantage? **10**
- Q.3 To what extent does the inclusion of complementary to Porter's five forces framework help in our understanding of competitive advantage? **10**
- Q.4 If an organization's portfolio of businesses has some Question Marks, what are the strategic options open to it according to the BCG matrix? **10**
- Q.5 Evaluate the contribution of GE-McKinsey Matrix to Strategic thinking; illustrate your answer with appropriate examples. **10**

**PART-B**

***Case study:***

**DeBeers's Diamond Dilemma**

It was early summer 2007 and Lee Mandell decided that the time was right to propose to Diane, his girlfriend of four years. Being the romantic he was, Lee wanted to pop the question over a candle light dinner that included an exceptional bottle of Bordeaux. Logistical details of where to buy the special ring and what type of diamond, however, were less certain in his mind.

Lee and Diane had recently rented the movie Blood Diamond, set in Sierra Leone in the 1990s when a civil war was raging and the rebel group, the Revolutionary United Front, relied on proceeds from smuggled diamonds to finance its military operation. The 11-year war, which ended in 2002, resulted in the deaths of tens of thousands and the displacement of more than 2 million people, nearly one-third of the country's population. Both Diane and Lee had been disturbed by the story the movie told, the hardship and violence, the children who were forcibly recruited to fight, and the lives that were destroyed all over gems that were worn by hundreds of millions of people, men and women alike, throughout the world.

As he thought about his options, Lee recalled a magazine article he had recently read about the growing market for synthetic diamonds. The article described the process by which diamonds could be grown in a laboratory environment, far from the war torn lands of Africa. Chemically, lab-grown diamonds were identical to diamonds that were extracted from the ground. Instead of taking millions of years to form, hundreds of miles underground, however, a laboratory environment could produce a flawless diamond within days.

Lee was starting to think that a synthetic diamond was a great alternative. But how would Diane react upon learning he had bought her a diamond that was made in a laboratory just outside of Boston? Would she be relieved and touched by his humanitarian and eco-friendly purchase or would she wonder if the 20% to 40% he would save by buying a synthetic diamond was an indication of the depth of his love?

For producers of synthetic diamonds, it was consumers like Lee Mandell that proved there was a market demand for an alternative to the natural diamond. But for South Africa-based DeBeers, which up until the late 1990s single-handedly controlled the world's supply of diamonds, Lee's rationale was misguided and he was giving his girlfriend nothing more than costume jewelry. Nevertheless, the fact of the matter was that people were buying lab-produced diamonds and the number doing so was growing at a faster rate than those buying those extracted from the ground.

**The dilemma that DeBeers faced came down to whether it should enter the market with its own synthetic diamonds or whether it should have faith that synthetics would be a passing fad and that, at the end of the day, consumers would always prefer buying what, in DeBeers's mind, was the real thing. Complicating the company's dilemma, however, was the fact that it was in the midst of trying to**

remake its image, tarnished from decades of anti-competitive business practices, to one that was demand driven and focused on brand development. While DeBeers at one time produced 45% of the world's rough diamonds and sold 80% of total supply, by 2007 it was producing 40% and selling just 45%.

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

- a) Did synthetic diamonds in fact pose a threat to the diamond industry? If so, what should DeBeers's response be, if any? **10**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**HUMAN RESOURCE MANAGEMENT(MBA-208)**

Time: 3 hrs

Max Marks:**50**

No. of pages:3

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

**PART-A**

- Q.1 Explain the various challenges faced by present day Human Resource Development in organizations. What are the key characteristics of traditional HRM?  
**10**
- Q.2 What are the objectives of performance appraisal? What factors can distort the fair appraisal of performance of employees? How can these be minimised? **10**
- Q.3 What is 'Job Evaluation'? How organisations can successfully implement performance-related pay structure to motivate employees and improve their performance? **10**
- Q.4 Describe the relationship between training and various learning principles. **10**
- Q.5 What is Recruitment? Describe different methods to evaluate sources of recruitment. **10**

**PART-B**

***Case study:***

Simran, a successful 33-year old corporate marketing executive, found herself in the mountains preparing to climb a rope ladder attached to a tree. When she reached the top of ladder, she would fall off backwards. It wouldn't be an accident, No, she was not suicidal or deranged. She was participating in an executive development program called the Wilderness Training Lab.

At the Corporate office, she was known as independent, smart, and tenacious business woman. She moved quickly up the corporate ladder from product research assistant to brand manager. Simran had a reputation for micromanaging her subordinates and being a loner. When asked about these issues, Simran replied, "When I was in college, I had a lot of group projects. At first, I went along with the group decisions and trusted others to do a good job, even though I felt anxious about putting my grade in the hands of someone else. It seemed to be a good way to get along in the group. Those projects received mediocre grades, and I am only satisfied with being the best. Then I started to take over the leadership of every group I was in. I developed the plan, decided who would do what and what the time lines were, and always took on the most difficult and complex part myself, all the time making sure that others were doing what they were assigned. From then on, my group projects always got an 'A'. I carried those lessons with me into the workplace, and I have had good success here too. Maybe it rubs some people the wrong way, but it works for me. The only trouble I am having is keeping up with all my projects. Some of the other brand managers want to work with me on joint projects, but I don't have time. Besides, probably they just want me to do their work for them or steal my ideas. The VP of marketing will be retiring soon and only one of the seven brand managers will get that job. What is in it for me if I collaborate with them? Let each of us sink or swim on our own merits."

A few months ago, the VP of marketing, SandeepSharan, sat down with Simran to discuss career plans. Sandy had always praised and encouraged Simran's work, but this time he was little reserved. He suggested rather in strong terms, that she attended a Wilderness Executive Development Program. Simran hesitated because of her workload and pending upcoming projects. Sandy said, "Well I leave this decision up to you. The director training and I have looked at your strengths and what you will need at the next level as an executive. Technically you are very strong, but more important at the next level is building good interpersonal relationships. The training director recommended this program for you. But as I said I will leave this decision up to you."

Simran wondered what he thought was wrong with her interpersonal relationships. She had great relationships with customers, with outside vendors and in her personal life. Relationships with her subordinates and peers needed to be different. She needed to be firmer and less flexible with them. Didn't She? She did not think she had bad relationships with her subordinates and peers. They never complained to her. However, Simran decided that Sandy wanted her to attend the Wilderness program.

In the training camp she found a diverse group of men and women executives from all parts of US. Many confided that they had been sent by their organizations to "Learn how to be more effective in groups" most of them indicated they were interested and eager, but a little nervous about what was expected of them. They soon found out. They were divided into groups of 10 and taken out on the "course". The first exercise was climbing the 'trust ladder'. The program director explained that the group members would have to rely on each other quite a bit during the coming week. To demonstrate that the group can be trusted, each person was to climb the top of ladder and fall backwards into the group, who would catch the person in a proper manner. He showed them how. After every one completed the exercise, they discussed risk-taking, building and trusting one's support systems, being a part of support system and communicating one's needs. Then came more challenging exercises, building and using rope bridges to cross-a stream, water rafting and – the most challenging of all – scaling a 3 foot wall. The front of the wall was sheer and smooth. On the other side was a platform on which two people could stand at about waist level with the top of the wall, and from which extended a ladder to the ground.

Everyone had to scale the wall and no one could stand on the platform until he or she had scaled the wall. The event was timed and the groups were in competition with each other. The first thing a group had to do was to develop a plan. Strong and tall people were needed to boost the others to a point where they could pull themselves over. Some stood on the platform to and helped those who were not strong to pull themselves over. It was clear that the first people over. Another problem was the last person over. Everyone except the last pair would have 'spotters in case of a fall and last person would have no one left to boost him or her to the top. Someone would have to act as a human rope, hanging down from the top so that last person could climb up him and over the wall. Therefore the last person would have to be light but strong enough to boost the second –to- last person up and climb up the human rope.

In order to determine the order, the group member needed to share one another their strengths and weaknesses. Simran wanted to be the last person so she could make sure everyone was doing what they were supposed to do, and also because she as the last person over the wall, she would represent the group's successful completion of this exercise. Two of the strongest men in the group confessed to having injuries that would hamper them. Simran realized that her tennis elbow would be a great liability. When it came to her turn to discuss her strengths and weaknesses she was honest

about her injury and indicated she would fit best somewhere in the middle, where many people could help her.

When Simran's turn to climb came, she called out to those on top what to expect – where she could not put much strain and how she would indicate that someone was pulling too hard. Then she was being pushed up with spotters all around her, and the next thing she knew she was over the wall.

Later when the members discussed the event, Simran asked what impact her limitations caused in the group. Those who had been pullers replied "none" they said that because she told them about the problem ahead of time, they knew what to do.

While getting packed to go home, Simran thought about how much she had learned about herself and her relationship to other people, especially at work. She recognized that she generally failed to trust others to do their part and so she was being not as effective as she could be. Her success came at a high price because of the extra workload she imposed on herself. In addition, is that behaviour really in my or my company's best interest? She knew she would have a lot to think about on the trip home. She wondered, "what was the price paid by my subordinates? How have my actions affected their attitudes and performance? Do I need to be so competitive with my peers?"

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

a) Do you think Simran was suitable for promotion to VP marketing from the position of Brand manager?

**5**

b) Has the program successful in improving interpersonal relation skills of Simran? How?

**5**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**MANAGING SUSTAINABLE DEVELOPMENT(MBA-210)**

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 State five levels on which people can participate in working towards a sustainable future? **10**
- Q.2 “We can create a more sustainable cleaner and safer world by making wiser choices” Evaluate the importance of this quote. **10**
- Q.3 What are UN Compact Principles? Also, discuss their role towards sustainability? **10**
- Q.4 Discuss a relationship between environmental protection and economic development. Is there a contradiction between the two? **10**
- Q.5 Explain the major challenges facing sustainable development in the era of globalization? **10**

**PART-B**

***Case study:***

Ecological Habitat Development

The project on ecological housing in Setagaya-Ku Fukasawa Tokyo, Japan provided environmentally sustainable housing in one of the densest cities of the world with the normal public housing cost financed totally from public funds. Five apartment buildings were constructed with 70 dwellings, 43 of which were for low income residents. High levels of thermal insulation and technologies saving energy such as solar collector for heating and hot water, solar cells and wind turbines were attached and water saving techniques such as permeable pavement and rainwater collection were installed. Various passive lighting, heating and cooling methods were applied and the design was made according to local wind patterns to enable natural ventilation during hot and humid summers. The building materials were selected to have minimal impacts on the environment and health of residents. Many trees were preserved and moved to the site, a garden established, a green rooftops installed, which is important in the context of low urban greenery and a major heat island effect. Thirty percent saving of average household energy bills were achieved. Shared community facilities were constructed. The project had a social dimension resulting in a social mix that is very rare in Tokyo.

- Q.6 Read the case study carefully given above and answers the following question:
- a) If you are asked to evaluate the environmental impact of the above project, state any two factors that can be identified as the key impacts on the environment. Also, specify the necessary information required for the assessment of impact due to these factors. **10**

# End Semester Examination, May 2017

MBA – Second Semester

## VALUE, ETHICS AND CSR(MBA-211)

Time: 3 hrs

Max Marks: **50**

No. of pages: 2

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

### **PART-A**

- Q.1 A 24-year-old man named Robert who has a wife and child is paralyzed from the neck down in a motorcycle accident. He has always been very active and hates the idea of being paralyzed. He also is in a great deal of pain; and he has asked his doctors and other members of his family to "put him out of his misery." After several days of such pleading, his brother comes into Robert's hospital ward and asks him if he is sure he still wants to be put out of his misery. Robert says yes and pleads with his brother to kill him. The brother kisses and blesses Robert, then takes out a gun and shoots him, killing him instantly. The brother later is tried for murder and acquitted by reason of temporary insanity.  
Was what Robert's brother did moral? Do you think he should have been brought to trial at all? Do you think he should have been acquitted? Would you do the same for a loved one if you were asked? **10**
- Q.2 **Ministerial Decisions.**In a recent press release, the minister is quoted as saying that a decision will result in significant savings. As a member of the project team, you know this is not quite true. The political interest and involvement in the project was high. To create the savings will require that other projects may have to be delayed or forgone. What should you do? **10**
- Q.3 A supplier sends a basket of expensive foodstuffs to your home at Christmas with a card: "We hope you and your family enjoy the 'goodies.'" What action(s) might you want to take? **10**
- Q.4 You are inspecting the books of a publisher that has violated the law. At noon you break for lunch and go to a restaurant. The company manager joins you there and asks you to be lenient regarding the publisher's practices and subtly suggests that he could offer you a very good deal on a computer. At the end of the meal, the manager offers to pay for your lunch. What should you do? **10**
- Q.5 Two young men, brothers, had got into serious trouble. They were secretly leaving town in a hurry and needed money. Karl, the older one, broke into a store and stole a thousand dollars. Bob, the younger one, went to a retired old man who was known to help people in town. He told the man that he was very sick and that he needed a thousand dollars to pay for an operation. Bob asked the old man to lend him the money and promised that he would pay him back when he recovered. Really Bob wasn't sick at all, and he had no intention of paying the man back. Although the old man didn't know Bob very well, he lent him the money. So Bob and Karl skipped town, each with a thousand dollars.  
Answer the following on the basis of above paragraph:  
a) Which is worse, stealing like Karl or cheating like Bob? Why is that worse?  
b) What do you think is the worst thing about cheating the old man? What is that the worst thing?  
c) In general, why should a promise be kept?

- d) Is it important to keep a promise to someone you don't know well or will never see again? Why or why not?
- e) Why shouldn't someone steal from a store?
- f) What is the value or importance of property rights?
- g) Should people do everything they can to obey the law? Why or why not?
- h) Was the old man being irresponsible by lending Bob the money? Why or why not?**10**

### **PART-B**

#### ***Case study:***

In Bangalore, a woman was near death from a special kind of cancer. There was one drug that the doctors thought might save her. It was a form of radium that a druggist in the same town had recently discovered. The drug was expensive to make, but the druggist was charging ten times what the drug cost him to make. He paid Rs 4000/- for the radium and charged Rs 10,000/- for a small dose of the drug. The sick woman's husband, Rahul, went to everyone he knew to borrow the money and tried every legal means, but he could only get together about Rs 2,000/-, which is half of what it cost. He told the druggist that his wife was dying, and asked him to sell it cheaper or let him pay later. But the druggist said, "No, I discovered the drug and I'm going to make money from it." So, having tried every legal means, Rahul gets desperate and considers breaking into the man's store to steal the drug for his wife.

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

- a) Should Rahul steal the drug? Why or why not?
- b) Is it actually right or wrong for him to steal the drug? Why is it right or wrong?
- c) Does Rahul have a duty or obligation to steal the drug? Why or why not?
- d) If Rahul doesn't love his wife, should he steal the drug for her? Does it make a difference in what Rahul should do whether or not he loves his wife? Why or why not?
- e) Suppose the person dying is not his wife but a stranger. Should Rahul steal the drug for the stranger? Why or why not?
- f) Suppose it's a pet animal he loves. Should Rahul steal to save the pet animal? Why or why not?
- g) Is it important for people to do everything they can to save another's life? Why or why not?
- h) It is against the law for Rahul to steal. Does that make it morally wrong? Why or why not?
- i) In general, should people try to do everything they can to obey the law? Why or why not?
- j) How does this apply to what Rahul should do? Why or why not? **1x10**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**ADVANCED EXCEL CALCULATIONS(MBA-212)**

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 Answer the following questions:

Cell	A	B	C	D
1	<b>Weekday</b>	<b>In charge</b>	<b>No. of workers</b>	<b>Wages paid</b>
2	Monday	Alok	3	200
3	Tuesday	Tanuj	5	500
4	Wednesday	Anshul	6	300
5	Thursday	Shree	3	400
6	Friday	Aditya	6	600
7	Saturday	Somya	5	800
8	Sunday	Siddharth	8	900

**Write the formula to calculate:**

- The total wages paid when the numbers of workers are more than 4.
- To calculate the amount of wage paid when the Incharge's name starts with 'A' Alphabet.  
5x2

Q.2 Answer the following functions:

- What is the result of putting "=Today ( )" in an Excel cell?
- Which function is used to determine the day of the week for a date i.e., January 31, 2017?
- What is the result of putting "=sumifs" in an Excel cell? How is it different from '=sumif' function?
- Why do we use Index function?
- Remove duplicates function is a tool of great importance for the Managers. Discuss.2x5

Q.3 Explain the importance of the following and its usage in presentation:

- Conditional formatting (In styles)
- Sort & Filter Option (In styles)
- Cell Styles (In styles)
- Format painter (in Clipboard)  
2½x4

Q.4 Discuss why and when do we use different types of charts available in excel while making professional presentations, specifically?

- Column.
- Line.
- Pie.
- Bar.
- XY (Scatter).

2x5

Q.5 **'What if analysis' is a very important tool with Scenario Manager, Goal Seek and data table for a manager while deciding about the various alternatives based on the sensitivity analysis. Comment while explaining the different usage of 'What If analysis'.10**

**PART-B**

Q.6 a) **Explain stepwise how to use password protection and allowing access only to those who know the password in Excel, through the use of 'Protect sheet'. 5**

b) **Explain stepwise how to implement substitute, Find and Replace function in excel. What utility does someone derive from using these functions?**

**5**

# End Semester Examination, May 2017

MBA – Second Semester

## INTER GENERATIONAL AND DIVERSITY MANAGEMENT(MBA-213)

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 Specify the key issues in international employee relations and how they can be addressed in multinational context. Illustrate with an example. **10**
- Q.2 What are the challenges faced in training in multinational companies? What is the importance of language training? **10**
- Q.3 What are the main points multinational firms must consider when deciding how to provide benefits? Briefly describe multinational compensation systems. **10**
- Q.4 Describe how ethical values interplay with the behavior at workplace in business organization. Explain your answer with examples from Indian organization representing cultural influence respectively. **10**
- Q.5 Write short notes on **any two** of the following:  
a) Approaches of the staffing in MNCs.  
b) Talent management.  
c) Role of HR manager in cross culture motivation.  
d) Challenges of leadership in cross culture context. **5x2**

### **PART-B**

- Q.6 "Japanese employees rarely go on strike, work long hours, rarely go off sick and prefer to work in teams". Critically examine this statement and the extent to which "culture" can adequately explain the realities of the Japanese employment system? **10**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**MANAGEMENT IN DIGITAL ENVIRONMENT (MBA-215)**

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 Briefly summarise the implications of the internet on each of these elements of the marketing-mix:  
a) Product  
b) Price  
c) Place  
d) Promotion **10**
- Q.2 It was once predicted that the internet would replace high-street stores and that within ten years the majority of retail purchases would be made online. Discuss the extent to which you think the goods and services available via the internet can satisfy the needs of the average consumer. **10**
- Q.3 Describe the factors to be considered while planning the website design. What should be the contents of a website and what are the broad contents to be covered? **10**
- Q.4 Compare the effectiveness of different methods of online advertising including banner advertisements, e-mail inserts, site co-branding and sponsorship. **10**
- Q.5 Compare and contrast traditional transaction-oriented marketing with one-to-one marketing using the internet. **10**

**PART-B**

***Case study:***

The Nationwide is a financial services organization which has been active in using the internet as a customer service tool. Bicknell (2002) reports that the volume of customer service is as follows:

- 900,000 registrants on site with 2.4 million visits to the site in August 2001
- Of the 1.2 million who entered the online bank, 900,000 made transactions resulting in 60,000 online contracts which require customer service.

**These figures highlight the number of transactions that will have reduced customer contacts in real-world branches and by phone, but this still leaves 60,000 online contacts. The nationwide believed that customers should expect service to be fast and accurate. MarkkCromack, operations manager, said:**

**"There was a huge demand for more and more information and an explosion in the level of information that people wanted. That had implications for staff morale. What we needed was an autoresponse facility which provided quality, compliant and consistent answers."**

**To reduce the volume of calls, Frequently Answered Question (FAQ) was not sufficient. The company purchased two products from Firepond to improve service. Concierge is provided on the home page to provide a facility with natural language searching to help customers find the answers to their queries more rapidly. 'Answer' is an automated message routing tool that provides automated answers to simple questions which can be reviewed by contact centre staff before dispatch and yet is able to spot the phrasing of more complex queries for completion by call centre operators.**

**Using these solutions, the quality of answers improved to give a first-time resolution rate of 94%. With the reduced staff time involved, the cost per contact had been reduced from \$ 4 to \$2.**

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

**Analyse the effectiveness of actions taken in the light of the changing business environment.**

# End Semester Examination, May 2017

MBA – Third Semester

## SERVICES MARKETING(MBA-351-1)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

- Q.1 What factors have led to the mammoth growth of service sector in India? Explain with examples. **10**
- Q.2 What is the service marketing triangle? What strategies may a company use for internal marketing? **10**
- Q.3 Write short notes on **any two** of the following:  
a) Critical incidents.  
b) Moments of truth.  
c) Service Encounters. **5x2**
- Q.4 What are experience and credence qualities of services? Why are they important for consumer behavior for services? **10**
- Q.5 If demand fluctuates, how should a service company manage its resource/supply? Describe with the help of a diagram. **10**

### **PART-B**

- Q.6 Explain the gaps model of services marketing. What role does customer expectation and perception play in this model?  
**10**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**SALES AND DISTRIBUTION MANAGEMENT(MBA-351-3)**

Time: 3 hrs

Max Marks:**50**

No. of pages: 2

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

**PART-A**

- Q.1 What do you mean by sales management? Explain the functions of sales manager. **10**
- Q.2 How can the training needs of sales persons be identified? How do the learning styles of sales persons affect the design of sales training program?  
**10**
- Q.3 Write short notes on:  
a) Sales territory.  
b) Sales Quota. **10**
- Q.4 How sales and distribution functions are complementary to each other. Discuss with suitable example. **10**
- Q.5 Briefly explain:  
a) Channel Conflict.  
b) Channel Information System. **10**

**PART-B**

***Case study:***

Pantaloon Parade is one of the leading retail brands in India. They have a chain of garments and fashion accessories outlets in different cities. They are facing problems of attrition in some of their stores in Bangalore for which they have developed a radical recruitment process compared to the original hiring process followed in the organization. A centralized electronic hiring process replaced the 400 store managers. In the original hiring process the store managers were responsible for recruiting the retail sales staff. In the new system the company interviews and hires people over telephone from its headquarters.

The applicants fill an application for the store where they wish to work and submit the application to the manager who checks it for inconsistency, incompleteness, and illegibility. If the application is found to be consistent, then the store manager gives a toll free number to the applicant to call for an interview in which an electronic voice leads the application through an inventory of yes and no questions about honesty, morality of profession, drug and other stimulant usage behavior, and on other professional habits.

Answers are entered in a touch-tone phone and the computer records responses and the time taken in responding to the questions. Interviewers at the corporate office evaluate the record and design a set of questions for a follow-up live interview in which the applicant gets a chance to explain his answers and reasons for his choices. The interviewers are trained to interpret the response behavior that includes pauses,

change of tone, and speech pattern. The local store managers only do the initial screening job and rarely challenge the new system and its effectiveness. The method has reduced the retail sales force turnover substantially.

- Q.6 Read the case study carefully given above and answers the following questions:
- a) Do you think Pantaloon Parade's new hiring process is more reliable for recruiting qualified retail sales force than the store manager's method of honesty tests? **5**
  - b) How much has an electronic hiring system changed the role of the sales managers? Do you think this change is better? If so, why? **5**

# End Semester Examination, May 2017

MBA—Third Semester

## BRAND MANAGEMENT (MBA-351-6)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

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

### **PART-A**

- Q.1 'If Coca Cola lost everything except for 'the formula' and its brandname, it could walk into any bank in the world and get \$100 billion loan to start from the scratch"-Fortune Magazine. Under the light of the given statement explain what is brand and what are the challenges in branding? **10**
- Q.2 'What do you understand by consumer based brand equity(CBBE)? Elaborate your answer through the CBBE Pyramid. **10**
- Q.3 What is brand positioning? Discuss the different levels of positioning with relevant examples. **10**
- Q.4 Discuss how marketers of business to consumer (B2C) products such as soft drinks or detergents would use various IMC tools differently than a marketer of business to business (B2B) products such as office supplies, computers in building brand equity. **10**
- Q.5 How can a brand leverage its secondary associations? Elaborate with relevant examples. **10**

### **PART-B**

- Q.6 What do you understand by a "creative brief"? Write a creative brief on the Milagrow's 'Window cleaning robot' print ad.

Unmatched Range

World's First Window Cleaning Robot

MILAGROW

Now, Window Cleaning is a pleasure!

• One-button Cleaning • Fall Proof • Perfect Cleaning • Detachable Cleaning Pads • Automatic Return • Cleans 5-28 mm Thick Glass

**End Semester Examination, May 2017**  
MBA – Third Semester  
**MANAGEMENT OF FINANCIAL SERVICES(MBA-352-2)**

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 is Securitization? How does it help banks and financial institutions to manage loans?**10**
- Q.2 What is a 4-sector economy? Explain the flow of resources in such an economy, with the help of a diagram. **10**
- Q.3 Write short notes on **(any two)** of the following:  
a) Special purpose vehicle.  
b) Consortium financing.  
c) Loan syndication. **10**
- Q.4 What are mutual funds? Explain the various types of mutual funds. Also describe the role of asset management companies. **10**
- Q.5 What are the reasons for rising NPA'S? How can NPA'S be classified and reduced? **10**

**PART-B**

- Q.6 Technology has a very important role to play in the BFSI sector. Explain by describing:  
• New services  
• CRM in banks  
• Demonetization. **10**

# End Semester Examination, May 2017

MBA—Third Semester

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT(MBA-352-3)

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**. Each question carries equal marks.

### **PART-A**

- Q.1 a) A financial system is a complex, well-integrated set of subsystems of financial institutions, markets, instruments and services which facilitate the transfer and allocation of funds, efficiently and effectively and in this SEBI helps in all of these. Discuss the importance of SEBI in promoting such financial system in India.  
b) Discuss the various types of security market functional in Indian financial markets.  
**5×2**
- Q.2 a) 'CAPM provides an alternative approach for estimating the firm's cost of capital, if we know the beta of the firm, then the cost of the equity capital can be easily defined' Comment.  
b) 'Financial innovations, internationalization and institutionalization of investment activities are different but ultimately inseparable aspects of the radical fundamental changes in the financial sector'. Discuss this while considering the developments of derivatives in India.  
**5×2**
- Q.3 a) How does the gross domestic product (GDP), monetary policy, liquidity, inflation and interest rate helps as tools in Economic analysis.  
b) Technical analysis has a huge quantum of information in terms of intra-day traded prices and opening/closing prices, so how does the technical analysts use this information in making their decisions.  
**5x2**
- Q.4 What is semi-strong form of efficiency and how is different from other form of efficiencies, i.e., weak and strong form based on the efficient market hypothesis. **10**
- Q.5 Discuss the features of a good benchmark. What benchmarking practices should investors have? Can you say that the NSE index is a good benchmark for portfolios in India? **10**

### **PART-B**

- Q.6 What is a diversified portfolio? How does the portfolio management and revision help in making most effective and efficient financial decisions? **10**

# End Semester Examination, May 2017

MBA-Third Semester

## PERFORMANCE MANAGEMENT IN ORGANIZATIONS(MBA-353-I)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 "Evaluation of performance appraisal is a critical process in human resource management". Comment on the above statement. **10**
- Q.2 Differentiate between 'mentoring' and 'coaching' with suitable examples. **10**
- Q.3 Discuss any three performance evaluation techniques with the issues and dilemmas in detail. **10**
- Q.4 How are managing people in transitions different from managing people in steady state? **10**
- Q.5 Write short notes on **(ANY TWO)**:
- a) Employee skills development.
  - b) Human resource accounting.
  - c) Balanced scorecard.
- 5×2**

### **PART-B**

#### Q.6 **A Big Step for Peak Electronics**

Lynda Murray, Chief Executive Officer of Peak Electronics, faced a difficult decision. Her company was a leader in making parts for standard cassette and reel-to-reel tape recorders. Murray had watched with some misgivings as digital technology hit the market in the form of compact disc players, and she had to decide whether to lead Peak into the digital age. Even though digital tape players were encountering legal hurdles in the American market, they were starting to take hold in Japan and Europe. Was America-and Peak-ready for them?

Murray had plenty of help in making the decision. First she met with the company's marketing division. Everyone had an opinion. Some predicted that every audio component would be digital by the turn of the century; others believed the popularity of even compact disc players was already waning. Everyone agreed that they needed time to conduct surveys, gather data, and find out what products the public really wanted and how much they would be willing to pay for them.

The people in research and development had a different approach. They were tired of making small improvements in a mature and perfected product. They had been reading technical material about digital tape, and they saw it as an exciting new technology that would give an innovative company a chance to make it big. Time was of the essence, they insisted. If Peak was to become an important supplier of parts for the new decks, it had to have the components ready. Delay would be fatal to the product.

A meeting of the vice presidents produced a scenario with which Murray was all too familiar. Years ago these executives had discovered that they could not out argue one another in these meetings, but they had faith in their staffs' abilities to succeed where they had failed. Before Murray even walked into the room, she knew what their recommendation would be: to create a committee of representatives from each division

and let them thoroughly investigate all aspects of the decision. Such an approach had worked before, but Murray was not sure it was right this time.

Desperate to make the decision and get it out of her mind, Murray mentioned it to her fifteen-year-old son, who, it turned out, knew everything about digital tape. In fact, he told her, one of his friends-the rich one-had been holding off on buying a new tape deck so that he would be on the cutting edge of digital recording. "It's gotta happen, Mom," her son said "People want it".

Intellectually, Murray believed he was right. The past thirty years had shown that Americans had an insatiable appetite for electronic gadgets and marvels. Quadraphonic sound and video discs were the only exceptions she could think of to the rule that if someone invented an improved way of reproducing images or sound, someone else would want to buy it.

But intuitively, Murray was not so sure. She had a bad feeling about the new technology. She believed the record companies, which had lost the battle to tape manufacturers, might get together with compact disc makers and audio equipment manufacturers to stop the digital technology from entering the American market. So far, no American company had invested substantially in the technology, so no one had an interest in funding the legal battle to remove the barriers to the new machines.

Exhausted, Murray went to bed. She hoped that somehow her subconscious mind would sort out all the important factors and she would wake up knowing the right decision.

- a) What sources of information and opinion about the new technology seem most reliable? Which would you ignore?
- b) If you were Murray, what would your next step be?

**5×2**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**ENTERPRISE RESOURCE PLANNING(MBA-354-1)**

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 reasons of growth of ERP market. What are the limitations of ERP? **10**
- Q.2 How is Gap analysis help in selection of a specific ERP Package? **10**
- Q.3 Discuss the future of ERP market in Indian Industrial Scenario. **10**
- Q.4 How ERP and E commerce are related with each other? Explain with suitable examples.  
**10**
- Q.5 What are enabling technologies? Discuss some of them for successful ERP implementation. **10**

**PART-B**

***Case study:***

**DEVELOPMENT OF A REAL-TIME KNOWLEDGE-BASED SYSTEM AT ELI LILLY**

**PROBLEM**

Eli Lilly (lilly.com) is a large U.S.-based, global pharmaceutical manufacturing company that has 42,600 employees worldwide and markets its products in about 160 countries. Production of medicines requires a special process called fermentation. A typical fermentation process involves a series of stirred vessels in which a culture of microorganisms is grown and transferred to progressively larger tanks. In order to have quality products, the fermentation process must be monitored carefully and controlled consistently. Unfortunately, some key quality parameters are difficult to control using traditional statistical process control. For example, it is difficult to quantify the state of a fermentation seed, but without this information, predictions of the behavior of a production cycle may be imprecise. Furthermore, Lilly operates many plants that use the same process but are operated by different employees. The quality of the product may vary substantially when different operators use their experience to control the process. The turnover of experienced operators also causes a problem for some plants. As a result, both productivity and quality problems emerge.

**SOLUTION**

Eli Lilly is using ES to overcome its problems. Its motivation for adopting a new system was to make the expertise of key technical employees available to the process operators 24 hours a day, anywhere. It was felt that an ES would allow relevant portions of the knowledge base to be cloned and made available to all of the company's plants. Eli Lilly installed Gensym's G2 (gensym.com/?p=g2\_platform) at its Speke site to

construct an intelligent quality-alert system that would provide consistent real-time advice to the operators.

## DEVELOPMENT PROCESS

The Eli Lilly system focuses on the seed stage of the fermentation process. Four knowledge engineers were involved in the system development: three for knowledge elicitation and one for coding knowledge into G2 rules and procedures. The knowledge engineers had some domain knowledge, and they were asked to record the knowledge of the experts but not to preempt or optimize it with personal attitudes toward the domain—and in particular not to rationalize the knowledge into a framework with which the interviewer was familiar. They were also asked not to intimidate the experts by virtue of their domain expertise. The entire development process took six months to complete, and it included the following major steps:

1. Knowledge elicitation. The knowledge engineers interviewed 10 experienced experts to acquire their knowledge. A knowledge acquisition tool, KAT, was used to facilitate the knowledge acquisition.
2. Knowledge fusion. The interviews resulted in 10 different knowledge sets, represented as graphs. A joint session integrated all sets.
3. Coding of the knowledge base. The resulting knowledge graph was converted into rules acceptable to G2. Initially, a total of 60 rules were produced.
4. Testing and evaluation. The system was tested using values that simulated anomalies for the variables and output verification.

### Results

Configuring the scalable automation was more intuitive and faster even when taking the learning curve into consideration. The program executes exactly as drawn making visual proof of calculations quick and easy. Two routines can be activated during simulation or start-up to find which gives the best response time. Such comparisons are very difficult with older automation. OLE for process control (OPC) standard augments communications between flexible production areas. It provides data exchange standards and constructs that allows information sharing among programs, much like Microsoft Office. OPC also provides more robust, secure, and object-oriented code and greater error checking.

Q.7 Read the case study carefully given above and answer the following questions:

- a) Why did Eli Lilly need to develop an intelligent system for providing advice to process operators? What are the benefits of using knowledge acquisition tools? **5**
- b) Why were the coding knowledge engineers asked not to use their own knowledge framework but to record only knowledge from the experts? Why do we need knowledge engineers to develop ES? Can we ask experts to develop the system by themselves? **5**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**RELATIONAL DATABASE SYSTEM(MBA-354-2)**

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 main characteristics of the database approach and how it differs from the traditional file systems. **10**
- Q.2 Write short notes on (**any two**):
- a) B-Trees.
  - b) Index files.
  - c) CRM. **5x2**
- Q.3 Discuss different types of transaction failure. **10**
- Q.4 What is a deadlock state? Explain deadlock prevention schemes. **10**
- Q.5 State the meaning of following:
- a) Data warehousing.
  - b) Data marts. **5x2**
- Q.6 What steps can be taken to ensure the security of a database? **10**

**PART-B**

- Q.7 What do you mean by normalization? Explain BCNF and 2NF with an example. **10**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**SYSTEM ANALYSIS AND DESIGN(MBA-354-3)**

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 is SDLC? Explain its various phases and its limitations. **10**
- Q.2 Write short notes on:  
a) Role of system analyst.  
b) Data flow diagram. **5x2**
- Q.3 Explain the various kinds of testing done during the implementation phase. **10**
- Q.4 Briefly explain the following:  
a) Case tools.  
b) Prototyping. **5x2**
- Q.5 Describe the general guidelines for the design of forms and reports. **10**
- Q.6 Describe briefly:  
a) Importance of documentation.  
b) JAD. **5x2**

**PART-B**

- Q.7 A fast food organization has expanded the number of outlets around a city. At the moment the outlets use the conventional billing system. The organization would like to implement a computerized system. As an IT expert what feasibility study will you do before the launch of new system? **10**

# End Semester Examination, May 2017

MBA – Third Semester

## IMPORT EXPORT MANAGEMENT AND DOCUMENTATION(MBA-355-1)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

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

### **PART-A**

- Q.1 What are the benefits the developing countries are deriving from exports? Suggest measures to promote their exports. **10**
- Q.2 Explain New EXIM Policy in detail; and also highlighting some key points related to Indian exporters and Importers. **10**
- Q.3 List and explain the documents required for to export and import. **10**
- Q.4 What is letter of credit? Explain its cycle in detail. **10**
- Q.5 "Commercial invoice is also termed as Document of Contents". Throw light on this statement. **10**

### **PART-B**

- Q.6 "Import substitution is a block for export promotion." Do you agree? If yes, why? If no, why not? **5**
- Q.7 Discuss the role of EOUs and SEZ in promoting exports. **5**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**INTERNATIONAL MARKETING(MBA-355-2)**

Time: 3 hrs

Max Marks:**50**

No. of pages:2

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

**PART-A**

- Q.1 What are the differences between domestic and international marketing? Elaborate with relevant examples. **10**
- Q.2 What are the bases of international trade? Explain in detail the principle of absolute and comparative advantage. **10**
- Q.3 What are the characteristics of culture? Explain the impact of culture on consumption with examples. **10**
- Q.4 What are the psychological and social factors affecting the international consumer behavior? **10**
- Q.5 What do you understand by competitive advantage of Nation? Explain using Michael Porter model. **10**

**PART-B**

***Case study:***

**How Gillette addressed the Indian Shaving Habits**

Although Gillette entered the Indian market in 1984 and launched its newest triple-blade system, Mach3 in 2004, sales were flat for a long time. The product did not go through any changes and kept its key features - such as long lasting diamond-like coating blades, 'Power Glide' smoothness, ergonomic handles, pivoting precision heads - and premium price, which was 10 times more than its two-blade competitors.

Even though the target customers were professional men with higher disposable incomes than the average Indian, the traditional, double-edged razor, could not be dislodged. Indian men do not consider shaving a significant enough activity to justify such a premium. Gillette's Mach3 value proposition was based on extensive consumer research, which highlighted key concerns men had about shaving: it was time-consuming, caused skin irritation and was generally unpleasant. Mach3 promised "the closest shave ever in fewer strokes - with less irritation". Research and development served as the key value network component supporting this value proposition, as it was crucial to deliver the promised performance. Manufacturing, distribution, marketing and advertising were geared for the global introduction through increased production capacity and aligned promotional material.

With such indifference towards shaving, Gillette had to focus on changing the consumer's attitude, leading to some creative marketing campaigns. For example, the launch of the newest Gillette Mach3 in 2009 was supported by the 'Shave India Movement 2009' campaign, which included several initiatives. Gillette created the platform 'India Votes... to shave or not' to support this campaign, which asked three controversial questions: Are clean-shaven men more successful? Did the nation prefer

clean-shaven celebrities? And the big one: do women prefer clean-shaven men? For two months, various media channels picked up on the campaign and ran interviews, discussions, editorials and news stories, which triggered popular interest. The main purpose was to create a debate around shaving.

- Q.6 Read the case study carefully given above and answers the following questions:  
How can Gillette make a nation change its shaving habits? Do you think this is a right strategy? **10**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**REGIONAL BUSINESS POLICIES(MBA-355-5)**

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 Compare European Union and SAARC as a Regional Economic Group. **10**
- Q.2 What do you mean by international migration? Explain the effects of international migration of skilled and unskilled labor. **10**
- Q.3 Explain the components, structure and importance of SAARC. **10**
- Q.4 Throw light on the role of FDI in growth of Indian Economy. **10**
- Q.5 Export and import helps in building relations with neighboring countries for which it is considered to be one of the good way in international business. **10**

**PART-B**

***Case study:***

You are just one week young in your job as a treasury executive in a leading laptop trader/supplier in India. Earlier your company was sourcing assembled laptops from China, but with the incentives provided in the Budget by the Finance Minister of India, your company is planning to enter assembly/manufacturing market in India. Now your company is planning to source components and sub-assemblies from Taiwanese firms. This will involve a lot of foreign exchange trading and contracts. Since you are from a leading university in India, your CEO has asked you to make presentation to the top management on various possibilities relating to forex market in India.

- Q.6 Read the case study carefully given above and answers the following questions:  
a) What is all that you would like to tell the top management so as to establish your credibility? **10**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**ENTREPRENEURIAL MARKETING(MBA-367-2)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 2

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

**PART-A**

- Q.1 Write short notes on:  
a) Ambush Marketing.  
b) Pioneer Advantage.  
c) Crossing the Chasm.  
d) Guerilla Marketing. **10**
- Q.2 Describe the process and two tools for opportunity identification in entrepreneurial marketing? **10**
- Q.3 What are the sources of Pioneer and later mover advantage? Discuss with examples. **10**
- Q.4 What are the differences between entrepreneurial marketing and traditional marketing as regards business orientation, at strategic level, tactical level and gathering market intelligence? **10**
- Q.5 Explain the process of Entrepreneurial Product development. Discuss the idea generation and concept generation stages. What testing tools are available to an entrepreneur? **10**

**PART-B**

***Case study:***

**The NARO Car: How to create a business**

After 25 years of being involved in developing and selling engineering solutions in the motor industry, Hugh Kemp had enough. "Despite being involved in engineering and manufacturing for all that time, I still felt that I wanted to make something, something whole and complete and mine". Hugh had been a member of umpteen teams but was never the sole owner and champion of a complete product. "My first idea was to get as far, away from the motor Industry as possible so I decided to build boats, especially as I love sailing. However, I knew very little about building boats but I did know about making cars so power won over sail in this case."

Fortunately, Hugh had been working on a new narrow vehicle concept towards the end of his seven years as Director of Engineering at ProdriveAutomotive Technology in Warwick in the UK. When the entrepreneurial itch became too much to bear and he decided to move on, the moment of truth coincided with Prodrive's decision not to pursue the new vehicle concept which became the Naro Car. With a license from Prodrive to develop the product from his own resources, Hugh set up The Narrow Car Company.

The Entrepreneur With long experience of the corporate world at a senior level, including time at Lotus Cars designing and building engines for GM and Chrysler, Hugh felt confident of his ability to present his ideas to any audience. "I'd got technical

knowledge, commercial and presentation skills but what I did not have was enough money to take the Naro car from an idea to a working prototype. There's money around for the back end, such as pre-production prototypes, labor, capital equipment, once you have proved the concept with something that works and looks like the real thing but there's little money around at the risky end, the beginning, for what is a very new and different car concept." As a client at Coventry University's Vision Works Business start-up programme and also a partner of the University's Engineering Faculty, some good advice and practical design engineering support was on offer which included information on funding options. Hugh tried a number of potential corporate partners for equity based arrangements, and sought support from supplier networks and the European Union's Innovative Actions project could help to launch a whole new business stream for the UK automotive manufacturing sector as well as licensing opportunities overseas.

As a commuter vehicle the product could provide travel in comfort at normal motorway speeds and then find gaps in the city traffic to maintain a sensible speed to complete the journey. Once at the destination, parking in a third of the space occupied by a conventional passenger car is possible. As journeys can be achieved with 30% of normal fuel consumption, the Naro car also provides both cost and environmental benefits.

As a taxi the Naro car could provide an alternative for those individuals who value time and need to travel around our cities to tight schedules. Virgin Limo Bikes provide a service in the city for those who don't mind getting wet as a pillion rider on a motorcycle. The Naro vehicle will provide the ideal platform to expand this service for a fainter hearted passenger. Statistics show that City of London vehicle speeds at peak times are; Passenger cars at 3 mph, buses and conventional taxis at 5 mph and dispatch riders at 15 mph.

As the Naro has the same 'foot prints' as dispatch bikes, a threefold reduction in journey times could be achieved. As the taxi industry progresses to hailing by mobile phone, the opportunity for the appropriate size vehicle to be dispatched to the caller would make significant reductions in congestion, gaseous emissions and CO<sub>2</sub>, and provide shorter waiting and journey times for single passengers.

The final application as a city delivery vehicle would help cut costs and pollution caused by oversized vans used by logistics operators. Initial designs range from a flat-bed for carrying awkward shape loads, to a box van concept for the Royal Mail. There is even a bike rack attachment for the outward-bound couple.

- Q.7 Read the case study carefully given above and answer the following questions:
- a) Evaluate the potential market segments for Naro from perspective of Entrepreneurial Marketing and Communication. Which niche would you recommend based on your analysis? Give reasons for your answer.

**5**

- b) As an entrepreneur, what business model would be most appropriate for Naro? Discuss.

**5**

**End Semester Examination, May 2017**  
MBA – Third Semester  
**BUILDING TEAMS AND TEAM LEADERSHIP(MBA-367-3)**

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 Why leadership is important? Explain different leadership styles in detail. **10**
- Q.2 What do you understand by team building? List the different methods through which you can assess team performance? **10**
- Q.3 Define 'Team Culture'. Discuss various types of cultures prevailing in different organizations. **10**
- Q.4 What do you understand by a conflict? Explain conflict resolution methods in detail. **10**
- Q.5 What are the behavioral theories of leadership? Explain with suitable examples. **10**

**PART-B**

***Case study:***

**Leadership Case Study: Inspires and Motivates Others to High Performance**

MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solutions. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Sally has been a senior manager at MTCR for four years and leads a team in the custom services area of the company. In a recent 360-degree survey, Sally scored above average (at the 70th percentile) in the competency, Inspires and Motivates Others to High Performance. Her report also indicated that her manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact on her success on the job. For these reasons, she's focusing her personal leadership development over the next year on this competency. David is one of Sally's direct reports who has worked at MTCR for more than nine years and whose historical performance has been excellent. It's generally known among the team that David doesn't have as strong a technical background as most of his colleagues. At the same time it's also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. He transferred from a different group and joined Sally's team almost two years ago. Unfortunately, David has had several performance setbacks on the job over the last three months. One of them revolved around some critical missed assignments and late deliveries. Sally had assigned him two projects with some stretch goals that were not easy for David to hit, but had made those assignments specifically to give him development opportunities he had requested. This approach was typical for her, as she generally has a positive

approach and displays confidence in her team members. She had worked together with him on his plans, and had checked in regularly with him during the weeks leading up to the delivery dates. Each time she was assured by him that everything was on track. These were very visible failures that ended up impacting the performance of Sally's entire team. The other setbacks were related to workplace confrontations he had at different times with several of his teammates following the missed assignments. Sally has met often with David during these last few months. She moved quickly to call out his missed responsibilities and improper behavior, wanting to be clear to him and the team that she was holding him accountable for his actions. She interviewed David's teammates to get their understanding of what happened and the impact these situations were having on them and the team. She's also spent a good deal of time with David to get his perspective, trying to understand what's been behind David's unusual behavior and to help him get back on track. During her meetings with him, she sometimes downplayed the seriousness of the situations in order to make him feel better about himself. During Sally's coaching meetings with David over the last two weeks, she learned that there are several things that are likely contributing to David's recent performance issues. He shared some personal financial and family issues that clearly have him worried. He's also concerned about some process and role changes on the team that Sally instituted a few months ago that have caused changes in his day-to-day work responsibilities. David has accepted Sally's feedback and recognized and taken responsibility for his actions. Although his personal issues are improving, they're still an obvious worry to him. He's also clearly stuck on how to handle the changes in his job. One of Sally's greatest concerns is how to get this formerly excellent performer back on track and contributing more, despite David's obvious discouragement and lack of confidence.

- Q.6 Read the case study carefully given above and answers the following questions:
- a) Which of those companion behaviors shown was Sally employing when dealing with David and his situation? **5**
  - b) As Sally considers her personal development as a leader, which of the Developmental Suggestions has Sally been practicing effectively? **5**

# End Semester Examination, May 2017

MBA – Fourth Semester

## CONSUMER BEHAVIOUR (MBA-451-1)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

Note: Attempt **FIVE** questions in all; **Part-Bis compulsory**. Attempt any **FOUR** questions from **Part-A**. Each question carries equal marks.

### **PART-A**

- Q.1 You are the brand manager of a new line of light weight autofocus, economically priced digital cameras. Describe how an understanding of consumer behaviour will help you in your segmentation strategy and promotion strategy. **10**
- Q.2 Explain the Engel Blackwell and Miniard Model of Consumer Behavior. **10**
- Q.3 Explain the various factors that influence a customers' decision to buy for the following products/services. Explain your answer with reason(s).
- a) Holiday package.
- b) Laptop. **5×2**
- Q.4 How can the principles of a) classical conditioning and b) instrumental conditioning be applied to the development of marketing strategies? **10**
- Q.5 Write short note on:
- a) Consumer motivation.
- b) Reference group. **5×2**

### **PART-B**

- Q.6 **Case study:**

#### **The Nike Ad Controversy**

If you're not familiar with Bella Hadid, she's a 20-year-old supermodel that is now being endorsed by NIKE, Inc. When she excitedly shared this news on Instagram, she was met with backlash surrounding the idea that she was too skinny and that Nike should instead be endorsing an athlete.

According to Yolanda Hadid, Bella's mother and formerly of the Real Housewives of Beverly Hills, Bella had competed in equestrian riding most of her life, but that dream was crushed when she was diagnosed with Lyme disease, which causes fatigue and has the potential to fog the brain. In most cases, you don't want to mount a horse with a fogged brain. According to Bella herself, she works out three hours per day. If that's true, then whether or not she can be classified as an athlete is subjective.

Bella might be deemed too skinny to be a part of the Nike team, but there are tens of millions of Americans who are considered "too skinny." Bella may not be the traditional athlete, but if only traditional athletes wore Nike, then it would severely limit the company's reach. Nike is smarter than that. All shapes and sizes already wear Nike, and this helps reinforce the following message to consumers: you don't need to be an athlete to wear Nike.

If you read between the lines—and look at the Bella Hadid Nike ads—you will realize that Nike is using Bella Hadid as a way to increase its athleisure presence, but it's adding

a twist by being a little risk with those ads, which gives it some differentiation compared to other athleisure brands. Nike is a savvy company, and it's always looking at the big picture and playing the long game. This has always been the case, and it will likely never change.

Read the case study carefully given above and answer the following question:  
How do you think, Nike using the knowledge of consumer behaviour to its marketing strategies? **10**

# End Semester Examination, May 2017

MBA– FourthSemester

## DIGITAL MARKETING (MBA-451-2)

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 Social media has emerged as an influential marketing channel. Discuss. **10**
- Q.2 Online display advertising has developed a lot from the early banners and CPM only deals. Critically discuss the objectives, advantages and disadvantages of display advertising. **10**
- Q.3 In today's scenario, majority of marketer are shifting their money to digital marketing. Why? Give reasons to support your answer. **10**
- Q.4 What do you understand by Google AdWords? How do you calculate ad rank? **10**
- Q.5 What are the stages in digital consumer decision journey? Discuss. **10**

### **PART-B**

- Q.6 Do you think Digital Marketing will disrupt the way marketing is done in India? Discuss. **10**

# End Semester Examination, May 2017

MBA – Fourth Semester

## PROJECT MANAGEMENT(MBA-452-1)

Time: 3 hrs

Max Marks: **50**

No. of pages: 1

**Note: Attempt all question:**

Q.1 Having successfully completed your MBA from a prestigious Institute in north India, you plan to be an entrepreneur and you know scouting for project ideas is of paramount importance.

Discuss how would you scout for project ideas?

**8**

Q.2 Haryana State Electricity Board (HSEB) taking advantage of government economic reforms and the liberalization measures announced has plans to expand by setting up a gas based power generating unit.

The management of HSEB has worked out a proposal to expand by adding a gas based power generating unit. Building for expansion would cost Rs. 600 lakh; and plan costing Rs. 1200 lakh is to be purchased from Bangalore, requiring transportation, insurance and installation expenses of Rs. 50 lakh each. Working capital requirements are estimated at Rs. 100 lakh. Services of two engineers have been requisitioned to carry out pre – test and help in starting the project and their services would cost Rs. 50 lakh. In addition the pre-tests and trial run would cost Rs. 500 lakh and the trial run would yield output having a value of Rs. 100 lakh.

You are required to estimate cost of the project. State principles for project cost estimation.

**15**

Q.3 Government is considering construction of a bridge over a river. It is estimated to cost Rs. 300 lakh and its maintenance cost will be Rs. 50000/- per month. About 250000 persons are estimated to cross the bridge every month.

After bridge construction, the ferry operator is expected to close down and his ferry boats will be sold and would realize Rs. 100,000. About 50,000 persons use ferry services for which the operator charges Rs. 3/- per person and his expense is Rs. 2/- per person.

You are required to estimate and analyse social costs and social benefits on construction of the bridge.State assumption of your analysis.

**OR**

Discuss any TWO of the following:

a) Satisfactory human relation system is essential for successful execution of a project.

b) What are the usual assumptions underlying CPM analyses?

c) What is the difference between economic rate of return and the book return on investment?

**15**

Q.4 Following are the two important sources of funds for a project:

a) Equity shares and            b) Zero interest bonds.

Explain the distinct features of the two sources.

**6**

Q.5 'Important facets of project analysis are:

Environment analysis, technical analysis, market analysis, financial analysis and economic analyses. Discuss.

**OR**

While carrying out technical analysis of a project, discuss the factors having bearing on the choice of technology.

How would you evaluate the appropriateness of technology?

# End Semester Examination, May 2017

MBA– Fourth Semester

## CAPITAL EXPENDITURE, PLANNING AND CONTROL (MBA-452-4)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

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

### **PART-A**

- Q.1 a) "The cost of capital is a function of management preferences". Discuss this statement with example showing the uses and limitations of cost of capital to the financial manager. **5**
- b) "Expected return on an investment should be a function of the "market risk" embedded in that investment – the risk-return tradeoff. Elucidate on the basis of concept of Cost of Capital and CAPM". **5**
- Q.2 a) What are the merits of using NPV and IRR as capital budgeting technique? Which of these two is better and why? **5**
- b) How the market demand forecasting techniques and estimation of cash flows help organization in making effective financial decisions under uncertainty? **5**
- Q.3 What is the advantage of analyzing investment expenditure as a single component within a sequence of investment decisions rather than as an isolated period decision? Use your answer to illustrate the statement that "Probability Tree are especially effective in showing the interplay between a present decision, chance events, and possible future decisions and their consequences." **10**
- Q.4 Managerial options available for a decision maker can vary from Expansion or Contraction, Abandon and even Postponing a proposal, amongst these Abandoning a decision can also be a good option as per the need of the organization. Illustrate with an example. **10**
- Q.5 "Securitization through issue of tradable instruments would attract a wider investor base and thereby result in lower cost of funds to the Originator" Elucidate this while explaining the process of securitization in India and the parties involved. **10**

### **PART-B**

- Q.6 Addon Ltd. is considering three alternatives single-period investments, A, B and C, whose returns are dependent upon the state of the economy in the coming period. The state of the economy is known only by a probability distribution:

State of the economy	Probability
Fair	.25
Good	.40
Very good	.30
Super	.05

The returns of each alternative under each possible state of the economy are as follows:

State of the Economy

Alternative	Fair	Good	Very Good	Super
A	`10	`40	`70	`90
B	- 20	50	100	140
C	- 75	60	120	200

Use a Probability Tree Approach to evaluate the three alternatives and the expected return generated by them. Given Present value of `1 will remain unchanged even after 1 year.

**End Semester Examination, May2017**  
MBA—Fourth Semester  
**EXECUTIVE COMPENSATION AND WAGE ADMINISTRATION**  
**(MBA-453-2)**

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**. Each question carries equal marks.

**PART-A**

- Q.1 Explain job evaluation? Why job evaluation is important to industry? Support your answer with appropriate example. **10**
- Q.2 What is compensation management? Describe the model for compensation management. **10**
- Q.3 What is Hay Plan? How jobs are evaluated using the Hay System? **10**
- Q.4 Write short notes on:  
a) Compensation management.  
b) Reward management. **5×2**
- Q.5 What are employee benefits? What are the advantages of having flexible benefits program? **10**

**PART-B**

- Q.6 Consider the case of your college. What are the compensable factors required for your college to evaluate jobs? How would you go about identifying these factors? Should the college's educational mission be reflected in your factors or the generic factors are enough? Discuss. **10**

# End Semester Examination, May 2017

MBA– FourthSemester

## TALENT MANAGEMENT AND CAREER DEVELOPMENT (MBA-453-4)

Time: 3 hrs.

Max Marks:50

No. of pages:2

Note: Attempt **FIVE** questions in all;**Part-Bis compulsory**. Attempt any **FOUR** questions from **Part-A**.Each question carries equal marks.

### **PART-A**

- Q.1 Enumerate any three employee development strategies used by the startup firms. **10**
- Q.2 Employer branding is considered to be a very important factor in talent management. Why? **10**
- Q.3 Define 'career anchors'. Explain the role of career anchors in career development strategy. **10**
- Q.4 What is workforce diversity? Explain its importance in managing workforce. **10**
- Q.5 Write short notes on the following:  
a) Any three talent management trends with examples.  
b) Employee attrition. **5×2**

### **PART-B**

Q.6 **Case Study:**

On the basis of the article given below, comment on the role of talent analytics in talent development and business decision making.

Organizations are increasingly relying on advanced analytics to make better, more strategic business decisions. Unfortunately, many talent management professionals are not applying advanced analytics to their organization's biggest asset—its people. But that is changing quickly, according to a new whitepaper from UNC Kenan-Flagler Business School, Driving Talent Development with Data.

Whitepaper co-authors, UNC Executive Development Director Kip Kelly and Vetrics founder and CEO Gene Pease, explore how leading-edge companies are exploiting the potential of human capital analytics to improve talent acquisition, employee engagement, retention, and talent development.

Driving Talent Development with Data defines human capital analytics, also known as human resources analytics or talent analytics, is the "application of sophisticated data mining and business analytics techniques to human resources data." According to the research, several trends have converged to accelerate the growth of talent analytics:

- Amount of data that is available to companies is growing exponentially.
- Cheaper and faster technologies have made it more affordable than ever to collect and analyze large datasets.
- New technologies enable the structuring of unstructured data.
- Annual and quarterly reports are giving way to real-time decision making and predictive analytics.

Although talent analytics is taking hold in organizations, the process is still intimidating to many leaders. Kelly and Pease advise organizations that want to venture into human capital analytics to start by taking smaller measurement steps. More important, it is helpful for these organizations “to view the human capital analytics process as a measurement continuum,” the authors write. The continuum looks something like this:

- Anecdotes—tell the story behind the numbers.
- Scorecards and dashboards—summarize talent management strategies and associated measurements.
- Benchmarks—compare with an organization’s actual practices.
- Correlations—describe the statistics where two or more variables move together.
- Isolation and causation—discern why a metric or key performance indicator has changed.
- Predictive analytics—measure the impact of the causes and prescribe future investments.
- Optimization—offers insight into where human capital investments are working and presents options for improvement.

# End Semester Examination, May 2017

## MBA– Fourth Semester E-COMMERCE (MBA-454-2)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **2**

Note: Attempt **FIVE** questions in all; **Part Bis compulsory**. Attempt any **FOUR** questions from **Part A**. Each question carries equal marks.

### **PART-A**

- Q.1 Write short notes on:  
a) Usage of Electronic Data Interchange.  
b) Web/Client Server Architecture. **5×2**
- Q.2 Consider an online banking system; discuss the security and privacy issues relating to electronic cash transactions. **10**
- Q.3 What is meant by information brokers? State why their services are needed in e-commerce? **10**
- Q.4 What is Internet advertising? Discuss the methods of Internet advertising. **10**
- Q.5 Write short notes on:  
a) E-Auctions.  
b) Digital Signatures. **5×2**
- Q.6 Explain the role and support of E-Commerce in the following applications with examples:  
a) Jobs and employment sites.  
b) Entertainment sites. **5×2**

### **PART-B**

Q.7 **Case study:**

#### **Lonely Planet**

In 1972, Tony and Maureen Wheeler were newly-weds who decided to have one last adventure travel experience before settling down. Their trip was an overland trek from London to Australia through Asia. So many other travelers asked them about their experiences that they sat down at their kitchen table and wrote a book titled Across Asia on the Cheap. They published the book themselves and were surprised by how many copies they sold. Three decades and 60 million books later, their publishing enterprise has turned out to be one of the most successful in history.

The Wheelers' publishing company, Lonely Planet, has grown rapidly, with typical annual sales increases of 20 percent or more. The company is privately held and does not release sales figures, but industry analysts estimate current annual revenues to be \$50 million. Lonely Planet publishes more than 650 titles in 17 languages and holds a 13 percent share of the travel guide market. The company has more than 400 employees in its U.K., U.S., French, and Australian offices who perform editorial, production, graphic design, and marketing tasks. Travel guide content is written by a network of more than 150 contract authors in 20 countries. These authors are knowledgeable about everything from visa regulations to hotel prices to the names of the hottest new entertainment spots. The combined expertise of the in-house staff and the in-country authors has kept Lonely Planet ahead of its competitors for many years.

In recent years, Lonely Planet has expanded its business beyond the publication of travel guides. The company offers travel services that include a phone-card, hotel and hostel room-booking, airplane tickets, European rail travel reservations and tickets, package tours, and travel insurance. These services are offered by telephone and on the Lonely Planet Web site.

The Web site has won numerous awards, including the Society of American Travel Writers 2003 Silver Award and a spot on Time magazine's 2003 "Fifty Best Web Sites" list. It has also won the best travel site Webby three times, most recently in 2004. The site was launched in 1994 and includes an online store in which Lonely Planet publications are sold. However, the site's main draws are its comprehensive collection of information about travel destinations and its online bulletin board, the Thorn Tree, which has more than 220,000 registered users and more than 400,000 message posts each year. Another section of the Web site, Lonely Planet Images, includes 250,000 digital photos and other graphics and is used by more than 25,000 registered users.

Lonely Planet is always looking for ways to expand its market and brand image through new technologies. For example, it has formed a joint venture with Nokia to provide city guides on mobile telephones in more than 40 cities worldwide. The company has also sold its content for use on portal sites such as Yahoo! and has created a B2B division that provides customized content to large corporate customers for their internal use.

Despite its excellent Web site and its use of new technologies, most of Lonely Planet's revenues are still generated by book sales. The typical production cycle of a travel guide is about eight months long. This is the time it takes to commission authors, conduct research, work through several drafts of writing and editing, select photos, create the physical book, and print it. This production cycle causes new books to be almost a year out of date by the time they are published. Only the most popular titles are revised annually. Other titles are on two-, three-, or four-year revision cycles. The time delay in publication means that many details in the guides are outdated or wrong; restaurants and hotels close (or move), exchange rates and visa regulations change, and once-hot night spots are abandoned by fickle clientele.

Lonely Planet publications are well researched and of high quality, but the writers do not work continually because the books are not published continually. The Web site often has information that is more current than the published travel guides. Lonely Planet has adopted new technologies, but has not used them to revise its revenue model or to make basic changes in the production of its main product, the travel guides.

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

- a) Prepare a report in which you analyze the marketing channel conflicts and cannibalization issues that Lonely Planet faces as it is currently operating. Suggest solutions that might reduce the revenue losses or operational frictions that result from these issues. **5**
- b) Prepare a list of new products that Lonely Planet might introduce to take advantage of Internet technologies (including wireless technologies) and address customers' concerns about the timeliness and currency of information in the printed travel guides. Briefly describe any problems that Lonely Planet will face as it introduces these new products. **5**

# End Semester Examination, May 2017

MBA– Fourth Semester

## CLLOUD COMPUTING (MBA-454-3)

Time: 3 hrs.

Max Marks: **50**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Part Bis compulsory**. Attempt any **FOUR** questions from **Part A**. Each question carries equal marks.

### **PART-A**

- Q.1 Why cloud computing is so popular in the era of internet? Justify your answer with appropriate examples. **10**
- Q.2 Write short notes on:  
a) Online Groupware.  
b) Centralizing Email Communications. **5×2**
- Q.3 What is Service Oriented Architecture? Explain the life cycle of Service Oriented Architecture. **10**
- Q.4 What is trusted cloud computing? Explain the security issues in cloud computing with respect to implementing real time application over cloud platform. **10**
- Q.5 Write short notes with examples on:  
a) Service models of Cloud Computing.  
b) Deployment models of Cloud Computing. **5×2**
- Q.6 Explain in detail about online collaboration tools for projects. **10**

### **PART-B**

Q.7 **Case study:**

#### **GOOGLE CLOUD-BASED SOLUTIONS**

Google is one of the world's most successful web-based businesses. Through its high performing search engine, Google leverages high-margin automated advertising solutions. Beyond this, Google offers a variety of applications that leverage the cloud's ease of access and device independence in a wide range of users.

To start, Gmail, an early cloud-based solution, has become one of the most widely used e-mail services. By storing user e-mails within the cloud, Gmail provides ease of access to e-mail from any computer or handheld device, at any time and from any place.

Google Docs, an online set of collaborative document editing tools, provides many of the common capabilities of Microsoft Office tools, such as Word, Excel, and PowerPoint, from within a web browser, with no software to install and no cost! Not only do the Google Docs tools make it easy for developer to share documents, they provide a preview of how future cloud-based solutions will allow users to perform their daily computing tasks without the need for a computer operating system such as Windows or Mac Operating System.

As you might expect, Google is not conceding sole custody of the music market to Apple. Google is protective of its web domain and now offers services users can access for common cloud-based solutions.

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

- a) Explain how Google makes money? Describe the pros and cons of PCs that do not require an Operating System. **10**

**End Semester Examination, May 2017**  
MBA – Second Semester  
**INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT**  
**(MBA-455-1)**

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 When Christopher says that "Supply chains compete, not companies" what exactly does he mean? Evaluate this statement. **10**
- Q.2 Explain "Just in Time" and "Vendor managed inventory" models in detail. **10**
- Q.3 What are the key issues involved in supply chain management with respect of strategy, tactical and operational levels? **10**
- Q.4 Discuss different drivers and its impact on the performance of the supply chain. **10**
- Q.5 Describe the role of e-business in supply chain and explain the impact that e-business can have on supply chain performance. **10**

**PART-B**

Q.6 **Case study:**

Kozmo, the online convenience store to shut down New York-based Kozmo, the 3-year-old company announced that it would stop delivery service in all nine cities it operates. New York-based Kozmo, which dispatched legions of orange-clad deliverymen to cart goods to customers' doors, is the latest dot.com dream to evaporate in the market downturn. Amazon com, venture capital firm Flatiron Partners and coffee giant Starbucks were among the investors in Kozmo.

Kozmo said in December that investors promised a total of \$30 million in private funding. But last month the company learned that an investor had backed out of a \$6 million commitment. Kozmo executives had been working on a merger deal with Los Angeles-based PD Quick, another online grocer, sources said. The deal collapsed when funding that was promised to PD Quick did not materialize. Sources said Kozmo still has money but decided to close now and liquidate to ensure that employees could receive a severance package.

Just last month, Kozmo Chief Executive Gerry Burdo was upbeat about Kozmo's future, saying he was looking to steer Kozmo away from its Internet-only business model and toward a "clicks and bricks" approach. But some analysts say Kozmo's business model only made sense in the context of a densely packed city such as New York. Vern Keenan, a financial analyst with Keenan Vision, said the service had a charree to work in only a few other cities around the world, such as London, Stockholm or Paris. "This seemed like a dumb idea from the beginning", Keenan said. "This grew out of a New York City frame of mind and it simply didn't translate."

Kozmo was started by a pair of twenty-something former college roommates. They got the idea for the company on a night when they craved videos and snacks and wished a business existed that would deliver it to them. Kozmo offered free delivery and charged

competitive prices when it launched in New York. Through customer loved the service, the costs of delivery were high.

After co-founder and former Chief Executive Joseph Park stepped down, Burdo slashed Kozmo's overhead, instituted a deliver} fee and oversaw several rounds of layoffs. The company also closed operations in San Diego and Houston. Burdo said last month that profitability was not far away. The company had readied a milestone last December when it reported profits at one of its operations for the first time. Kozmo later saw two more operations reach profitability as a result of brisk holiday business.

Online delivery companies have been among the most ravaged by the Internet shakeout. Kozmo's rival in New York, Urban fetch, shuttered its consumer operations last fall. Online grocers such as Web van End Peapod have also struggled and smaller operations such as Streamline.com and ShopLink.com have dosed down. Peapod was days away from closing last year when Dutch grocer Royal A holds agreed to take a majority stake.

From the very beginning, supply chain management was to be a core competency of Kozmo. The promising dot.com would deliver your order everything from the latest video to electronics equipment in less than an hour. The technology was superior, the employees were enthusiastic, and the customers were satisfied. But eventually, Kozmo ran out of time and money.

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

- a) What is your opinion is the major reason for the failure of Kozmo?
- b) Do you think that Kozmo promised what its supply chain could not bear? What could have prevented its shutdown?

**5×2**

# End Semester Examination, May 2017

MBA– FourthSemester

## INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS (MBA-455-3)

Time: 3 hrs.

Max Marks:**50**

No. of pages:**1**

Note: Attempt **FIVE** questions in all;**Part-Bis compulsory**. Attempt any **FOUR** questions from **Part-A**. Each question carries equal marks.

### **PART-A**

- Q.1 Discuss the role of World Bank in promoting industrial growth of developing countries. **10**
- Q.2 Evaluate the advantages and disadvantages of FDI. Also explain the role of FDI in the economic development of the host country. **10**
- Q.3 Critically examine comparative cost theory of international trade. What are the assumptions of this theory? **10**
- Q.4 a) Describe the role of UNCTAD in finding solutions to commodity problems.  
b) What are the effects of globalization on the world economy? Explain briefly. **5×2**
- Q.5 Write short notes on **any two** of the following:  
a) Product cycle theory.  
b) IMF.  
c) Subsidy.  
d) Anti-dumping policy. **5×2**

### **PART-B**

- Q.6 A company wants to enter international markets by involving another company in the foreign country. Discuss various modes of international market entry where the scope for involvement of a foreign company is possible. Critically evaluate in which situations each of those modes are suitable. **10**

**End Semester Examination, May2017**  
MBA – Fourth Semester  
**EVENT LOGISTIC MANAGEMENT(MBA-459-1)**

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 "An event is not like directing a movie, rather, it is like a live stage production." Elaborate on this statement by describing the importance of event planning. **10**
- Q.2 What is the Critical Path when planning an event? Prepare the path for a quiz competition (inter college) to be organized at FMS, MRIU in Nov. 2017. **10**
- Q.3 Why is the 'location' an important aspect of event planning? Explain the factors considered for site selection. **10**
- Q.4 Write short notes on:  
a) Food and Beverage planning for events.  
b) Sound, light and audio-visual requirements for events. **5x2**
- Q.5 What are green events? What special considerations are involved in planning such an event? **10**

**PART-B**

- Q.6 a) Many states of India, such as Telangna, Chhattisgarh etc. organize events to promote their states. What are the objectives of such events?  
b) Make a logistics checklist for the Surajkund International Crafts Mela, an annual event, held in Faridabad, Haryana. **5x2**

**End Semester Examination, May 2017**  
MBA– FourthSemester  
**EVENTS-LAWS, LICENCES AND CONTRACTS (MBA-459-2)**

Time: 3 hrs.

Max Marks:**50**

No. of pages:**1**

Note: *Attempt **FIVE** questions in all; **Part Bis compulsory**. Attempt any **FOUR** questions from **Part A**.*

**PART-A**

- Q.1 Explain the permissions required for an open ground event. **10**
- Q.2 Explain the following: Indian Performing Rights Society (IPRS) 208, Phonographic Performing License (PPL). **10**
- Q.3 Explain registration of establishment in shop and establishment act. **10**
- Q.4 How is service tax implemented on event management services? **10**
- Q.5 Explain the classification of contracts according to Indian Contract Act 1872. **10**

**PART-B**

- Q.6 a) ShambhuDayal started "self-service" system in his shop. Smt. Prakash entered the shop, took a basket and after taking articles of her choice into the basket reached the cashier for payments. The cashier refuses to accept the price. Can ShambhuDayal be compelled to sell the said articles to Smt. Parkash? Decide. **5**
- b) The Manager of a Cinema Theatre gave instructions that no tickets were to be sold to R.R knowing this, asked his friend to buy a ticket for him. With this ticket R went to the theatre but was refused admission. He filed a suit for damages for breach of contract against the theatre. Would he succeed? Decide giving the provisions of the Indian Contract Act in this regard. **5**

**End Semester Examination, May 2017**  
MBA – Fourth Semester  
**SOCIAL ENTREPRENEURSHIP(MBA-467-2)**

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 "Ancillarization is the only hope for the small businesses in India after globalization." Comment and support your answer with illustrations. **10**
- Q.2 What are the problems faced by Indian women entrepreneurs and what kind of government support can they avail of? **10**
- Q.3 Evaluate the contribution of Joseph Shumpeter and David McClelland with regard to entrepreneurship. **10**
- Q.4 Explain the characteristics of successful entrepreneurs with reference to any one of the successful entrepreneur of your choice. **10**
- Q.5 "Developing countries need initiative, humbler entrepreneurs rather than innovative entrepreneurs." Do you agree? Give reasons. **10**

**PART-B**

Q.6 **Case study:**

**Feel-Safe Elevators Private Limited was a company setup by four entrepreneurs, who left a leading elevator organization to achieve their goals. In an industry like elevators, customer-service is of prime importance. High rise building occupants suffer if the maintenance and service of elevators are not proper. At the same time, technicians, service mechanics have a safety dimension. They get affected from due to risky nature of job. Many a times, the operation of the elevator is not proper because the service mechanic fears the safety and does not reach out unsafely located parts of the elevator.**

**Contract labor exploitation and sub-standard material are the business practices committed by unscrupulous service and maintenance agencies. However, Feel-Safe Elevators Private Limited decided that they would build their organization on proper ethics and morals to keep the established practices away.**

**A service which could turn fatal for passengers as well as technicians had to be provided on a solid moral ground and ethics. Hence, the group set about the 4-way test, that of truth, justice, friendliness and helpfulness to others. Within a short span, name of Feel-Safe was an across suburbs and interiors because of the practices and name-sake proving real.**

**Now, the group is doing a turnover of Rs. 30.00 crores and the funded equity of the promoter's stands at Rs. 5.00 crores. Very recently, it has been approached by a German elevator manufacturer, who has offered to buy the equity of promoters and requested the promoters to run the company as before. Salary, perquisites and incentives are much more than the Entrepreneurial benefits, so far. However, the philosophy of Feel-Safe would**

**have to change. The 4-way test would soon be replaced by competitive and contemporary philosophy of opportunism. Nevertheless, the promoters can make merry with Rs. 1.25 crores each simply by compromising their own philosophy, allowing exploitation of labour, living off staff and substituting the same with contract labor. All that it would need is accepting change.**

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

- a) Can they give up the ethics and morals, responsible for business growth, for personal benefit?
- b) If the promoter accepts offer from German manufacturer, what would be their status? Do you think such change in their status is possible? Quote a few examples.

**5x2**

**End Semester Examination, May 2017**  
MBA – Fourth Semester  
**MANAGING CORPORATE ENTREPRENEURSHIP(MBA-467-4)**

Time: 3 hrs

Max Marks: **50**

No. of pages: 4

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 the following:  
a) Strategic entrepreneurship.  
b) Corporate Venturing.  
c) Sustained regeneration.  
d) Innovation (Entrepreneurial orientation) **2½x4**
- Q.2 According to Morris, Kuratko and Covin (2011), describe the 3 dimensions of Corporate Entrepreneurship **10**
- Q.3 Describe the characteristics of the two kinds of technologies distinguished by Christensen (1997). **10**
- Q.4 Discuss The Entrepreneurial Project Development Framework and its three different internal channels or structural mechanisms. **10**
- Q.5 What are the different forms of corporate entrepreneurship? Explain with examples. **10**

**PART-B**

***Case study:***

**Managing Corporate Entrepreneurship**

**Danfoss** has become a mature company operating in mature markets. Entrepreneurship and radical innovation, formerly hallmarks of the company, have been on the wane. In an attempt to change this trend, the company's CEO sponsored a number of initiatives before the idea of an internal business plan competition emerged. "Man on the Moon", inspired by MIT's \$50K competition<sup>5</sup>, was started in 2004 and has since become an annual event.

The original objectives of the competition were to stimulate cultural change that embraced entrepreneurial skills and behaviors. It was eventually discovered that great business ideas were emerging from the competition, which now includes radical business innovation as a goal. The competition has created additional deal flow for the corporate venturing unit and has helped to identify employees with entrepreneurial talents for their most promising new ventures. Man on the Moon and related activities are coordinated and sponsored by the Danfoss Ventures department. Danfoss Ventures reports directly to a group of the Danfoss C-level executives and is led by the CEO.

The competition is open to all Danfoss employees. Competitors retain the responsibilities of their normal jobs while competing on a spare time basis. The competition seeks proposals of three types: (1) those that create an entirely new line of business; (2) those creating new businesses adjacent to current lines; and (3) improvements to existing business with either a 5-10X improvement in features and performance or cost reductions of >50%. Each year a specific theme is chosen based

on challenges the company is expected to face in the coming years. For example, the 2008 competition theme was "Buildings of the future." The theme in 2004 was "Oil at \$100 per barrel." These themes are only suggestions, and any proposal consistent with company strategy is invited.

Employees compete in teams of 4-5 people created during an initial selection period. Functional and personal diversity within the teams is strongly encouraged. Teams apply for participation by submitting a summary of their business proposal and a description of each team member's skills and anticipated contributions. Based on a one-page summary, about 12 teams are chosen to compete in the first round. During this phase, the focus is on strengthening the ability of the teams to articulate their value proposition through a strong one-minute elevator pitch. A one-day networking, training, and team building event kicks off this first phase. After a six-week development period, a two-page executive summary and a ten-minute pitch are presented to a jury of Danfoss senior executives and external judges, who choose the five teams that advance to the competition's second phase.

During this next six-week phase, the focus shifts to business concept development. The teams work to build a strong business model, incorporating customer insights and commitment, financial forecasts, and a solid understanding of the resources required for execution. Instruction in entrepreneurship and business acumen is provided as the competing teams finalize their entries through a mix of live training classes and online courses, as well as coaching from Danfoss Ventures.

The second round culminates in a ten-minute presentation to Danfoss Ventures' Investment Committee (the CEO, COO, CFO and divisional presidents), which selects two proposals based on the criteria of market potential, market entry strategy, value proposition sustainability, and the quality of the presentation. A winner and runner up are chosen. Both teams are awarded the opportunity to attend the MIT's one-week Entrepreneurship Development Program at MIT.

The participants receive development resources for needed travel, market analysis, demos, patents, and consultants. In the initial stages, the costs for these services average \$10-12K per team. In latter stages of development, this can increase to over \$100K. Teams are allowed to use internal and external resources. Possibly the most valuable resource arises from leveraging the global resources of the Danfoss Group and its 23K employees. The competition has minimal formal rules to allow for creativity and to encourage initiative.

One incentive to participate is increased visibility among company executives. The competition is a valuable career development opportunity. At the conclusion of the competition, participants can choose to pursue a more entrepreneurial path within Danfoss. Approximately 10% of participants shift their career focus in the company and embark on a new path within venturing or new business creation. For many other participants, the commercialization of their idea is the most important reward.

Danfoss Ventures accepts the most promising of the competition's business proposals for further investigation towards the ultimate goal of launching them as new businesses. Team members have the option of participation in this incubation phase. Each proposal is developed using established corporate venturing processes, which ultimately lead to a decision to either incubate as stand-alone businesses, integrate into existing businesses, spin out, or reject. To date, two ventures have been funded in incubation, three have been funded and formally launched as new businesses inside

existing businesses, and on average one proposal is spun out after every other year of the competition.

### ***Hewlett-Packard: Flashpoint***

HP's Flashpoint business plan competition began as a grass roots initiative from the inspiration of a member of the company's new business creation team. Inspired by the MIT \$50K competition, he set out to create a corporate business plan competition that could deliver the business and organizational benefits of those commonly held in academic programs. The competitions are run entirely by volunteers under the sponsorship of the Chief Technology Officer and a senior executive responsible for technology and product development.

The competition has been held twice. It seeks to teach and promote entrepreneurial behaviors such as passion, resourcefulness, flexibility, and skillful promotion. It also aims to improve overall business acumen and presentation skills, particularly among the scientific and engineering community. The first competition, Flashpoint 2006, offered an opportunity to benefit from that competition experience but made no advance commitment to the incubation of winning proposals. The second competition, Flashpoint 2.0, focused on a specific business area of strategic importance to HP. Teams were challenged to develop business proposals targeting that area of business. \$200K in incubation funding was offered as the top prize. This proved to be a far more attractive competition structure, and participation doubled as teams found the lure of seed funding a compelling attraction.

HP employees compete in Flashpoint in teams of 3-5 people. After registering, the teams create two-page executive summaries, a simple format that presents a low barrier to entry. Since it is a primary goal of Flashpoint to teach business planning skills, it is important to attract potential competitors who do not already possess those skills. The executive summaries are distributed to an internal network of business planners and managers for judging, using a template that grades on a variety of criteria. Each summary is graded by multiple judges, whose scores are averaged to select 10-15 proposals which advance to the next stage of the competition, during which full business plans are developed.

A Flashpoint web portal was created, through which employees can access information about the competition as well as a variety of resources on innovation, entrepreneurship, business planning, presentation skills, and company strategy. Competitors who progress to the second (semifinal) round are provided with a coach, typically a business manager with experience in business plan writing. Teams are provided with a business plan template describing each required section of their submission. Business plans must be no longer than ten pages including all text, graphics, and supporting materials. The plan must be accompanied by a brief PowerPoint pitch of no more than seven slides. Three months are allotted for business plan writing. Brevity in the plan and presentation are required as a way to encourage clarity and focus. Teams learn that they must be able to present a compelling picture in just a few minutes, and they are encouraged to develop a strong elevator statement as a means of distilling their messages.

Three finalist teams are selected by a panel of judges including company executives, venture capitalists, and business school professors, who meet to review all of the business plans. The judging criteria employed in the semi-final round include the overall quality of the business plan document, business attractiveness, addressability by HP,

technical feasibility, and the perceived ability of the team to successfully incubate and launch the proposed business. To address this last criterion, teams are interviewed by at least one of the judges, who then present her findings to the rest of the panel. The three finalist teams are given one month to hone their plans and presentations in advance of the final judging, which takes place at a formal banquet. Each team presents a ten minute pitch, followed by a Q&A session with the judging panel of senior executives who select the winning entry.

A variety of incentives is offered to participants. Volunteers receive certificates and trophies acknowledging their service. The banquet event held at the end of the competition offers competitors and participants an opportunity to be recognized by senior executives in a lively social atmosphere. In addition to the incubation funding, members attend MIT's one-week Entrepreneurship Development Program at MIT.

Flashpoint has proven to be a widely popular event that attracts participants from every part of HP's business and geographic locations. Through the competition's web portal and the competing team's own websites, blogs, and wiki pages, all behind HP's firewall, employees follow the progress of the competitors and access the professional development materials provided. During the final stages of the competition, the Flashpoint webpage is routinely in the top ten internal websites in terms of daily visitors. Team blogs have proven to be an effective way of engaging direct participation by employees as they offer suggestions and volunteer assistance. Surveys show a high level of enthusiasm for the competition and a strong desire to participate in future rounds.

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

- a) Compare and contrast the corporate entrepreneurship approaches of Danfoss and HP. What are the pros and cons of their approach? Discuss.
- b) Which model of new venture creation would be suitable for a fast changing technological environment? Discuss.

**5x2**