End Semester Examination, Dec. 2017
MBA – Third Semester
CONSUMER BEHAVIOUR (EPMK-301)

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

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

**PART-A**

Q.1 What is market segmentation? How is it important for the study of consumer behavior? **10**

Q.2 A teenager is looking for buying her first mobile phone. What influence will reference groups have on her decisions? **10**

Q.3 What are the various ways in which individuals learn information? Discuss the theory of involvement in this context. **10**

Q.4 Which model of consumer behaviour is applicable in today’s times? Discuss with the help of a suitable example. **10**

Q.5 “Innovation is the key to success in today’s market”. Discuss about two innovations which have been successful in the Indian market. How have these innovations been diffused into the market? **10**

**PART-B**

Q.6 Answer the following question on the basis of the (print) advertisement given on the next page:
   a) What needs does the advertised product seek to fulfill?
   b) What is the ‘personality’ of the target audience for the advertised product? **5x2**
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5x2
Q.1  a) Define the term “Model”.
b) Then, specifically define “A Business Model”.
c) How could an entrepreneur make use of a business model?
d) Explain the difference between deterministic business modeling in comparison with stochastic/probabilistic business modeling.

Q.2  Hi-Tech Drives, Inc., a manufacturer of pen drives is preparing to set the price on a new model of a pen drive. Demand, D is predicted to depend upon the price, P (in Rupees), and is represented by the model.

\[ D = 20,000 - 40P \]

The accounting department estimates that the total costs, C (in Rupees) for producing D number of pen drives can be represented by:

\[ C = 60,000 + 10D \]

a) Develop Hi-Tech’s business model which estimates its total profit as a function of the price it may decide to set.
b) Create a table which displays the respective demand and the total profit of Hi-Tech at each of the 3 prices, that is, Rs 200, Rs 250 & Rs 300 from which it may choose to fix it shortly.
c) Determine what price should Hi-Tech actually choose for the pen drive in order to maximize its total profit.

10

Q.3 Suppose that a manufacturer can produce an item for Rs 100 with a fixed cost of Rs 50,000. Alternatively, he can exercise the choice to outsource its supply from a contractor and purchase the item from him at a cost of Rs 125, which includes transportation.

a) If the anticipated demand is 1,000 units, compare the total cost of in-house production with the total cost of outsourcing. What is the best decision?

b) Develop the model which finds the break-even volume for the manufacturer and suggests the range of volumes for which it is more economical to produce in-house or to outsource respectively. Thus, determine the corresponding ranges for the respective decisions.

c) Suppose the manufacturer has decided to produce the item in-house and has built up a stock of $x$ units of the item anticipating high-enough market demand, which he plans to meet at a price of Rs $P$ per unit. Develop the business model for the manufacturer to compute his total profit.

Further, if he has stocked $x = 15,000$ units of the item to meet the demand and desires to earn a profit of Rs 3,00,000, find the sale price, $P$ that he should plan to set for the item.

10

Q.4 a) Discuss the role of simulation modeling in a business context.

b) What do we mean by a probability distribution of a random variable, and why is it necessary to know the concept of probability distributions while planning a business simulation?

c) How does the set of random numbers facilitate carrying out a business simulation?

It is suggested that you use some examples of certain business situations to make your answers to the above very explicit and lucid.

10

Q.5 Vogue Shoes Inc. makes shoes and luxury slippers for sale to retailers. A pair of shoes yields Rs 200 profit and a pair of slippers Rs 500. There are 3 scarce resources involved in the production process: (1) There are 1000 cubic meters of warehouse space available. A pair of shoes takes 2 cubic meters while a pair of slippers takes only 1 cubic meter on the average. (2) There are 2000 hours of machine time available. Two machine hours are needed per pair of slippers, while shoes take up three machine hours per pair. (3) You have hired 700 hours of inspection and packaging time, and each type of footwear takes one hour per pair.

How should Vogue Shoes choose its product mix consisting of the shoes and the slippers so as to maximize its profit?

Thus, formulate a linear program for the above problem which specifies the objective function and the set of constraints, assuming that the decision variable $X$ represents the number of pairs of shoes to be produced and the
decision variable $Y$ represents the number of pairs of slippers to be produced.

**PART-B**

Q.7 Suppose for opening an X-ray Lab (“the Project”), the following activities have been identified as key components of the project:
1. Find and Lease **Space** for the Lab.
2. Hire **Radiologist** and Lab Director.
3. Purchase Radiology and Lab **Equipment**.
4. **Remodel** the Space.
5. **Install** Equipment.
6. Hire **Nurses** and other Personnel.
7. **Train** Personnel.
8. Design and Implement **Publicity** Campaign.
9. **Final** Preparations.
10. Suppose the **Bold** words in the above denote the respective activities, and the following data has been established in regard to their time estimates and the sequencing relationships among them:

<table>
<thead>
<tr>
<th>Activity Number</th>
<th>ACTIVITY</th>
<th>Time Estimate (Weeks)</th>
<th>Predecessor Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Space</td>
<td>14</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>Radiologist</td>
<td>16</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Equipment</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Remodel</td>
<td>6</td>
<td>1, 2</td>
</tr>
<tr>
<td>5</td>
<td>Install</td>
<td>2</td>
<td>3, 4</td>
</tr>
<tr>
<td>6</td>
<td>Nurses</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Train</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Publicity</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>9</td>
<td>Final</td>
<td>3</td>
<td>5, 7, 8</td>
</tr>
</tbody>
</table>

Answer the following:

a) Calculate the minimum time for completion of the project.

b) Identify the activities on the critical path.

c) If as the Project Manager, you had to complete the project three days sooner than the minimum it would take now, how would you speed it up? Give the specific actions you would take and the logic for them.

d) If the **Publicity** activity is anticipated to take 15 weeks instead of the 11 weeks currently estimated, how would it impact the time for completion of the project?
End Semester Examination, Dec. 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 ‘Entrepreneurs are born not made’. Discuss the statement critically.  

Q.2 a) How does entrepreneurship help economic development of a country?  
b) What makes people turn entrepreneurs? Explain with examples.  

Q.3 What aspects must we define when we are trying to convert a new business idea into a real life project?  

Q.4 Explain, in detail, competitive advantage due to i) Cost leadership and ii) Differentiation. Give at least two (2) Indian examples each of recent new ventures with either of these advantages.  

Q.5 Explain why a Private Limited company may be better for a new entrepreneur to structure his business.
Q.6 What are the important considerations for deciding a distribution network and what kind of distribution network may be better for a new brand of laptop and why?

10

End Semester Examination, Dec. 2017
MBA – First Semester
MANAGERIAL ECONOMICS (MBA-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. Each question carries equal marks.

PART-A

Q.1 “Managerial Economics is economics applied in decision making”. Discuss. Explain the scopes of managerial economics as tool of managerial decision making.

10

Q.2 a) Explain the different cost concepts to managerial decisions.

5

b) Explain different methods of demand forecasting.

5

Q.3 What is the role of Government in price control and inflation? Explain the objectives and role of monetary policies in India.

10
Q.4  a) Elucidate production function and Isoquant curve.  
     b) Define the law of diminishing returns and the three stages of production.  

Q.5  Write short notes on (any two) from the following:  
a) Business environment scanning techniques.  
b) Price discrimination.  
c) Kinds of price elasticity of demand.  
d) Substitution and Price Effect.  

PART-B  

Q.6  In the following list are a number of well-known companies and the  
     products that they sell. Which of the four types of markets (perfect  
     competition, monopoly, monopolistic competition and oligopoly) best  
     characterized the market in which they compete? Explain why?  
a) McDonald’s – Hamburgers.  
b) Dell – Personal computers.  
c) Heinz – Ketchup.  
d) Procter and Gamble – Beauty bathing bars.  
e) Kodak – Photographic Films.  
f) Starbucks – Gourmet coffee.  
g) Domino’s – Pizza.  
h) Intel – Computer chip for the PC.  

End Semester Examination, Dec. 2017  
MBA – First Semester  
QUANTITATIVE TECHNIQUES FOR MANAGEMENT (MBA-102)
Q.4 What is the role of the standard normal distribution in decision making? Also, describe the normal probability distribution and its unique characteristics. 10

Q.5 Sensitivity analysis and the interpretation of the optimal solution are important aspects of applying linear programming. Illustrate, with an example, in two decision variables. 10

PART-B

Q.6 Investment Company ABC Ltd. wishes to evaluate the performance of the mix of following 50 Mutual Funds (MFs). These are the best and recommended MFs by the five biggest consultants in India over the past two years. ABC thus collected the annual rate of return data over the past two years (that is Compounded Annual Growth Rate, CAGR) on the respective 50 funds. The respective CAGRs ranged from 5.6% to 27.7%. Rounding them respectively to the nearest integer value yielded the following Frequency Table for the MF-CAGR Dataset:

<table>
<thead>
<tr>
<th>Class No.</th>
<th>CAGR (%)</th>
<th>Frequency (No. of MFs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5-7</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>8-10</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>11-13</td>
<td>13</td>
</tr>
<tr>
<td>4</td>
<td>14-16</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>17-19</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>20-22</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>23-25</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>26-28</td>
<td>4</td>
</tr>
</tbody>
</table>

You are required to:

a) construct its histogram.

b) calculate the Mean ($x_1$), Variance ($v_1$), and the Standard Deviation ($s_1$) for respective CAGR’s.

c) Indicate how many of the mutual funds have their CAGR’s within the interval, $x_1 \pm s_1$.

d) If the CAGR corresponding to the index of the market stocks over the same period is 12%, MFs with CAGR of 17% and above would be considered as the Excellent Performers find the respective percentage of the MFs that can be classified as Excellent Performers. 2½x4
Q.1 Why is marketing so important for an organization? Define marketing and explain its importance to various stakeholders?

10

Q.2 One of the leading builders in Faridabad has conceptualized ‘Wedding Mall’. You have been hired by the construction firm to strategize its marketing. How will you do it?

10

Q.3 Critically evaluate ‘Titan Watches’ segmentation and marketing strategies?

10

Q.4 Take an example of mobile handsets and describe each of the four stages of product life cycle and also diagrammatically showcase which product is in which stage with relevant explanation.

10
Q.5 “With the growing similarity of products of different companies, after sale service provides a cutting edge”. Elaborate the statement with appropriate examples.

PART-B

Case study:

Sanjay Dutt is a popular name in Indian cinema. He is the son of legendary Actors Sunil Dutt and Nargis. Sanjay enjoys a high screen presence in today’s Hindi cinema. But in the past, Sanjay was into drugs and was very violent. Sanjay was also involved in Bombay bomb blast for which he was jailed for some time. He underwent rehabilitation and now spends quality time with his friends and family. Sanjay is associated with few non-governmental organizations and participates in road shows, seminars, conferences and advertises against abuse of drugs. He is well known for his comic roles also, like the role-played in a movie called ‘Munna Bhai MBBS”. It’s necessary to add humor to communication against drug abuse and Sanjay feels that he fits into such a humour character that can motivate people against drugs. He took this responsibility and spoke to people how he came out of drugs with lot of humour and fun. He visits clubs, schools and colleges and talks about the don’ts about drugs.

Q.6 Read the case study carefully given above and answer the following questions:
   a) What environmental factors influence in making a successful comedy product for television-whether it’s the actor’s ability or the content of communication?
   b) Does an actor need to have a marketing strategy? Give relevant point in support of your answer?
End Semester Examination, Dec. 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 any FOUR questions from Part-A. Each question carries equal marks.

PART-A

Q.1 ‘Financial management is concerned with investment functions, financing functions and dividend decisions with the objective of maximization of wealth. Elucidate the statement.

10

Q.2 Total Risk = Diversified risk + Marker risk.
Give examples of the two types of risks i.e. diversified risk and market risk. Discuss the relevance of CAPM for the above types of risks.

10

Q.3 Discuss the importance of financial ratios in assessing the financial performance of a company. Also state the limitations of ratio analysis.

10
Q.4 Discuss the difference between NPV and IRR. State the information required for calculation of NPV and IRR.

10

Q.5 You have been selected for award of scholarship of Rs. 24,000 p.a at the end of each year for the next two years.
a) What is the present value of the scholarship if the discount rate is 10% p.a?
b) As an alternative to the above, you can avail scholarship of Rs 42,000 at the beginning of the course.
Which alternative will you prefer?
Show calculations and justify your answer.
Present value factor of an annuity of Rs. 1 is as under:

<table>
<thead>
<tr>
<th></th>
<th>5%</th>
<th>8%</th>
<th>10%</th>
<th>14%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2</td>
<td>1.859</td>
<td>1.783</td>
<td>1.736</td>
<td>1.647</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.723</td>
<td>2.577</td>
<td>2.487</td>
<td>2.322</td>
</tr>
<tr>
<td>Year 4</td>
<td>3.546</td>
<td>3.312</td>
<td>3.170</td>
<td>2.914</td>
</tr>
</tbody>
</table>

10

PART-B

Q.6 Given below is the expected revenue stream per annum from a project:
Sales (at 80% capacity utilization) Rs. 8,00,000
Less cost of Goods sold
Material 2,60,000
Manpower Cost 2,20,000
Stationery 40,000
Insurance 20,000
Depreciation 80,000
Other Expenses 1,20,000
Profit 7,40,000
Assuming that the firm has no tax liability, estimate cashflow for the profit.
Q.1 As per the Schedule III of the Companies Act, 2013, discuss the format, its particulars and show how the Balance Sheet and statement of profit and loss are prepared by the companies for financial reporting?

Q.2 Cash flow statement is derived analytically from the other accounts, while the other financial statements are prepared directly from the firm’s accounts. Discuss with the help of cash flow worksheet.

Q.3 Write the formula and importance for the following ratios:
   a) Return on Operating Assets (ROA) and Return on Total Assets (ROTA).
   b) Earnings Per Share (EPS) and Earning Price Ratio (EPR).
   c) Current Ratio and Average Daily Expenses.
   d) Debt-Equity Ratio.
   e) Liquidity Ratio.
Q.4 From the following XYZ Ltd.’s trial balance sheet, you are required to mark analysis as: Current Assets, fixed assets, liabilities, expenses, income and capital liabilities:

<table>
<thead>
<tr>
<th>Particular</th>
<th>Debit (` Million)</th>
<th>Credit (` Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>830</td>
<td></td>
</tr>
<tr>
<td>Cash at bank</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Security deposit</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Stock</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Fixed assets</td>
<td>1800</td>
<td></td>
</tr>
<tr>
<td>Bills payable</td>
<td></td>
<td>700</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td></td>
<td>600</td>
</tr>
<tr>
<td>Loan from bank</td>
<td></td>
<td>750</td>
</tr>
<tr>
<td>Capital Account</td>
<td></td>
<td>1500</td>
</tr>
<tr>
<td>Sales</td>
<td></td>
<td>800</td>
</tr>
<tr>
<td>Purchases</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Wages</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Electricity expenses</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>4350</td>
<td>4350</td>
</tr>
</tbody>
</table>

Q.5 What is Balance Sheet Equation? Differentiate and discuss its importance on the basis of the different components.

**PART-B**

Q.6 a) Prepare the common size financial statement for the following Profit and Loss Statement of ABC Ltd.

b) Suggest the ways by which the company can generate Revenues in future, based on the following two comparative P&L Statement of this firm.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>2016 (` Million)</th>
<th>2017(` Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>106060.90</td>
<td>85498.60</td>
</tr>
<tr>
<td>Less: Excise Duty</td>
<td>13138.60</td>
<td>10804.80</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>92922.3</td>
<td>74693.80</td>
</tr>
<tr>
<td>Material costs</td>
<td>69010.10</td>
<td>53246.00</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>12344.80</td>
<td>10118.40</td>
</tr>
<tr>
<td>Less: Expenses, Incl. in above items, capitalized</td>
<td>(320.50)</td>
<td>(248.10)</td>
</tr>
<tr>
<td>(+) Other income (Operations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wind power generated, mainly captive consumed</td>
<td>330.50</td>
<td>199.50</td>
</tr>
<tr>
<td>Other operating income</td>
<td>1047.1</td>
<td>88.37</td>
</tr>
<tr>
<td><strong>Profit before Depreciation, Interest and Taxes-PBDIT</strong></td>
<td>13265.50</td>
<td>11865.37</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1902.60</td>
<td>1910.00</td>
</tr>
<tr>
<td></td>
<td>11362.90</td>
<td>9955.37</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Operating Profit-OP/PBIT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and finance charges</td>
<td>53.40</td>
<td>3.40</td>
</tr>
<tr>
<td>(+) Other Income (Non-</td>
<td>6460.60</td>
<td>6081.83</td>
</tr>
<tr>
<td>Operating)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit Before Tax and extra</td>
<td>17770.10</td>
<td>16033.80</td>
</tr>
<tr>
<td>ordinary items -PBTEOT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extra ordinary expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation paid under</td>
<td>385.70</td>
<td>226.40</td>
</tr>
<tr>
<td>voluntary retirement scheme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Export incentives accrued in</td>
<td>103.90</td>
<td>...</td>
</tr>
<tr>
<td>previous year written off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit Before Tax for the</td>
<td>17280.50</td>
<td>15807.40</td>
</tr>
<tr>
<td>year-(PBT-Y)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior Period expenses</td>
<td>8.60</td>
<td>8.70</td>
</tr>
<tr>
<td>Profit Before Tax-PBT</td>
<td>17271.90</td>
<td>15978.70</td>
</tr>
<tr>
<td>Provision for Tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current tax</td>
<td>5005.00</td>
<td>5135.50</td>
</tr>
<tr>
<td>Deferred tax</td>
<td>(134.10)</td>
<td>(394.40)</td>
</tr>
<tr>
<td>Fringe Benefit tax</td>
<td>30.00</td>
<td>50.00</td>
</tr>
<tr>
<td>Tax credits pertaining to</td>
<td>....</td>
<td>(225.10)</td>
</tr>
<tr>
<td>earlier years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total tax</td>
<td>4900.90</td>
<td>4566.00</td>
</tr>
<tr>
<td>Profit after tax-NP/PAT</td>
<td>12371.00</td>
<td>11232.70</td>
</tr>
</tbody>
</table>

**End Semester Examination, Dec. 2017**

**MBA – First Semester**

**INTERNATIONAL BUSINESS (MBA-106)**

| 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**. Each question carries equal marks.

**PART-A**

Q.1 How do the theories of Comparative Advantage and Hecklscher Ohlin differ from each other? Also, explain which one is better and what lessons do they carry for today’s Government and Policy Makers?
Q.2 It has been said that MNCs often introduce new efficiency oriented management practices. What can developing host country learn from the MNCs in this respect? 10

Q.3 Are regional trading blocs building blocs or hindrances for free trade? State the functioning mechanism of SAARC. 10

Q.4 An advantage to use letter of credit as one of the payment method in export import is involvement of bank in it. Keeping this in mind explain complete cycle of L/C with its advantages to exporter and importer. 10

Q.5 Explain how logistical functions can help an international firm to compete more efficiently and effectively in global market place? 10

PART-B

Case study: Walmart in Japan

Japan has been a tough market for foreign firms to enter. The level of foreign direct investment (FDI) in Japan is a fraction of that found in many other developed nations. In 2011, for example, the stock of foreign direct investment as a percentage of GDP was 3.9 percent in Japan. In the United States, the comparable figure was 23.5 percent, in Germany 23.4 percent, in France 39 percent, and in the United Kingdom 48.4 percent.

Various reasons account for the lack of FDI in Japan. Until the 1990s, government regulations made it difficult for companies to establish a direct presence in the nation. In the retail sector, for example, the Large Scale Retail Store Law, which was designed to protect politically powerful small retailers, made it all but impossible for foreign retailers to open large-volume stores in the country (the law was repealed in 1994). Despite deregulation during the 1990s, FDI in Japan remained at low levels. Some cite cultural factors in explaining this. Many Japanese companies have resisted acquisitions by foreign enterprises (acquisitions are a major vehicle for FDI). They did so because of fears that new owners would restructure too harshly, cutting jobs and breaking long-standing commitments with suppliers. Foreign investors also state that it is difficult to find managerial talent in Japan. Most managers tend to stay with a single employer for their entire career, leaving very few managers in the labor market for foreign firms to hire. Furthermore, a combination of slow economic growth, sluggish consumer spending, and an aging population makes the Japanese economy less attractive than it once was, particularly when compared to the dynamic and rapidly growing economies of India and China or even the United States and the United Kingdom.

The Japanese government, however, has come around to the view that the country needs more foreign investment. Foreign firms can bring competition to Japan where local ones may not because the foreign firms do not feel bound by existing business practices or relationships. They can be a source of new management ideas, business policies, and technology—all of which boost productivity. Indeed, a study by the Organization for Economic Cooperation and Development (OECD) suggests that labor...
productivity at the Japanese affiliates of foreign firms is as much as 60 percent higher than at domestic firms, and in service firms it is as much as 80 percent higher.

It was the opportunity to help restructure Japan's retail sector—boosting productivity, gaining market share, and profiting in the process—that attracted Walmart to Japan. The world's largest retailer, Walmart entered Japan in 2002 by acquiring a stake in Seiyu, which was then the fifth-largest retailer in Japan. Under the terms of the deal, Walmart increased its ownership stake over the next five years, becoming a majority owner by 2006. In 2008 it acquired all the remaining stock in Seiyu. Seiyu was, by all accounts, an inefficient retailer. According to one top officer, "Seiyu is bogged down in old customs that are wasteful. Walmart brings proven skills in managing big supermarkets, which is what we would like to learn to do."

Walmart's goal was to transfer best practices from its U.S. stores and use them to improve the performance of Seiyu. This meant implementing Walmart's cutting-edge information systems, adopting tight inventory control, leveraging its global supply chain to bring low-cost goods into Japan, introducing everyday low prices, retraining employees to improve customer service, extending opening hours, renovating stores, and investing in new ones.

It proved to be more difficult than Walmart had hoped. When Walmart acquired a majority stake in Seiyu, it promptly laid off 1,500 employees at the retailer's headquarters. While this reduced costs, it also created resistance from former and remaining employees, who complained vocally to the press about how Walmart was trying to impose American management practices on a Japanese corporation. This was a public relations setback for Walmart. Walmart also stumbled when it began to stock low-priced (and low-perceived-quality) Chinese goods in its Japanese stores. Japanese consumers did not respond favorably, and Walmart found that it had to alter its merchandising approach, offering more high-value items to match Japanese shopping habits, which were proving to be difficult to change. Walmart's entry also prompted local rivals to change their strategies. They began to make acquisitions and started to cut their prices to match Walmart's discounting strategy. Also, many Japanese suppliers were reluctant to work closely with Walmart due to their belief that Walmart would force them to cut prices to the bone.

Despite such setbacks, Walmart has slowly started to make progress in Japan. The retailer has been adjusting to the Japanese market. For example, it has created special products to cater to the aging Japanese population. "One of its most popular products is a '298-Yen Bento,' a single-serve, freshly prepared meal that sells for about $4 and is tailored to someone on a pension with limited funds." Walmart has also drawn on its global supply chain to introduce products into Japan that have caught on with local consumers, such as Reese's Pieces peanut butter candies from Hershey Co. The company has also found that by bypassing Japan's traditional multitiereed distribution system, and importing food directly from other countries, it can undercut local competitors. For example, grapes imported straight from California can be 20 percent cheaper than those sold by competitors. Due to actions like these, Walmart may ultimately become profitable in Japan. The company is certainly betting on this. In 2012, after a four-year hiatus, Walmart announced that it would open 22 new stores in Japan over the next two year.61

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

a) Why, historically has the level of FDI in Japan been so low?
b) What are the potential benefits to the Japanese economy of greater FDI?
c) How might the entry of Walmart into the Japanese retail sector benefit that sector? Who could lose as a result of Walmart’s entry?
d) Why has it been so hard for Walmart to make a profit in Japan? What might the company have done differently in its early years in Japan?
e) Why did Wal-Mart announce in late 2012 that it would expand its operations in Japan after opening no new stores in four years?

2x5
Q.2 What are the problems of managing data resources in a traditional file environment and how are they solved by a database management system? Define the terms: Data warehouse, Data mining and OLAP. 10

Q.3 Lakshman Sagar: a small, independent Haveli Resort in Rajasthan wants to develop its tourist industry and attract more visitors. How can a Web presence help? What Internet business model would be appropriate? What functions should the website perform? Explain how the internet facilitates sales and marketing for promotion of tourism of Laskhman Sagar? 10

Q.4 Explain the SDLC and the types of feasibility study, system testing and conversion methods. 10

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

Q.6 Explain the following (any two):
   a) Cloud Computing.
   b) Knowledge Management Systems.
   c) Collaboration Tools. 5x2

**PART-B**

**Case study:**

Q.7 Read the case study carefully given at page no. 2 & 3 and answer the following questions:
   a) What is the business value of AI technologies in business today? Use several examples from the case to illustrate your answer. 4
   b) What are some of the benefits and limitations of data mining for business intelligence? Use Bank Financial’s experience to illustrate your answer. 4
   c) Why have banks and other financial institutions been leading users of AI technologies like neural networks? What are the benefits and limitations of this technology? 2

**Wal-Mart, BankFinancial, and HP: The Business Value of AI**

Some managers still think that artificial intelligence— the decades-long effort to create computer systems with humanlike smarts—has been a big flop. But executives at many companies know better. Artificial intelligence (AI) is often a crucial ingredient in their stellar performance. In fact, AI is now a part of the technology of many industries. AT software helps engineers create better jet engines. In factories, it boosts productivity by monitoring equipment and signaling when preventive maintenance is needed. And in the pharmaceutical sector, it is used to gain new insights into the tremendous amount of data on die human genome.
The finance industry is a real veteran in such technology. Banks, brokerages, and insurance companies have been relying on various AI tools for two decades. One variety, called a neural network, has become the standard for detecting credit-card fraud. Since 1992, neural nets have slashed such incidents by 70 percent or more for the likes of U.S. Bancorp and Wachovia Bank. Now, even small credit unions are required to use the software in order to qualify for debit-card insurance from Credit Union National Association.

**Wal-Mart.** Like banks, retailers collect huge amounts of data. Wal-Mart Stores Inc. (www.walmart.com), for instance, harnesses AI to transform that raw data into useful information. Wal-Mart consolidates point-of-sale details from its 3,000 stores. Data-mining systems sift instantly through the deluge to uncover patterns and relationships that would elude an army of human searchers. Data-mining software typically includes neural nets, statistical analysis, and so-called expert systems with if-then rules that mimic the logic of human experts. The results enable Wal-Mart to predict sales of every product at each store with uncanny accuracy, translating into huge savings in inventories and maximum payoff from promotional spending.

**Bank Financial.** The potential for mining cost-saving and revenue-boosting ideas from data is increasing as companies build bigger data warehouses, computers grow more powerful, and vendors of analytic software introduce products that are easier to use. But while many of the products that can answer those questions use esoteric techniques such as neural networks, logistic regression, and support-vector machines, they don't require a PhD in math, users say. Indeed, the biggest stumbling block to using "predictive analytics" is getting the data, not analyzing it, they say.

That has been the case so far at BankFinancial Corp. (www.bankfinancial.com) in Chicago. It uses the Clementine data-mining "workbench" from SPSS Inc., to develop models that predict customer behavior so the bank can, for example, more accurately target promotions to customers and prospects. The bank uses Clementine's neural network and regression routines for these models.

It's also beginning to use Predictive Marketing, SPSS's new package of "best-practice templates" for helping users set up predictive models. PredictiveMarketing will reduce the time it takes the bank to develop a model by 50 percent to 75 percent, says William Connerty, assistant vice president of market research. The first major application is a model to predict customer "churn," the rate at which customers come and go. It will be used to identify the customers most likely to leave the bank during the coming month. The problem is, the model has access only to account information prepared from weekly and monthly summaries, not to the daily customer activity that would make it more timely.

"The biggest obstacle is getting transaction data and dealing with disparate data sources." Connerty says. The data that BankFinancial needs in order to assess customer loyalty comes from several bank systems and unintegrated customer survey databases. A lot of systems integration and interface work needs to be done before the bank will see the full fruits of its modeling tools, Connerty says.

**HP Enterprise Systems.** Hewlett-Packard (www.hp.com) has an Enterprise Systems Group that pulls together people with diverse backgrounds and strong analytical skills for its group that does predictive modeling of customer behavior. The group is part of "CRM operations" under a vice president for sales, says Randy Collica, a senior business/data mining analyst.

HP uses software from SAS Institute Inc. in Cary, North Carolina, to mine its database of customers and prospects, using AI techniques to predict customer churn, loyalty, and where to target promotions. HP also mines its huge stores of unformatted text data from its call centers, including e-mails from customers and prospects and text typed in during voice calls with SAS predictive analytics for text. The techniques use "lead ratings" of call center personnel's assessments of a caller's readiness to buy—coded as "hot," "warm," or "suspect"—to predict the customer-led rating of non-coded text sources with 85 percent accuracy, Collica says.
End Semester Examination, Dec. 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 **ANY FOUR** questions from **PART-A.** Each question carries equal marks.

**PART-A**

Q.1 What is psychology of work and why is it important for managers to study?  
10

Q.2 Discuss some of the factors that influence perception.  
10

Q.3 Explain some of the barriers to communication.  
10

Q.4 Explain the five bases of power.  
10

Q.5 Explain the five steps in the negotiation process.  
10
**PART-B**

**Case study:**

**DIFFICULT TRANSITIONS**

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 those 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.

Q.6 Read the above case carefully and answer the below question related to this case:

What advice can you give Tony Stark on how to make the transition into the new company smoother?

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End Semester Examination, Dec. 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**. Each question carries equal marks.

**PART-A**

Q.1 “The task of managers is to transform the inputs, in an effective and efficient manner into outputs.” Explain. 

Q.2 Explain the meaning of organizing and organization. What is the purpose of organization structure?
Q.3 “The leadership style depends on the leaders, the followers and the situation.” Do you agree or disagree with the above statement? Give reasons with examples, in support of your argument.

Q.4 To what extent, and how, is money an effective motivator?

Q.5 Write a short note on control process. What is the purpose of using employees and budget as control criteria in an organization?

PART-B

Q.6 For planning a picnic or a birthday party, apply the decision steps of a) premising b) identifying alternatives c) evaluating alternatives and d) choosing an alternative.

End Semester Examination, Dec. 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. Each question carries equal marks.

PART-A

Q.1 Comment on Statistical thinking is the ability to collect, tabulate (present and describe), analyze, and interpret data. Also, discuss practical applications of statistics in the area of Management.

Q.2 a) What is the meaning of measures of central tendency and what are the various measures of central tendency?
b) Arithmetic mean is the best among all the averages. Justify this statement.

Q.3  
a) In a population of razor blades, 15% are defective. What is the probability of randomly selecting 90 razor blades and finding 10 or less defective?  
b) In a grocery store, the mean expenditure per customer is `2000 with a standard deviation of `300. If a random sample of 50 customers is selected, what is the probability that the sample average expenditure per customer is more than `2080?

Q.4  Regression analysis is an important tool for forecasting. Explain this statement with the assumptions of regression analysis.  

Q.5  What is the importance of sampling and why is it to be done for a company? Elucidate the different types of sampling techniques that are used in decision making.

PART-B

Q.6  Metric Motors Company Ltd. is a key two wheeler company in India. The sale for the company from 1994-95 to 2006-07 (Except 2004-05) is given in the following table. Calculate the range, coefficient of range, first and third quartiles, inter-quartile range, semi-quartile range and coefficient of quartile deviation from the data given in the following table.

Table:
Sales of Metric Motors Company Ltd. from 1994-95 to 2006-07 (Except 2004-05)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in Million rupees)</th>
<th>Year</th>
<th>Sales (in Million rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994-95</td>
<td>1796.7</td>
<td>2000-01</td>
<td>4230.1</td>
</tr>
<tr>
<td>1995-96</td>
<td>3152.6</td>
<td>2001-02</td>
<td>3769.2</td>
</tr>
<tr>
<td>1996-97</td>
<td>3350.3</td>
<td>2002-03</td>
<td>3206.6</td>
</tr>
<tr>
<td>1997-98</td>
<td>3573.5</td>
<td>2003-04</td>
<td>2285.9</td>
</tr>
<tr>
<td>1998-99</td>
<td>3211.4</td>
<td>2005-06</td>
<td>2378</td>
</tr>
<tr>
<td>1999-00</td>
<td>3868.8</td>
<td>2006-07</td>
<td>2574.3</td>
</tr>
</tbody>
</table>

End Semester Examination, Dec. 2017  
MBA - First Semester  
BASICS OF INFORMATION TECHNOLOGY (MBA-112)  

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  Differentiate between application software and system software.
Q.2 Differentiate between low level languages and high level languages.  
10

Q.3 Describe the services provided by an operating system.  
10

Q.4 Describe the role of a database administrator.  
10

Q.5 Explain the security services provided by computer security.  
10

PART-B

Q.6 Write short notes on (any two) of the following:
   a) Windows 10.
   b) Building a good presentation in PowerPoint.
   c) Internet, WWW and search engines.
   d) LAN, MAN and WAN  
5x2

End Semester Examination, Dec. 2017
MBA – First Semester
FOUNDATIONS OF HUMAN BEHAVIOUR (MBA-113)

Time: 3 hrs
50

Max Marks:

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 Discuss the importance of studying human behavior.  
10
Q.2 Explain any two factors in the perceiver that influence perception.  
   10

Q.3 What is classical conditioning?  
   10

Q.4 Explain functional fixedness in the context of problem solving.  
   10

Q.5 Explain any one theory of Motivation.  
   10

PART-B

Q.6 You are required to address Class XII students at the beginning of the academic year. Keeping in mind what you have learnt of human behavior, what are the key points that you would like to tell them?  
   10

End Semester Examination, Dec. 2017
MBA — First Semester
INTRODUCTION TO HEALTHCARE SYSTEM AND STRUCTURES
(MBA-115)

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 Define the structure and characteristics of any health system.  
   10
Q.2 Give your views on the health problems in India. What measures can be taken to improve the status of healthcare in India? 10

Q.3 Comment on health scenario of India-past, present and future. 10

Q.4 Write short notes on:
   a) Primary Healthcare.
   b) NRHM (National Rural Health Mission). 5×2

Q.5 Discuss the role of NGOs and voluntary health organizations in India in supporting the health mission 10

**PART-B**

Q.6 Describe the “ORGANIZATION OF HEALTHCARE IN INDIA” highlighting the functions of Union Ministry of Health and Family Welfare. According to you, what steps should be taken by the Government to improve the healthcare status in India? 10

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End Semester Examination, Dec. 2017
MBA – First Semester
HEALTHCARE ORGANIZATION THEORY AND BEHAVIOUR (MBA-116)

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 Discuss the history and growth of management science. 10
Q.2 What is the difference between motivation and leadership as two basic management functions? 10

Q.3 What is the importance of goal setting, role definition and interpersonal processes in team building? Explain by giving examples. 10

Q.4 Write short notes on:
   a) Group dynamics.
   b) Conflict management. 5×2

Q.5 What is the relevance of organization behaviour in managing workforce at the hospitals? 10

**PART-B**

Q.6 You are a Special Assistant to the Commander in Chief of a peacekeeping mission to a war-torn part of the world. The unit consists of a few thousand peace keeping troops from United States, France, India and four other countries. The troops will work together approximately for one year.

What strategies would you recommend to improve mutual understanding and to minimize conflict among these troops? 10
Q.2 The brand Café Coffee Day charges different prices for its products in the city outlets and its outlets at airports. What are the reasons for such discrimination in price? Explain with examples.  

10

Q.3 Advertisements seen on television (TV) are an effective medium of communication. Taking examples of TV advertisements, explain the various types of advertising.  

10

Q.4 Why do companies need distribution channels? Explain with respect to the functions and roles of distribution channels.  

10

Q.5 What are the elements that make ‘Maruti’ (the automobile company) a successful brand? Comment on its brand equity and brand portfolio.  

10

PART-B

Q.6 Case study:

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

a) What kind of new product is the Moto Z? What needs does it fulfill and how?  

5

b) Being a technology-based product, what could be the product life cycle of the Moto Z? Explain with reasons.  

5
c) Reserves are zero cost fund.

5x2

Q.2 Given below is the financial position of Omega Ltd.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 shares Rs 10 each</td>
<td>Rs. 10,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>50,000</td>
</tr>
<tr>
<td>12% Debentures</td>
<td>100,000</td>
</tr>
<tr>
<td>Creditors</td>
<td>40,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200,000</td>
</tr>
<tr>
<td>Sales for the year</td>
<td>200,000</td>
</tr>
<tr>
<td>Less Expenses: Materials Labor, &amp; Utilities bills</td>
<td>150,000</td>
</tr>
<tr>
<td>Interest on Debentures</td>
<td>12,000</td>
</tr>
<tr>
<td>Company pays Tax @ 30%</td>
<td></td>
</tr>
<tr>
<td>The Board of Directors have recommended dividend of 20%</td>
<td></td>
</tr>
</tbody>
</table>

You are required to:

a) Estimate the profit available of distribution of Dividend.
b) Work out the amount of dividend.
c) Indicate the factors which influence dividend.

10

Q.3 Balance sheet of Ms. Prabjot, Manoj and Ishita show the following as on March 31, 2017:

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Structure</td>
<td></td>
</tr>
<tr>
<td>Equity Shares (10 each)</td>
<td>2,00,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>2,00,000</td>
</tr>
<tr>
<td>12% Debentures (100 each)</td>
<td>4,00,000</td>
</tr>
<tr>
<td>Total</td>
<td>8,00,000</td>
</tr>
</tbody>
</table>

Given: Market value of Debenture Rs. 80 each; Equity share 25 each;
DPS = Rs.2.5; EPS = 4.00; growth rate 5% and; Tax rate 40%

You are required to estimate cost of debenture, equity capital and also overall cost of capital.

10

Q.4 Differentiate between (any two):

a) Financial (or Debt) Restructuring and Operational Restructuring.
b) Merger and Acquisition and Takeover.
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

Case study:

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 favourable 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:

<table>
<thead>
<tr>
<th></th>
<th>Samara Hotels (in Rs.)</th>
<th>Ajanta Hotels (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings Per Share</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Dividend Per Share</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Share Price</td>
<td>90</td>
<td>20</td>
</tr>
<tr>
<td>Number of Shares</td>
<td>10,00,000</td>
<td>6,00,000</td>
</tr>
</tbody>
</table>

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 Samara 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.

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

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 two companies, assuming Samara Hotels pays Rs. 25 in cash for each share in Ajanta Hotels?  

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**End Semester Examination, Dec. 2017**

MBA—Second Semester

**RESEARCH METHODOLOGY (MBA-203)**

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.** Each question carries equal marks.

**PART-A**

Q.1 If research in the management area cannot be 100% scientific, why bother to do it at all? Comment on this statement.  

10
Q.2 Problem definition stage is perhaps more critical in the research process than the problem solution stage. Discuss this statement.  

10

Q.3 Why is it important to consider basic design issues before conducting the study and even as early as at the time of formulating the research question? Explain.  

10

Q.4 Why is it important to establish the—goodness‖ of measures and how is this done?  

10

Q.5 Non probability sampling designs ought to be preferred to probability sampling designs in some cases. Explain with an example.  

10

Q.6 Explain the following design:  

Illustration of a completely randomized design.

<table>
<thead>
<tr>
<th>Routes</th>
<th>Number of Passengers Before</th>
<th>Treatment</th>
<th>Number of Passengers After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1 of nine routes</td>
<td>O₁</td>
<td>X₁</td>
<td>O₂</td>
</tr>
<tr>
<td>Group 2 of nine routes</td>
<td>O₃</td>
<td>X₂</td>
<td>O₄</td>
</tr>
<tr>
<td>Group 3 of nine routes</td>
<td>O₃</td>
<td>X₃</td>
<td>O₆</td>
</tr>
</tbody>
</table>

Q.7 Below are Tables 12A to 12D, summarizing the results of data analyses of research conducted in a sales organization that operates in 50 different cities of the country, and employs a total sales force of about 500. The number of salesmen sampled for the study was 150.

|(a) Interpret the information contained in each of the tables in as much detail as possible. And summarize the results for the CEO of the company.  

5

(b) Make recommendations based on your interpretation of the results.  

5

PART-B
Table 12A
Means, Standard Deviations, Minimum, and Maximum

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (in 1000s of $)</td>
<td>75.1</td>
<td>8.6</td>
<td>45.2</td>
<td>97.3</td>
</tr>
<tr>
<td>No. of salesmen</td>
<td>25</td>
<td>6</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>Population (in 100s)</td>
<td>5.1</td>
<td>0.8</td>
<td>2.78</td>
<td>7.12</td>
</tr>
<tr>
<td>Per capita income (in 1000s)</td>
<td>20.3</td>
<td>20.1</td>
<td>10.1</td>
<td>75.9</td>
</tr>
<tr>
<td>Advertisement (in 1000s of $)</td>
<td>10.3</td>
<td>5.2</td>
<td>6.1</td>
<td>15.7</td>
</tr>
</tbody>
</table>

Table 12B
Correlations Among the Variables

<table>
<thead>
<tr>
<th></th>
<th>Sales</th>
<th>Salesmen</th>
<th>Population</th>
<th>Income</th>
<th>Ad. expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of salesmen</td>
<td>.76</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>.62</td>
<td>.06</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>.56</td>
<td>.21</td>
<td>.11</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Ad. expenditure</td>
<td>.68</td>
<td>.16</td>
<td>.36</td>
<td>.23</td>
<td>1.0</td>
</tr>
</tbody>
</table>

All figures above .15 are significant at \( p = .05 \).
All figures above .35 are significant at \( p \leq .001 \).

Table 12C
Results of Oneway ANOVA: Sales by Level of Education

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sums of Squares</th>
<th>df</th>
<th>Mean Squares</th>
<th>( F )</th>
<th>Significance of ( F )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between groups</td>
<td>50.7</td>
<td>4</td>
<td>12.7</td>
<td>3.6</td>
<td>.01</td>
</tr>
<tr>
<td>Within groups</td>
<td>501.8</td>
<td>145</td>
<td>3.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>552.5</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 12D
Results of Regression Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>t</th>
<th>Sig t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of salesmen</td>
<td>.28</td>
<td>2.768</td>
<td>.0092</td>
</tr>
<tr>
<td>No. of salesmen</td>
<td>.34</td>
<td>3.55</td>
<td>.00001</td>
</tr>
<tr>
<td>Population</td>
<td>.09</td>
<td>0.97</td>
<td>.467</td>
</tr>
<tr>
<td>Per capita income</td>
<td>.12</td>
<td>1.200</td>
<td>.089</td>
</tr>
<tr>
<td>Advertisement</td>
<td>.47</td>
<td>4.54</td>
<td>.00001</td>
</tr>
</tbody>
</table>
End Semester Examination, Dec. 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-B is compulsory.** Attempt any **FOUR** questions from **Part-A.** Each question carries equal marks.

PART-A

Q.1 What is free consent? When is consent not free? Explain with illustrations?
10

Q.2 Explain different kinds of meetings? Also, explain the requisites of a valid general meeting.
10

Q.3 Define Partnership? Also discuss the rights and liabilities of the partners on the dissolution of the firm.
10

Q.4 A signs as the maker a blank but stamped instrument and gives it to B with authority to fill it up as a promissory note for Rs. 500/-, it being the amount of an advance taken by A from B, but it fraudulently fills the document for Rs. 1000/- the stamp put upon it being sufficient to cover this amount B endorses this instrument to P for Rs. 1,000/- who takes it in good faith. Can P enforce this instrument.
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) Akhilesh entered into an agreement with Shekhar to deliver him (Shekhar) 5,000 bags to be manufactured in his Factory. The bags could not be manufactured because of strike by the workers and Akhilesh failed to supply the said bags to Shekhar. Decide whether Akhilesh can be exempted from liability under the provisions of the Indian Contract Act, 1872.
5

b) It is not consent but free consent of the parties that is necessary.
5
Q.1 Discuss the statement: “If the line employees are required to work on quality improvement activities, their productivity will suffer”.  
10

Q.2 In an agreement between a supplier and a customer, the supplier must ensure that all the parts are within the specification limits before shipment to the customer.  
a) What is its effect on the cost of quality to the customer?  
b) What is its effect on the cost of quality to the supplier?  
5x2

Q.3 Discuss the nature of the costs that affect the inventory size in a business. What basic questions must be answered by an inventory control decision rule?  
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) Define critical path, and comment on the statement, “Project control should always focus on the critical path”.  
5

Q.5 Explain the roles that demand forecasting plays in various contexts in productions and operations management. Elaborate with examples on various qualitative and quantitative approaches to forecasting.  
10

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Preceding Activities</th>
<th>Time (Months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>A</td>
<td>3</td>
</tr>
<tr>
<td>C</td>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>D</td>
<td>B, C</td>
<td>1</td>
</tr>
<tr>
<td>E</td>
<td>C, D</td>
<td>7</td>
</tr>
<tr>
<td>F</td>
<td>B, D</td>
<td>9</td>
</tr>
<tr>
<td>G</td>
<td>E, F</td>
<td>6</td>
</tr>
</tbody>
</table>
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 months it will take to complete the 
   project?  
   4
PART-A

Q.1 Write short notes on:
   a) Theories of Entrepreneurship.
   b) Role of Entrepreneur in Indian economy.
      \[5\times2\]

Q.2 What is a ‘Business Model’? What are the various elements of a business model? Explain in detail.
   \[10\]

Q.3 Explain how would you go about doing STP for a product such as Herbal Face cream that you are about to launch in the market.
   \[10\]

Q.4 Success stories of women entrepreneurs are few as compared to their male counterparts. Explain why and what steps can be further undertaken to promote women entrepreneurship?
   \[10\]

Q.5 Elaborate the various sources of funds available to an entrepreneur about to set up agro food production and processing unit.
   \[10\]

Q.6 Write short notes on:
   a) Venture Capital.
   b) Exit Strategies.
      \[5\times2\]

PART-B

Case study:
Shahnaz Husain

*I do not sell products. I sell an entire civilization in a jar.*

-Shahnaz Husain

Shahnaz Husain, CEO of Shahnaz Husain Group, is a successful Indian woman entrepreneur, best known for her herbal cosmetics and for her pioneering role and leadership in promoting the herbal care industry in India. The Shahnaz Husain Group, based in New Delhi, is one of the largest manufacturers of herbal products in the world, creating and marketing over 350 products for various beauty and health needs worldwide.

Shahnaz Husain belongs to a royal Muslim family, which originally came from Sarnarkhand, Pakistan. Her family members held high positions in the princely kingdoms of Bhopal and Hyderabad in the pre-Independence days. During her childhood, Shahnaz had the privilege of receiving a modern education, which groomed her into a well-rounded personality. Shahnaz did her schooling from an Irish
convent and her father Chief Justice N. U. Beg' instilled in her a love of poetry and English literature. Married at 15, she became a mother by the time she was 16.

When Shahnaz's husband was posted to Tehran, Iran, Shahnaz accompanied him. During her stay in Tehran, she developed a keen interest in beauty treatments and decided to study cosmetology. To support the expenses of the cosmetology course, she wrote articles for the Iran Tribune on various topics. While pursuing her studies, she learned that chemical cosmetics harmed the human system as well as the environment in the long run. This turned her attention to Ayurveda, which she believed was the best alternative to chemical cosmetics.

After leaving Tehran, she trained extensively in cosmetic therapy for a period of 10 years from some of the leading institutes in Paris, London, New York, and Copenhagen. On completion of her training in 1977, she returned to India. In the same year, she set up her first beauty salon at her house in Delhi with an initial investment of ₹35,000. In contrast to other salons offering chemical cosmetics, she made use of Ayurvedic products with natural formulations that could be safely used on the human body. By doing this, she ushered in an era of herbal cosmetics and herbal therapy. On setting up her first salon in New Delhi, she had put up a banner with her qualifications on it. Within days, she was booked six months ahead. She says, "I removed the banner and since then I have never advertised. I have let my products speak for themselves."

The year 1980 was a milestone in the entrepreneurial journey of Shahnaz. She represented India at the Festival of India in London, where she was given a counter in the perfumery section of Selfridges. Her team sold an entire consignment in three days and broke the store's record for cosmetics sales for the year. As a result, Shahnaz was allotted a permanent counter in Selfridges and her products entered the global market. Shahnaz's custom-made natural products for skin and hair problems quickly became successful.

During the last three decades, the Shahnaz Husain Group has acquired a tremendous global presence, having sold in prestigious stores like the Galleries Lafayette (Paris), Bloomingdales (New York), Harrods and Selfridges (London), the Seibu chain (Japan), La Rinascente (Milan), as well as in other exclusive outlets and clinics worldwide. The group has salons and outlets in prominent locations all over the world, which have extended on a unique franchise system.

Shahnaz pioneered the commercialization of Ayurvedic cosmetic products. She identified the market for Ayurveda as a niche market and introduced the novel concept of "natural care and cure." With the professional infrastructure to support the demands of product and publicity, and tremendous goodwill, the Shahnaz Husain Group has also gone global with its other ventures like the Shahnaz Husain Forever Beautiful lifestyle shops, beauty training institutes, Ayurvedic health resorts, Ayurvedic centres for Dhara, Panchakarma, and Kerala massage, and Shahnaz Husain medi-spas. In fact, Shahnaz is now focusing her attention on developing products that can prove to be beneficial for astronauts. To sell her products, Shahnaz has always relied on quality; innovation, and word of mouth, rather than on advertisements.

The Shahnaz Husain product range has over 350 exclusive products in 20 distinct categories for skin, hair, and body care. Innovative, dynamic, and determined to taste success, Shahnaz Husain has become a legend in her own lifetime.

Shahnaz Husain operates a chain of training centres that provides education and training in Ayurveda and cosmetology. Shahnaz Husain International Beauty Academy, based in New Delhi, provides diploma and post-graduate courses in beauty therapy as well as various short-term tailor-made and need-based vocational courses.
Q.7 Read the case study carefully given above and answer the following questions:

a) Examine the qualities of Shahnaz Husain as an entrepreneur and their contribution to her success in business.  
   5

b) What can an aspiring woman entrepreneur learn from this case study on Shahnaz Husain?  
   5
Note: Attempt **FIVE** questions in all; **PART-B** is compulsory. Attempt any **FOUR** questions from **PART-A**. Each question carries equal marks.

**PART-A**

Q.1 How is PESTLE analysis a business measurement tool? Discuss. 

Q.2 What role does supply chain management play for organizations seeking to gain the competitive advantage? Explain. 

Q.3 To what extent does the inclusion of complementary to Porter’s five forces framework help in our understanding of competitive advantage? Explain. 

Q.4 If an organization’s portfolio of businesses is some dogs, what are the options open to it according to the BCG matrix? 

Q.5 Evaluate the contribution of Mintzberg’s concept of ‘5 Ps for Strategy’ to Strategic thinking. Illustrate your answer with appropriate examples. 

**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 or billions 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 answer the following question:
   a) Did synthetic diamonds in fact pose a threat to the diamond industry? If so, what should DeBeers’s response be, if any? Explain.
   
   10
PART-A

Q.1 Elaborate three phases of Training process. Describe the relationship between training and various learning principles.

 Q.2 In today’s globalized economy, retention of professionals has become key responsibility of HR function in all types of firms. Why? What strategies do you suggest to reduce employee turnover?

 Q.3 Why in organization performance appraisal process is considered the most important process? Describe the various judgmental errors which can exist while appraising the performance.

 Q.4 Write short notes on:
   a) Forced distribution method.
   b) Replacement Charts

 Q.5 What is job analysis? How managers use the results of job analysis to carry out other HR activities?

PART-B

Case study:

K.U. Naik is the Managing Director of Sri Ram Pharmacy, a medium-sized pharmaceutical firm. He holds a MS degree in pharmacy and has been managing the company since its inception in 1990. For more than two decades, the company has been doing reasonably well. Recently, Mr. Naik has noticed that the workers are not working to their full potential. They fill their days with unproductive activities and work only for the sake of wages. Since last one year, the situation has become quite alarming as the several key professionals have resigned and left and there is growing unauthorized absenteeism in some sections. As a result of falling production and productivity, the organization has to begin to crumble under the weight of uneconomical effort. The situation demand prompt remedial measures to check the detrimental trend. Mr. Naik understands that the only way to progress and prosperity is to motivate workers through better human relations and various incentive schemes.

Mr. Naik asked the HR manager what the problem with the workers was. “We pay the highest in the industry. Our working conditions are excellent. Out fringe benefits are the best in the industry. Still the workers are not motivated. Find out what the workers really want. Unless productivity improves we are doomed.”

The HR Manager made a detailed investigation and concluded that the wages and working conditions also need improvement and besides there are other factors. “I have found out from the workers that work and efficiency go unnoticed and unrewarded in the company. The promotions and benefit plans are tied to the length of service. Even unproductive workers enjoy all the benefits in the organization, which according to the workers should go only to those who work hard. As a result more and more workers are joining the bandwagon of non-performers. This has become quite alarming as workers refuse to perform.
Q.6 Read the case study carefully given above and answer the following questions:

a) Analyse the problem in depth and find a solution.  
   
   5

b) If you were the HR manager how would you change the organization climate for motivation and performance?  
   
   5
PART-A

Q.1 How effective and useful, in your view, is the role of NGOs in making people aware about environmental protection or moving them towards sustainability? 10

Q.2 What are the challenges of sustainable development? What strategies can be adopted to meet them? 10

Q.3 “Engineering Technology and Practices can help to move the product, processes and system developed by society towards sustainability.” Substantiate this statement. 10

Q.4 “Initiatives are taken by government of India and NGOs in the field of corporate social responsibility which, in turn makes people aware about it.” Do you agree with this statement? If yes or no, explain. 10

Q.5 Discuss any one initiative taken by Government of India and NGOs towards sustainability. 10

PART-B

Case study:

Air pollution in Asia has worsened since 2000 and is responsible for deaths of thousands of people in Beijing, Jakarta, Seoul and Manila. The pollution is a result of the use of fossil fuels by the industry and transport sectors. The problem got aggravated in Asia due to the use of poor quality fuel, inefficient method of energy production; use of vehicles in poor condition and traffic congestion. This was revealed during a research conducted by World Bank and Stockholm Development Institute. The research states that air pollution in the continent has surpassed the combined emissions in Europe and North America. The deaths caused by fine particulate matter far exceed those caused by sulphur dioxide, nitrogen oxide, ozone and lead. The health cost in major Asian cities now exceed for 15-18 percent of urban income expenditure, claims World Bank officials.

Q.6 Read the case study carefully given above and answer the following question:
Identify any one component that needs to be addressed towards attaining social, economic and environmental sustainability in the case illustrated. 10
End Semester Examination, Dec. 2017
MBA – Third Semester
VALUES ETHICS & CSR (MBA-211)

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

**PART-A**

Q.1 What do you understand by ethics and values?  
10

Q.2 What are the benefits of good business/workplace ethics? Describe with an example.  
10

Q.3 What are the core human values that you find important?  
10

Q.4 What is whistle–blowing? Discuss with an example.  
10

Q.5 What is corporate social responsibility and why has it gained immense now?  
10

**PART-B**

Q.6 Describe the role of the following in a work place:  
a) dedication,  
b) integrity,  
c) accountability,  
d) collaboration,  
e) conduct.  
Also discuss what these things mean for you and how will inculcate them in yourself and other.  
5+5
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 Answer the following questions:

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

**Write the formula to calculate:**

a) The total wages paid when the number of workers are more than 4.

b) The amount of wage paid when the Incharge’s name starts with ‘A’ Alphabet. **5x2**

Q.2 Answer the following functions and tools:

a) What is the result of putting “=Today ( )” in an Excel cell?

b) Which function is used to determine the day of the week for a date i.e., January 31, 2017?

c) What is the result of putting “=sumifs” in an Excel cell? How is it different from ‘=sumif’ function?

d) Why do we use Index function?

e) ‘What if analysis’ is a tool of great importance for the Managers? Discuss. **2x5**

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

a) Conditional formatting (In styles)

b) Sort & Filter Option (In styles)

c) Cell Styles (In styles)

d) Format painter (in Clipboard)
Q.4 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 is the utility of these functions? 5

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

a) Column

b) Line

c) Pie

d) Bar

e) XY (Scatter)

2x5
PART-A

Q.1 Define diversity at workplace in brief. Discuss the main issues in managing human resource in a foreign subsidiary.

10

Q.2 List out four important factors affecting multinational compensation systems. Suggest criteria for performance appraisal of subsidiary staff.

10

Q.3 What are the disadvantages of filling key positions in a multinational corporation by parent country national?

10

Q.4 a) Write a note on ‘HRM practices of Japan’.

5

b) Discuss in detail the selection criteria of an international training manager.

5

Q.5 Write short notes on (any two) from the following:

a) Diversity Management.

b) Issues involved in managing workforce at workplace.

c) Role of HR manager in cross culture motivation.

d) Traits of a good international negotiator.

5x2

PART-B

Q.6 What should be the main objective for a multinational firm? Imagine you are about to be sent as a HR Director of a subsidiary country. Compare the HRM policies and practices prevalent in your home country with those in the country you are going to, and discuss the main challenges you might face if you wish to manage your employees in that country in the way things are done in yours.

10

End Semester Examination, Dec. 2017
MBA – Second Semester
MANAGEMENT IN DIGITAL ENVIRONMENT (MBA-215)
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 How can an organization vary its marketing mix using the internet? 10

Q.2 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.3 Write short notes on:
   a) e-CRM.
   b) RFM Analysis.
   5x2

Q.4 Explain how will you measure the effectiveness of an Online Marketing Campaign. 10

Q.5 Describe the variables that a retailer might consider when trying to identify an online target market. 10

PART-B

Case study: Paper Boat's #FloatABoat

Paper boat is known company that deals in the drinks which you commonly prepare at home like aam panna, golgappe ka pani, jamun kala khatta and kokum. The purpose of these drinks was to take you back in those memories and float a boot this monsoon. The company carried out its digital Marketing campaign very well.

The title of the campaign was #FloatABoat, the digital campaign process asked people to make boat and share it on social media by using the hash tag along with the title of the campaign. Paper boat also reviled that if anyone will share this on any social media the brand will donate 20rs for children's education. This campaign was the big success which caused many timelines to be jammed with paper boats.

Q.6 Read the above case study carefully and answer the following question:
   a) Design an alternative campaign for digital media for the customer engagement of the same level. 10

End Semester Examination, Dec. 2017
PART-A

Q.1 Is India moving towards being a developed economy? Explain in terms of growth of the services sector. 10

Q.2 What are service encounters? How has technology changed the may services the designed and developed? 10

Q.3 What is a servicescape? Explain the types of servicescapes, alongwith the role which they play in the Service Marketing Triangle. 10

Q.4 What are the reasons for service failure? What measures may be taken to reduce service failure? How are service guarantees helpful in this? 10

Q.5 Write short notes on any two:
   a) Zone of Tolerance.
   b) Credence Qualities.
   c) Service Profitability Chain. 5×2

Q.6 What is the role of imagery and narratives in service communication? What importance does it have for the Gaps Model? 10

PART-B

Q.7 What are the advantages of a Service Blueprint? Make a blueprint for using the services of an ATM. 10
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 Explain the sales process. What precautions a sales-person has to take at each of these levels of process in order to achieve sales?

10

Q.2 What are the objectives of channel of distribution? Explain the basic functions being performed by channel members.

10

Q.3 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.4 Write short notes on the following:
   a) Compensation plan of sales force.
   b) Channel Conflict.

5x2

Q.5 “If you pay a salesperson enough, you will have a well-motivated salesperson.” Do you agree? Explain.

10

**PART-B**

**Case study:**

1. **Product Training:** WIPRO provides training to dealers about the functioning of the product so that they are able to use and explain to the customers about its functioning and its special features by working on it. WIPRO also provides training to its dealers about the different parts of the product and their uses are also told to them so that they can answer customer query. It gives a feeling of security to the dealer.

2. **Demo Setup:** Demo setup are also a motivating factor for a dealer because under this WIPRO provides a system to the dealers at very low price so that he can demonstrate the function of the system. Otherwise it is very difficult for the dealer to unpack the system again and again for demonstration. Under such a setup WIPRO provides a computer of Rs. 40,000 T Rs. 15,000- a discounted value. The dealer feels very enthusiastic under this procedure.

3. **Target Incentives:** These are additional incentives given to the dealer if he fulfills the target, e.g., if a dealer fulfills the monthly target of Rs. 15 lakhs, then he will get 2.5% or 3% of it. These are mainly on monthly basis. It is one of the highly motivating factors for the dealer.

4. **30 Day Money Back Offer:** Under such type of schemes, the company puts up a condition like, if a dealer is able to sell 15 computers or 40 printers in a quarter, then he will be entitled to a gift. The gift may be fridge, TV, microwave oven, wasing machine etc. A dealer showing top performance among all of them will again be getting some gift e.g. foreign travel etc.

5. **Financial Assistance:** It is one of the major factors for any dealer. Under this scheme, financial assistance is provided by the sister
concern of WIPRO, i.e. WIPRO Financial Ltd. In case of
government or corporate orders of higher value.

Q.6 Read the case study carefully given above and answer the following
question:
Examine the impact of various promotional schemes aimed at improving
the dealers’ performance.

10
 PART-A

Q.1 What are the steps involved in the strategic brand management process? Elaborate by giving relevant examples. 10

Q.2 What are the secondary sources of brand knowledge? Pick a brand. Evaluate how it leverages secondary brand associations? 10

Q.3 ‘Brand positioning is arranging for a product to occupy a clear, distinctive and desirable place in the market and in the minds of the target consumers’-Philip Kotler. Explain. Do a comparative analysis of two competing brands with respect to their target audience, market segmentation and positioning strategy (point of parity-POP & point of difference-POD). 10

Q.4 What are the challenges in designing brand-building communications and how marketers can strategize to develop an integrated marketing communication programme? 10

Q.5 What do you understand by the breadth and depth of branding strategy? Elaborate your answer by giving relevant examples. 10

 PART-B

Q.6 What do you understand by a “Creative Brief”? Write a Creative Brief on the below ‘Audiobooks by Penguin’ print ad.

10
End Semester Examination, Dec. 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. Each question carries equal marks.

**PART-A**

Q.1 Commercial bank, a financial institution, has two characteristics functions as:
   a) Accept deposits that are ‘chequable’, and are as good as cash.
   b) Create money.
   Discuss the above statement, emphasizing the functions and regulations of commercial banks.
   
   10

Q.2 Define money market, specify the instruments and main participants of money market.
   
   10

Q.3 Mutual funds are important instruments of savings. Discuss objectives and benefits of mutual funds. Illustrate your answer with suitable examples.
   
   10

Q.4 Discuss the significance of financial system in promoting economic growth. Illustrate your answer with examples.
   
   10

Q.5 Discuss parameters for performance analysis of banks in India.
   
   10

**PART-B**

Q.6 Financial institutions have important role in economic development. In that context discuss (any two) of the following:
   a) Insurance Companies.
   b) Merchant Banks.
   c) SIDBI.
   
   5x2
Q.1  a) Discuss how the Book Building Process is found to be better than Fixed Price process for raising capital from the primary market.
5
b) Do you feel that SEBI is successful in performing its principal tasks?
5

Q.2  a) Explain how CML is a special case of the SML?
5
b) An investor must understand that prior to investments the technical analysis is inevitable. Explain.
5

Q.3  a) Industry analysis serves as one of the most important part of security analysis. Explain.
5
b) Differentiate between the speculator and the investor.
5

Q.4  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.
5
b) Discuss how the investments are different from speculations?
5

Q.5  a) As a regulatory authority SEBI is functioning good for the Primary as well as the Secondary markets. Discuss.
5
b) What is semi-strong form of efficiency and how it is different from other form of efficiencies, i.e., weak and strong form based on the efficient market hypothesis? 5

PART-B

Q.6  a) Discuss the functions of stock exchange and their key role in the Indian economy. In what ways is a stock exchange indispensable for an economy?
5
b) On the basis of equity valuation, discuss how the analysis of market and alternative industries help a Finance Manager in portfolio construction?
5

End Semester Examination, Dec. 2017
MBA – Third Semester
FINANCIAL STATEMENT ANALYSIS AND VALUATION (MBA-352-6)
PART-A

Q.1  a) Explain and interpret the major business activities; namely, planning, financing, investing and operating. Aim your report at a general audience such as shareholders and employees. Include concrete examples for each of the business activities.  

b) Why are earnings announcements made in advance of the release of financial statements? What information do they contain and how are they different from financial statements?  

Q.2  a) Explain the claim that “Financial statement analysis is an integral part of business analysis.”  

b) Describe the different types of business analysis. Identify the category of users of financial statements that applies to each different type of business analysis.  

Q.3  a) What is the difference between credit analysis and equity analysis? How do these impact the financial statement information that is important for each type of analysis?  

b) What is fundamental analysis? What is its main objective?  

Q.4  a) Identify at least five different internal and external users of financial statements?  

b) Explain how financial statements reflect the business activities of a company.  

Q.5  a) Describe the three major activities the statement of cash flow reports. Cite examples of cash flows for each activity.  

b) Discuss the importance to analysis of the statement of cash flows. Identify factors entering into the interpretation of cash flows from operations.  

PART-B

Q.6  Selected ratios for three different companies that operate in three different industries (merchandising, pharmaceuticals, and utilities) are reported in the table below:

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Co. A</th>
<th>Co. B</th>
<th>Co. C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit margin ratio</td>
<td>18%</td>
<td>53%</td>
<td>n. a.</td>
</tr>
<tr>
<td>Net profit margin ratio</td>
<td>2%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Research and development to sales</td>
<td>0%</td>
<td>17%</td>
<td>0.1%</td>
</tr>
<tr>
<td></td>
<td>Company A</td>
<td>Company B</td>
<td>Company C</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Advertising to sales</td>
<td>7%</td>
<td>4%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Interest expense to sales</td>
<td>1%</td>
<td>1%</td>
<td>15%</td>
</tr>
<tr>
<td>Return on assets</td>
<td>11%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>Accounts receivable turnover</td>
<td>95 times</td>
<td>5 times</td>
<td>11 times</td>
</tr>
<tr>
<td>Inventory turnover</td>
<td>9 times</td>
<td>3 times</td>
<td>n. a.</td>
</tr>
<tr>
<td>Long-term debt to equity</td>
<td>64%</td>
<td>45%</td>
<td>89%</td>
</tr>
</tbody>
</table>

Identify the industry that each of the companies A, B and C operate in. Give at least two reasons supporting each of your selections.
PART-A

Q.1 Can you identify some of the reasons why nationalized banks in India follow a cost leadership strategy while most private banks follow a differentiation strategy? 10

Q.2 Under a condition of high employee turnover, why the effects of micro part of HR services become minimal? Discuss. 10

Q.3 How does a strategics employee development programme differ from conventional employee development programme? Explain. 10

Q.4 What kind of compensation policy should be followed by a global organization to achieve competitive advantage? Discuss. 10

Q.5 How can companies use career programmes to retain their most talented employees? What career programmes would keep you employed in a particular firm? 10

PART-B

Case study:

William O’Dell, vice president for human resources at LeBert Graphics (LG), a fast-growing software development firm headquartered in Boston's Route 128 technology belt, was visiting the firm's first overseas subsidiary, LeBert Graphics Bangalore, Ltd. (LGB). The visit had been going well, but a recent lunch with his good friend, Ashok Rao, had left him troubled. Rao was one of many Indian expatriates who had migrated to the United States in the 1980s. He had been with LG for a number of years and had recently accepted an assignment to return to his hometown to head up the firm's new development lab. O'Dell was thankful to have him there—not just because of his development skills, but because he hoped he would serve as a cultural broker between headquarters and local employees.

During lunch, Rao noted how the city had changed. Rao had decided not to return to Bangalore after college in the United States because of the lack of opportunities. Now the city was booming, and computer software was the driving force. Neighbors in the technology park where LG had located included Siemens Components and Hitachi Asia. The nature of the industry had changed too. Initially, foreign firms had employed Indian workers for basic programming. Although cheap, these employees did not always have the training or skill levels seen in their American counterparts. No longer. There were still large pools of these competent, but not exceptional employees recruiting for the new operations, however, he found many of the applicants had technical skills that would equal those of any of their Boston staff. These were the employees they needed for the software development operations.

The market had changed in other ways too. Today, the best of these software engineers had more options. Because of a worldwide shortage, there were a host of firms looking for skilled engineers. An engineer could work for the local operations of a foreign firm, on
temporary assignment basis in the United States or Europe, or could find a place in one of the many local, start-up firms. Some had great success starting their own software firms in the United States. While the same range of opportunities might not exist for those with more basic skills, the growth in foreign investment and start-ups in Bangalore also gave these employees many attractive options locally.

At first, the conversation appeared casual, the reminiscences of an old friend. However, Rao also had mentioned a conversation he had overheard in which one of the brightest engineers in the development unit had complained to a coworker that although he was a principal engineer on a joint Boston-Bangalore project, his American counterpart was receiving over four times his salary. On reflection, O’Dell was convinced that Rao had been attempting to draw his attention to an issue that was important to some of the Indian staff.

O’Dell’s initial reaction had been, “Of course, that’s why we located in Bangalore in the first place.” Technology skills were abundant and pay rates for software engineers were a fraction of those in Boston. Moreover, the pay levels reflected the fact that productivity in the programming unit was not always up to U.S. standards. On reflection, he realized that the issue was much more complex.

On one hand were the economics. Cost savings not achieved now might be lost forever. Manufacturing firms that had moved operations to low-cost, offshore sites often had found that the benefits were partly illusory. Wages were low, but at times so was productivity. Employees were often willing, and with appropriate training, supervision, and equipment, productivity levels would rise. However, as these employees became more productive, they also became more attractive to other employers. Moreover, as the economy in these regions developed, there was often a shift in the exchange rate. Salaries rose locally, but because of exchange rate effects, they rose even more in U.S. dollars. Firms using contractors might shift to another, lower-cost site. Such shifts could be disruptive, however, and were even more difficult when the firm had invested directly in the overseas location.

It would be simpler, O’Dell thought, if the firm were in Bangalore for the short term. LG’s interests in Bangalore had changed dramatically over the past year, however. LG had been using an Indian subcontractor to outsource basic programming for years. Individual pay levels had not concerned them directly. The Indian firm handled all issues related to recruitment, performance evaluation, and compensation. Recently, LG had decided both to bring the programming in-house (by acquiring the Indian firm) and to open a software development lab.

The decision to move the operation in-house reflected a desire for greater control. It would allow greater emphasis on quality, especially after they trained the programmers to more closely meet the company’s special needs. The decision to open the software development lab represented an even more dramatic shift. The new lab operation could take advantage of the rapidly developing skills of the Indian engineers, particularly in “hot jobs” for which there was a worldwide shortage. Moreover, the fast-growing Asian markets held real potential for LG. This required the development of programs that met the special needs of their Asian customers. At first the technology would originate in Boston, but substantial local adaptation was required. Later, the lab should stand alone in developing programs for the region and possibly the world market. These efforts required day-to-day interaction and teamwork between engineers at both locations. Soon the projects would require short-term transfers of personnel between facilities.

The discussion reminded him of a project he had left on his desk before the trip: developing a compensation plan for the revamped India operations. The project had not focused on
compensation levels, but it had raised related questions. What type of compensation package was appropriate? Should they follow local custom as to vacations and leave? Should the generous stock option and pension plans, available to employees in Boston, be extended to these operations?

Custom and government regulation varied substantially from one nation to the next. In some nations, pensions were part of a government social security system; in others they were provided by firms. In some nations they were not required at all. Even something as simple as "monthly pay" differed. In Singapore a typical compensation package paid the employee by the month for 13, instead of 12, months. These were just a few of the differences O'Dell had run across in research for the project. The list could go on forever. No wonder compensation systems, like other aspects of human resource management, traditionally had been one of the most "local" aspects of a multinational's operations. Local wage scales were used, and the firms tended to follow local custom in regard to vacations, pensions, and other aspects of the compensation package. But with engineers of similar skill levels working together on a daily basis, how long would these distinctions be possible? Might some of these engineers be hired in the United States? Would LG offer different packages based on the facility they were assigned to? How would that affect recruiting? And what about the engineers transferred to Boston for six months: should they receive a different package while on tour? For the programmers doing more routine work, the issues might not be as complex but were still important. Considering the cost of the training planned for the Bangalore staff, it was vital to keep these employees on board and motivated despite the many opportunities open to them.

While the focus was on India for now, the firm also had considered opening subsidiary operations in Russia and Brazil. His project was the first step in an effort to decide the extent to which the firm's performance review and compensation plans should be integrated globally. The issue did not just concern the employees abroad. At home, some concern had been expressed about the long-term outlook. Software engineers were hot now, but in 10 years would the salaries reflect a lower global scale? And would all the jobs be overseas? The opportunities abroad were exciting but had brought their share of headaches.

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

How do the issues in the above case relate to the strategic choices that the firm has made? Discuss in detail.
End Semester Examination, Dec. 2017
MBA – Third Semester
HR PLANNING, RECRUITMENT AND SELECTION (MBA-353-4)

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.

PART-A

Q.1 Explain, why person specification is important in the selection process. How is it different from job description?  
10

Q.2 Briefly explain the steps involved in competency mapping.  
10

Q.3 You are the Head of HR for a startup company. How will you go about attracting the best talent available?  
10

Q.4 How can changes in the external labour market environment impact HR planning?  
10

Q.5 You are to conduct a one hour session on ‘interviewing skills’. What will you share with the audience of middle level managers?  
10

PART-B

Q.6 What are your suggestions to improve the recruitment and promotion policies of the company?  
10

Case study:

Rationality of Promotion Policy in a Software Unit

Mountway is a software company with an annual turnover of Rs.3,800/- million and a staff strength of 950 employees. The HR policy of the company states that the entry level posts alone are to be filled through external recruitment, while the higher posts are to be filled only from internal sources - through the promotion of the existing employees. However, the external sources can be used as a last resort for filling the
higher posts if either the existing employees are not sufficiently qualified of the job position cannot be left vacant for a long time.

The accounting package development division of the company has the following organizational structure:

```
  Project Manager
   ▼                    ▼
  Team Leader        Tier-II Members
  ▼                    ▼
Tier-1 Members (entry level)
```

In each position, an employee has to complete five years of service before he becomes eligible for promotion to higher levels. In 2003, a tier-II member suddenly resigned his job and left the organization. To complete an ongoing project, the company urgently required a person in that category so it released an advertisement calling for applications from those who had completed at least two years of experience in that or equivalent category.

Though quite a few candidates applied for the post, Mr. Guru Prasad, who had four years of experience in the same field, was eventually selected on the basis of his excellent performance in the interview and tests. As per the company policy, he was appointed as the junior-most staff member in the tier-II cadre, below the six persons who were already working in that cadre. His performance in the job was quite impressive and he exhibited Leadership skill too.

One year after his joining the job, the post of team leader in his department fell vacant as the person in that position suddenly resigned to join another company. As the existing employees in the tier-II cadre did not possess the requisite years of experience (five years) for being considered for the team leader post the company decided to fill the vacancy through external sources by placing an open advertisement through newspapers. Accordingly, the company called for applications from the candidates who had five years of experience in tier-II or equivalent cadre.

Mr. Guru Prasad, who had four years of experience in his previous employment plus one year in the present company in the same category, met all the specifications mentioned in the advertisement. Hence, he applied for the post through the proper channel. However, the HR department took a different view of his application and decided to reject his candidature for the post. The argument of the HR department was that, if selected,

- Mr. Guru Prasad would get a higher post after completion of just over one year’s service in this organization as against the normal requirement of five years’ experience in each category.
- When Mr. Guru Prasad joined tier-II, he was the junior most in his category. If he was offered the higher post, he would, all of a sudden, become the boss of those in tier-II cadre. This could demoralize his
senior members in his present cadre. There is every possibility that they might seek to leave the company at the earliest.

End Semester Examination, Dec. 2017
MBA — Third Semester
PERFORMANCE MANAGEMENT IN ORGANIZATIONS (MBA-353-I)

Time: 3 hrs.  
Max Marks: 50

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 What are the basic differences between systematic and informal appraisal? How may formal appraisals be made more effective in improving performance?  

10

Q.2 Write short notes on:
   a) Performance criteria.  
   b) Rating Errors.  

5×2

Q.3 Explain the concept of monitoring performance. Give suitable examples to support your answer. What monitoring and mentoring behaviors from managers are required for effective management of performance?  

10

Q.4 Why should training in conducting performance appraisals be an important issue for organizations to consider? What are the major reasons for employee complaints about performance appraisal systems?  

10

Q.5 What are the guidelines that should be kept in mind by both HR Managers and Functional Managers for implementing a sound performance linked recognition and reward system? Give examples to support your answer.  

10

PART-B

Case study:

Star Bank is a nationalized bank and has operations spread all over India. The employees are a satisfied lot as they feel that the management is fair in terms of compensation. The Chief HR manager always made it a point to see that the appraisal system being implemented enjoyed the confidence and support of the employees. Hence there was always a feedback session after the appraisal process was over.

COSMIC Bank had a high turnover of employees. Even though its compensation packages were similar to those at Star Bank, the employees were not happy. The bank HR manager Roshan was worried. Employee appraisal was an annual affair as it was in Star. Roshan could not understand why there was a difference in employee satisfaction levels
when both the banks had similar appraisal and compensation systems. He planned to discuss this issue with the HR manager of Star Bank.

Star Bank had an appraisal system that was similar to the one practiced by other banks, but the implementation was quite different. Traditionally, departmental heads and employees debated on the unattained targets and finally reached a consensus on a pay hike or other related aspects. At Star Bank, however, the performance appraisal exercise was an occasion to map out future profitable strategies to be collectively pursued by employees, while taking into consideration the organizational objectives of the firm. The exercise also helped individual employees identify their competency gaps and training needs, with the help of their supervisors. The HR department made performance management a continuous process that involved continuous interaction between the bosses and their teams, to have a continuous review of the targets to be attained. Here, the employees were given freedom to estimate and determine certain targets and were not forced to achieve targets determined and imposed by the management. The main features of the performance appraisal system at the Star Bank are as follows:

- The PM process included certain joint evaluations by the teams and their heads by taking market conditions, consumer feedback, deployable energies and resources into consideration, to prepare strategies.
- The PM system does not limit itself to a set of metrics to be attained; rather it involves identifying any lacunae in the skills or knowledge of the employees which hinder their performances.
- Apart from providing guidance to the employees, the system effectively nourishes a healthy relationship between the bosses and the employees. This, in turn, helps build partnerships to hone the emotional intelligence, fine tune attitudes and build healthy organizational culture.
- The PM function helps employees to develop skills, perspective and initiatives rather than just conforming itself to subjective measurement, which finally gets reflected in the employee compensation. The management believes that performance management is, thus, an effective tool to increase the value of the human asset.

Q.6 Study the above case study thoroughly and given answer to the following questions:

a) What are the differences, in the appraisal system being implemented by Star Bank and COSMIC Bank?

b) What are the changes you suggest in the implementation of the appraisal system at COSMIC Bank to make it more effective and acceptable? 5x2
Q.1 What is DBMS? Describe the basic architecture of DBMS in detail.  

Q.2 a) Define data definition language and data manipulation language.  
b) Discuss advantages of OODBMS in brief.  

Q.3 What is meant by the file organization and indexing? Describe tree- based indexing in detail.  

Q.4 Explain the following:  
a) Features of RDBMS  
b) Normalization  

Q.5 What are the various types of failures? Discuss any two recovery techniques in detail.  

Q.6 Write short notes on:  
a) CRM.  
b) Data Warehouse and Data Marts.  

Q.7 Explain in detail SQL with an example.
Q.8 Explain the various measures that can be undertaken to ensure the security of databases.

10
d) How else could the attribute Skill be modeled?
e) What attributes might be attached to the Works_on relationship.
f) Could TOOL be modeled as an associative entity? Why or why not?

End Semester Examination, Dec. 2017
MBA — Third Semester
IMPORT-EXPORT MANAGEMENT AND DOCUMENTATION (MBA-355-1)

Time: 3 hrs. Max Marks: 50
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 Describe the important export promotion measures initiated by the Government of India, and identify the constraints still hampering export promotional effort. 10

Q.2 Give a brief account of the provisions for quality control and pre shipment inspection in India? 10

Q.3 “Documentary Credit” is considered as one of the safest method of payment in international trade”. Throw light on the above statement. 10

Q.4 Why is custom clearance of export cargo required? Explain the procedures of custom clearance of cargo along with the documentation formalities? 10

Q.5 Choosing a right product and right market is essential for an international firm to grow in international market. Keeping this in mind, list some strategies required to choose right product and market. 10

PART-B

Q.6 Case study:

VELLUS PRODUCTS

Sharon Doherty founded Vellus Products in 1991 in Columbus, Ohio, to sell pet shampoo. Doherty’s original insight was that shampoos for people don’t work well on pets because the skin of most animals is more sensitive than that of humans and becomes easily irritated. A competitive dog exhibitor, she knew that most existing pet shampoo left dog hair unmanageable and lacking the glamour needed for a dog show. Working with her nephew, who had a PhD in chemistry, Doherty developed salon-type formulas that were especially suited to dogs (shampoo for horses was added later).

Doherty booked Vellus’s first export sales in 1993 when a Taiwanese businessman, who had picked up Vellus shampoo in the United States,
ordered $25,000 worth of products he wanted to try to sell through dog shows in Taiwan. Before long, Doherty was getting calls from people around the world-most of whom heard about Vellus Products at dog shows—and a thriving export business was born.

As the volume of inquiries grew, Doherty realized she needed a better understanding of foreign markets, export potential, and financing options, so she contacted the U.S. Department of Commerce's Commercial Service offices in Columbus. "As business has grown, I have gone from ordering country profiles to requesting customized exporting and financing strategies tailored to maximize export potential," she says. Today, Vellus exports to 32 nations, although the bulk of the firm’s international business operates through distributors in Sweden, Finland, Britain, Germany, Australia, New Zealand, Canada, and Iceland, where the products are marketed at pet shows and exhibitions. The company has registered its trademark in 15 European countries, and international sales account for more than half the firm's total. "I credit the U.S. Commercial Service for helping me to expand my exports, as it would have been much more difficult on my own." says Doherty.

Reflecting on her international success, Doherty has some advice for others who might want to go down the same road. First she says, relationships are important to successful exporting. Doherty says she goes out of her way to give advice and guidance to her distributors, sharing her knowledge and helping them to be successful. Second, know whom you are dealing with. Having been, duped by a man who claimed he knew the pet market when he didn't, she advocates doing background checks on potential business partners. "Gather as much information as you can," she says. "Don't make any assumptions; the wrong choice can cost your business valuable time and money." Third, Doherty believes that it is important to learn the local culture. Vellus products are adapted to best suit different grooming techniques in different countries; something that she believes has helped make the company more successful. Finally, Doherty says, enjoy the ride! "I love exporting because it has enabled me to meet so many people from other cultures. Exporting has made me more broad-minded, and I have developed a great appreciation for other cultures and the way others live their lives."

Now answer the case related following questions:

a) Why does Vellus export through local distributors rather than set up its own sales force in country? What are the risks associated with using local distributors? How can these risks be reduced? 3½

b) Vellus's original entry into exporting was both reactive and serendipitous. Do you think this is the exception or the rule for small businesses? What might be done to make small firms more proactive with regard to exporting? 3½

c) What lessons about successful exporting can be derived from the Vellus case? 3
PART-A

Q.1 What are the benefits of international marketing? Elaborate with relevant examples. 10

Q.2 What do you understand by competitive advantage of nation? Elaborate your answer with Michael Porter’s model. 10

Q.3 How you can use Hofstede’s Six Dimensions of Culture to work effectively with people from a range of cultural and geographic backgrounds? 10

Q.4 What are the various product decisions that one needs to take into account before going international? 10

Q.5 As an International Marketing Manager, do you plan to use a standardize advertising strategy across different countries. 10

PART-B

Case study: General Motors India
General Motors' (GM's) decision to stop selling cars in India this week is driven partly by global compulsions. The company is also exiting the South African market. However, it plans to continue exporting cars from India, will maintain its technical centre, R&D facilities and sourcing. The decision is also a reflection of how GM navigated the Indian market and lost its way. And it is good manifestation of the competitive dynamics in the Indian car industry.

It has been a long ride for GM in India. Frequent changes in the corporate structure resulted in absence of a long-term strategy. Started in 1994 with Hindustan Motors BSE 1.17 % (HM) in a 50:50 joint venture, GM bought out HM's stake in 1999 and went solo. In 2009, thanks to the global economic crisis, the Detroit giant became 50:50 JV with SAIC, its Chinese partner. In 2012 it bought 43% of the Chinese partner's holding, raising its stake to 93%. With so much going on elsewhere, no wonder GM lacked a coherent India strategy.

There were other problems too — starting from the top. The Indian business saw a consistent churn at the top. GM, in over 21 years, had nine CEOs with an average tenure of 2.5 years; in 35 years, Maruti is on its fifth CEO. I always felt that the auto business is a marathon race — like a cricket Test match. GM CEOs played the T20 game. Expat CEOs moved before settling down. Stability at the top is critical.

GM was a large MNC with operations in many countries. India reported to its South-Pacific office. It controlled many aspects of Indian operations. The India CEO had to often participate in various committees relating to product, strategy, sourcing and the like. I often joked with the CEO that he spent more time with such chores than with the dealer network in India.

All this reflected in lack of consistency in product strategy and marketing in India GM made a debut under the Opel brand with Astra and Corsa. These were neither big nor small with limited market. Later in 2003 they brought in the Chevrolet brand. Around 2012 they shifted to Chinese models.

This did not help in brand-building or customer loyalty. In 20 years they have introduced about 20 models of which 10 were withdrawn. The price tags ranged from Rs 3 lakh to Rs 30 lakh. Frequent launches and withdrawal of models demotivate customers who own such models. It adversely affects not only resale value but discourages buyers for new cars. All this led to a demotivated dealer network. GM's total sales are about one million units. In 33 years, Maruti has also launched about 20 models, phased out eight with total sales of 13 million.

GM's India decision also reflects the compulsions that MNCs typically face. GM has faced issues, including bankruptcy, since the financial crisis in 2008 Its stock has been stagnating and is facing pressure from investors to show results. These global pressures do weigh
heavily on the way MNCs take decisions. Just two years back CEO Mary Barra had said that India is a strategic market and will invest further. The decision to exit now tells you how these pressures are manifesting.

It is also a reflection of how tough it is for MNCs to do business in India. India is a unique market. Many MNCs try to replicate their international experience in India with disastrous results. Globally cars are an aspirational product but in India price, fuel efficiency, cost of ownership plays an important role. For example, 70% of luxury cars sold are of diesel variant.

That Maruti and Hyundai together have close to 65% of the market makes it even more difficult. Most carmakers, like GM, had to undergo a painful experience before falling in line — by producing compact cars. But the lack of range explains their minuscule market shares. Excess capacities have nudged them to export using their international network. Some export more units than their domestic sales.

They await more robust growth in the mid segment, SUVs. Many have the resources to wait and see the evolution of the market (but will all be that patient?). Till then they will continue with a mix of domestic and exports, developing R&D facilities, sourcing components.

GM has decided to be different and will concentrate only on exports. Will we, like some other foreign companies, see GM return with a new management and more favourable conditions? That's possible but it will not be easy.

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

Why have global automobile MNCs like GM have struggled in India? Evaluate the strategic options available to General Motors.
End Semester Examination, Dec. 2017
MBA – Third Semester
INDIA’S FOREIGN TRADE POLICY (MBA-355-3)

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 How foreign direct investment created the scope of economic growth in India? Explain in detail. 10

Q.2 Why protection is necessary? How domestic industries can grow with protection? 10

Q.3 What are the conditions for creating trading blocs? Cite few points which highlight the benefits of any trading bloc. 10

Q.4 Why export promotion is necessary? How can it be further made more effective? 10

Q.5 Whether WTO regulations have made world trade effective. What are the major guidelines of WTO for trade and investment? 10

Q.6 Whether India’s position in world trade is good. If not, what steps are proposed to boost the trade by India? If yes, in what way? 10

PART-B
Q.7 Make a case study of ASEAN to illustrate that India really recommends ‘Look East Policy’. How Indian economy should be conducted with Look East Policy?
Q.5 ‘People Management’ is a critical aspect of event management. Discuss the statement.

10

**PART-B**

Q.6 Assume that you are an event manager of one of the Fortune 500 company. The company is planning to organize a product-launch event for its new product. Design a detailed event (clearly mention the assumptions made) and also describe how would you market the same.

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**End Semester Examination, Dec. 2017**

MBA – Third Semester

**EVENT MARKETING AND SPONSORSHIP (MBA-359-2)**

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 What do you mean by Events Management? List down the importance of Event Management as an important tool of marketing in Indian context?

10

Q.2 What are the different fund raising options available for events. Draw a sponsorship proposal for an exhibition of handicrafts items to be planned by your Company?

10

Q.3 Why is the planning of events necessary in advance? Make a model of a hypothetical event of your choice and the major areas where planning is required?

10

Q.4 While arranging food for a three day conference for IT Executives, how would you go about it?

10
Q.5 List down different factors to be kept in mind while fixing the price of a customized event like “Marriage Ceremony”.

10

**PART-B**

Q.6 You are an Event Coordinator of an University fest. You need to reassure the success of the event. Make a concept of the event with a brief checklist and a series of illustrations showing the event and staging layout.

10

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**End Semester Examination, Dec. 2017**

**MBA – Third Semester**

**SPECIAL EVENT MARKETING (MBA-359-3)**

Time: 3 hrs

50 Max Marks:

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 any two of the following:
   a) Exhibition industry.
   b) Importance of budgeting.
   c) Celebrity management.

10

Q.2 How important is research in setting up of an exhibition? What are the various steps taken into consideration while setting up exhibition?

10

Q.3 What are the job responsibilities of corporate event organizers? Also explain various types of corporate events.

10

Q.4 Explain what kind of skill set is required for becoming a live show organizer.

10
Q.5 What are the factors you will keep in mind while preparing for a corporate event? 10

**PART-B**

Q.6 You have been hired as an Event Coordinator and are asked to draft a budget and event organizing flow-chart for any one of the following events:

a) A musical event in a Manav Rachna International University.

b) A press conference for the launch of a new brand.

c) Launch of a new music album. 10

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**End Semester Examination, Dec. 2017**

MBA — Third Semester

COMMUNITY HEALTH, EPIDEMIOLOGY AND POPULATION MANAGEMENT (MBA-366-1)

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.** Each question carries equal marks.

**PART-A**

Q.1 What is primary healthcare? What are the determinants of primary healthcare? 10

Q.2 Why community participation is important in ensuring health for all? 10

Q.3 Comment on planning and management aspects of population policy. 10

Q.4 Define “Epidemiology”. Define its scope with respect to Indian healthcare scenario. 10

Q.5 Write short notes on the following:

a) Changing concepts of healthcare.

b) First referral unit. 5x2

**PART-B**

Q.6 Define mental illness. List down the preventive aspects of mental illness. 10
END SEMESTER EXAMINATION, DEC. 2017
MBA — THIRD SEMESTER
HEALTHCARE AND SOCIAL POLICY (MBA-366-2)

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 Discuss how health care and social development are interdependent? 10

Q.2 List factors, determinants and sectoral issues in health policy formulation. 10

Q.3 Differentiate between Social Policy and Public Policy? What makes Public Policy Public? 10

Q.4 Write short notes on the following:
   a) Human Development Indicator.
   b) National Health Policies. 5x2

Q.5 Comment on the role of private and voluntary groups/NGO’s/Trusts in contributing to the healthcare improvement in India. 10

PART-B
Q.6 “There is a problem in distribution of health services in India. The disparities exist”. Explain why or why not you agree with this statement. 10

End Semester Examination, Dec. 2017
MBA – Third Semester
HEALTH CARE SYSTEMS MANAGEMENT (MBA-366-3)

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 Explain the concept of Facility Management in Healthcare. 10

Q.2 Describe the evaluation methodology for monitoring the performance and needs in health services. 10

Q.3 What is decision making? Describe the various techniques used in healthcare decision making. 10

Q.4 Write short notes on:
   a) Strategic management in health care.  
   b) Project management in healthcare. 5×2

Q.5 What are the operational planning and management issues in health care. Elaborate. 10

PART-B
Q.6 The characteristics of healthcare system are unique. Support your answer by emphasizing on characteristics and functions. 10

End Semester Examination, Dec. 2017
MBA – Third Semester
HEALTHCARE ECONOMICS AND FINANCE (MBA-366-4)

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-A. Each question carries equal marks.

PART-A

Q.1 a) Explain the advantages of privatization of healthcare in India. 5
   b) What are the features of perfect healthcare market? Explain. 5

Q.2 How will you find out and measure the demand and supply for healthcare products in India and create the consumer awareness among the public? 10

Q.3 What is healthcare economics? Explain the current demand and supply of healthcare products in India. 10

Q.4 Critically review the domestic and International market in healthcare. What are your suggestions for its improvements? 10
Q.5 State and explain the various methods of financial assistance for healthcare services in India.  

**PART-B**

Q.6 What according to you should be the relative roles of Government and private players in healthcare sector, given the magnitude of poverty, socio economic inequalities and poor health status of the country? Give your arguments comprehensively and cogently.  

**End Semester Examination, Dec. 2017**

**MBA – Third Semester**

**ENVIRONMENTAL HEALTH MANAGEMENT AND SAFETY PLANNING (MBA-366-5)**

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.** Each question carries equal marks.

**PART-A**

Q.1 Define the term bio-chemical wastes. Outline the legal and social aspects of waste management in detail.  

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

Q.3 Define ‘healthcare management’. What are different types of health indicators and list social determinants of health?  

Q.4 Comment on the following in brief:  
a) Quality in Healthcare  
b) CSSD  

Q.5 Explain the process of Planning and organizing for safety and waste management.  

**PART-B**
Q.6 “To achieve and organize better healthcare management a collective participation approach is important”. Comment.  

End Semester Examination, Dec. 2017  
MBA – Third Semester  
HEALTH AND HOSPITAL INFORMATION SYSTEMS (MBA-366-6)  

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 importance of information technology in hospitals.  

Q.2 Define the term Hospitals. Elaborate the classification of hospitals. Define components of a hospital system.  

Q.3 Explain decision making in hospitals, understanding decision making process.  

Q.4 Write short notes on:  
a) Indian health care system.  
b) Merits and Demerits of CHIS.  

Q.5 Elaborate the changing role of hospital administration.  

PART-B  

Q.6 When we integrate IT with strategic planning, what will be the various benefits to Hospital? Illustrate with few examples of integrating IT with strategic planning in some corporate hospitals in India.
End Semester Examination, Dec. 2017  
MBA – Fourth Semester  
CONSUMER BEHAVIOUR (MBA-451-1)

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. Each question carries equal marks.

**PART-A**

Q.1 How important is the study of Consumer Behaviour? How it influences the marketing strategies of an organisation?  

Q.2 Explain the Howard Seth model in detail.  

Q.3 How does Moslow's need hierarchy explains consumer motivation? Explain which level of need can be used to motivate purchase of following products/services with justification: 
   a) Multivitamin tablets.  
   b) Motor bikes.  
   c) Pension plans  

Q.4 Explain the impact of culture and sub-culture on consumer buying process with suitable example.  

Q.5 Write short notes on: 
   a) Perceptual Process.  
   b) Reference Group.  

**PART-B**

Q.6 Case study:
Scientists say that skin colour is determined by the amount and the type of melanin (pigment) in the skin. They also say that whether we are fair or dark is dependent more on genetic rather than environmental causes.

Yet people all over the world are preoccupied with the colour of their skins. Fair skinned people in sub-tropic regions spend a lot of time and energy getting tanned; while darker skinned people in the tropics covet fair skin.

Fair and lovely, Fairever, Fairglow..., fairness creams have become a vital part of the Indian women’s beauty regime. Indian men are not unaffected by this fairness phenomenon, with a number of fairness creams specially for men having been introduced in the Indian market.

Q.6 Read the case study carefully given above and answer the following question:
What Consumer behaviour variables would support the success of “fairness cream for men” in India? What might hamper the chances of success of the product?  

End Semester Examination, Dec. 2017
MBA – Fourth Semester
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. Each question carries equal marks.

PART-A

Q.1 Digital marketers have a fantastic range of communication tools that they can use to speak to their audience. In the light of this statement, critically evaluate the key digital marketing channels.  

Q.2 A well-designed paid search campaign can drive a significant amount of business for the search companies. Compare and contrast pay-per click (PPC) and conventional advertising. Discuss the advantages and disadvantages of paid search.  

Q.3 Discuss the consumer decision journey in the digital age.  

Q.4 Google Analytics is a guide to internet stalking. Discuss in detail.  

Q.5 Mobile First Strategy is to leverage micro moments of consumers. Discuss the four types of micro moments.  

PART-B

Q.6 What do you understand by the following:
   a) Bounce rate.
Q.1 Government is involved in development of economic or social projects like, construction of bridges, hospitals and roads. Such projects require huge investment. State the principles and limitations of carrying out social-cost-benefit analysis of such projects. Illustrate your answer.

OR

Answer (any two) of the following:

a) What considerations should the project manager bear in mind with respect to motivation of the project personnel?

b) Discuss the basic difference between PERT and CPM.

c) Discuss the qualities and traits required to be a successful entrepreneur.

Q.2 Project Management is different from Production Management. Discuss.

OR

Describe various phases of project cycle. Discuss and illustrate your answer.

Q.3 Following are the two important sources of funds:
a) Equity shares.
b) Masala bonds.
Explain their distinct features.

Q.4 Haryana State Electricity Board (HSEB) taking advantage of the Government’s economic reforms and the liberalization measures announced, 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. The project is estimated to cost Rs. 2,500/- lacs. The unit is likely to operate at 50% in the first two years and at 70% thereafter for the remaining life of three years. The unit would be operational in the first year and there would be no gestation period. Thus the unit is estimated to have a life of five years at the expiry of which it would realize Rs. 800/- lakh from the leftover plant and material.

The plant has an installed capacity to generate 10 lac units a day which could be sold at an administered price of Rs. 2 per unit. (assume 300 working days a year) HSEB being a Government organization is exempt from tax. Estimates of operating cost in the five years are as under:

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<thead>
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<th>Years</th>
<th>Material</th>
<th>Manpower</th>
<th>Others</th>
<th>Depreciation</th>
<th>Interest</th>
<th>Total</th>
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<td>3,600</td>
</tr>
</tbody>
</table>

You are required to estimate:
a) Annual operating revenues.
b) Annual cash inflows and cash out flows. State the principles of your estimation.

Q.5 Project analysis requires analysis of environment, technical, market, financial and economic aspects. Discuss.

OR

While carrying out technical analysis of a project, discuss the factors having a bearing on the choice of technology. How would you evaluate the appropriateness of technology?
PART-A

Q.1 a) “Creating value requires investing in capital projects that provide a return greater than the project’s cost of capital”. Elucidate this statement with the help of Cost of Capital.

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.

Q.2 a) What are the merits of using NPV and IRR as capital budgeting technique? Which of these two is better and why?

b) How the market demand forecasting techniques and estimation of cash flows help organization in making effective financial decisions under uncertainty?

Q.3 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.

Q.4 What is the advantage of analyzing investment expenditure as a single component within a sequence of investment decisions rather that 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.”

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.

**PART-B**

**Case study:**

Addon Ltd. must choose between constructing a large or small factory to produce a new line of products. The large plant would be needed if the future brings a high demand for new products. But the large plant would have net cash inflows below the `10,00,000/- outlays, if demand is medium or low. The present value cash flows are `14,00,000/- with high demand of `9,00,000 with medium demand, and `6,00,000 with low demand. The smaller plant produces a lower return if demand is high but has positive net present values at medium demand. It would cost `2,00,000 as a cash outlay and would return a present value inflow of `3,20,000 with high demand, `2,70,000 with medium demand and `1,80,000 with low demand.

Q.6 Read the above case study carefully and answer the following: What is the net present value of each alternative if there is a 40% chance of high demand and a 20% chance of low demand? Given Present value of `1 will remain unchanged even after 1 year.

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**End Semester Examination, Dec. 2017**

**MBA - Fourth Semester**

**ACADEMIC COMPENSATION WAGE ADMINISTRATION (MBA-453-2)**

Time: 3 hrs  
Max Marks: 50

No. of pages: 1

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

**SECTION-A**

Q.1 What is wage plan? List the types of wages specified under Minimum Wages Act, 1948. 10

Q.2 Explain reward management and the purpose of having reward management strategies for any organization. 10

Q.3 What is the importance of an ideal remuneration system and list the influencing factors of remuneration? 10

Q.4 Write short notes on:
   a) Compensable Factors.
   b) Universal Compensable Factors. 10
Q.5  What are the components of employee remuneration? What are the objectives of compensation planning?  

10  

SECTION-B  

Q.6  What are the advantages and disadvantages of using more than one job evaluation plan in any single organization?  

10  

End Semester Examination, Dec. 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:  
   b) Define the terms: Espagnole, Julienne.  
   c) Give the ingredients to make 01 litre béchamel sauce.  
   d) Name any four thickening agents with 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 roots 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.  

Q.3 Explain the aims and objectives of cooking food.  

Q.4 Give the classification of the soups with one example for each category.  

Q.5 Draw structure of an egg and list its different constituents. Describe role of egg in cookery.  

Q.6 List down the different attributes and personal qualities of a good chef.  

Q.7 Write a short note on ‘sugar’ and describe the different cooking stages of sugar.  

Q.8 Define ‘shortening’. Explain the different roles of shortening in food.  

**End Semester Examination, Dec. 2017**  
B. Sc. (Hospitality and Hotel Administration) – First Semester  
**FOOD AND BEVERAGE SERVICE - 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 Answer the following in brief:  
a) What is table d’hote menu?  
b) Define is mise-en-scene.  
c) What is bain marie?  
d) What is side station?  
e) Name the third and fourth course of 11 course French classical menu.  
f) What is a stimulating beverage?  
g) What is off premises catering?  
h) Define KOT and BOT.  
i) Define ‘accompaniments’.  
j) Explain brunch.  
2x10  

**PART-B**  

Q.2 Define the role and functions of kitchen stewarding.  
6
Q.3 Elaborate eleven courses French classical menu in detail.  
6

Q.4 Explain the step by step process for a guest walking into the restaurant.  
6

Q.5 What are the different forms of service? Explain each in two statements.  
6

Q.6 Explain the production of coffee with the help of a flow-chart.  
6

Q.7 Differentiate between a coffee shop and a restaurant.  
6

Q.8 Explain the hollowware. Name any ten items in hollowware.  
6
Q.2 What are the required skills and personal traits of a good housekeeping professional? 5

Q.3 How the housekeeping does coordinate with the front office? 5

Q.4 What are the areas that constitute the layout of a housekeeping department? 5

Q.5 What do you understand by the term-“cleaning organisation”? 5

Q.6 Draw the organization chart of a front office department and write the duties and responsibilities of a front desk agent. 5

Q.7 Draw the layout of a front office department and indicate the location of various sections of front office department. 5

Q.8 Define the term ‘bell desk’ and give step by step procedure for handling luggage on guest arrival. 5

Q.9 Explain the various functions (any ten) of concierge. 5
Q.2 Discuss the best environmental practices followed in the hotel industry.

Q.3 What are the major components of the environment?

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

Q.5 List measures for water conservation.

Q.6 Establish a connection between deforestation and climate change.

Q.7 Give two examples of green livelihoods that would generate employment and income and at the same time conserve the environment in India.
Q.2 Outline the various forms of business organizations.  

Q.3 What are the essential skills of a manager?  

Q.4 What are the different levels of management? Discuss in detail the POLC framework giving suitable examples of activities for each stage of this framework.  

Q.5 Why do we need a vision and mission statement? Explain with examples.  

Q.6 What is meant by risk? What are the various types of risk? What are the various measures to deal with the risk and its associated hazards?  

Q.7 What does Maslow's hierarchy of needs inform us about the requirements of people? Discuss the complete model in detail.  

End Semester Examination, Dec. 2017  
B.Sc. (Hotel and Hospitality Administration) – First Semester  
TRAVEL AND TOURISM (BHHA-116)  

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 the following:  
a) Elements of tourism.  
b) Technology in tourism.  
c) Adventure tourism.  
d) Religious tourism.  
e) MICE.  
f) Travel Agencies.  
g) Define ‘tourist’.  
h) Trade fair.  
i) Leisure tourism.
Q.2 Explain Tourism. Explain the difference between domestic and international tourism.  

Q.3 The motivators for different tourists are different, explain with examples.  

Q.4 Critically discuss the major concerns arising globally, due to growth and expansion of tourism.  

Q.5 Discuss the social and cultural effects of tourism in detail.  

Q.6 Explain in detail:  
   a) Wildlife tourism.  
   b) Role of fairs and festivals in tourism in India.  

Q.7 Explain how tourism products are developed. List different components of a tourism product. 

End Semester Examination, Dec. 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. Marks are indicated against each question. 

PART-A 

Q.1 Answer the following:  
   a) Write 2 good sources of each - “Vitamin B” and “Vitamin K”.  
   b) List the role of “Vitamin C” in our body and give its sources.  
   c) Explain the role of “Sodium” in our body and its sources.  
   d) Name 5 plant-based items which are good sources of protein.  
   e) According to food pyramid, which foods are to be taken more and which ones less?  
   f) Define balanced diet.  
   g) What is the meaning of BMR?  
   h) Describe homogenisation.  
   i) What is winterization?  
   j) What is Pasteurization?  

PART-B 

j) Tourist destination.  
2x10
Q.2 What are minerals? Write in short about different minerals, required as nutrient, in human body.  

Q.3 What are macronutrients? Explain their role in body functioning and importance in the balanced diet.  

Q.4 What is lipids? How many types of lipids are there? Explain in detail.  

Q.5 Define ‘browning’. Explain different types of browning in detail.  

Q.6 What happens to proteins when cooked? Why overcooked proteins become indigestible?  

Q.7 Describe in detail the factors which affect the meal planning.
Q.2 What do you understand by psychology? How can an understanding of psychology help us in the field of hospitality?  
10

Q.3 What is perception, what are the different factors influencing perception of an individual?  
10

Q.4 Define ‘personality’. What personality traits should a hospitality professional possess?  
10

Q.5 What is creativity and what role does creativity play in the field of hospitality?  
10

Q.6 What is adaptability and how can an organizations help its employees learn this skill?  
10
j) Write the French terms for the following:
   i) Apple
   ii) Fish stock
   iii) Beef
   iv) Brown Stock  

**PART-B**

Q.2 What are the steps in bread making, Explain?

Q.3 Describe the milk products with the help of classification.

Q.4 Drawing a diagram of wheat, explain different parts of wheat.

Q.5 Explain the steps in slaughtering of an animal.

Q.6 What is shortening? Describe different shortenings used in cooking.

Q.7 Explain the steps in making of cheese, with the help of a flow chart.

Q.8 Give the classification of fish and list the cuts of fish.

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**End Semester Examination, Dec. 2017**

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

**FOOD AND BEVERAGE SERVICE (THEORY-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**. Marks are indicated against each question.

**PART-A**

Q.1 Define the following terms:
   a) Filtration
   b) Wort
   c) Cheese
   d) Maturation
   e) Single Malt
   f) Aroma
   g) Armagnac
   h) Cognac
   i) Angel's Share
   j) Perry
PART-B

Q.2 What is Distillation? With the help of a diagram, explain the working of pot still and continuous still.

Q.3 List down the steps involved in Beer making. Give any four international brands of Beer.

Q.4 Write down the recipe of one Rum and Tequila based classic cocktail with their glassware and garnish.

Q.5 Define Cigars. Classify cigars according to size, shape and structure.

Q.6 Define Liqueurs. List any five liqueurs with their flavorings and spirit base.

Q.7 What is Bitter? Explain any three bitters which can be served as aperitifs.

PART-A

Q.1 Define the following terms (ANY TEN):
   a) Corporate rate.
   b) Incidental charges.
   c) Stay over.
   d) Floor limit.
   e) Cutoff date.
   f) Walk in guest.
   g) Rooming the guest.
   h) Threshold levels of pest
   i) Key control
   j) Valet service
   k) Eco-friendly practices
   l) Housekeeping control desk

End Semester Examination, Dec. 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. Marks are indicated against each question.
m) 3 R's of environmental conservation
n) Coordination of control desk with housekeeping and front office. 10×2

**PART-B**

Q.2 What are the different types of reservations? Explain the process of cancellation of reservation and draw necessary form. 6

Q.3 Define guest history. How does it help in generating repeat business? Draw the format of guest history card. 6

Q.4 What is guest complaint? What steps are to be followed in order to resolve the complaint? 6

Q.5 How would you organize storage for lost and found articles? Design a format for lost and found slip to be attached to the article. 6

Q.6 Explain the importance of maintaining "KEY CONTROL" to ensure safety of guest. 6

Q.7 Discuss stain removal under the following heads:
   a) Classification of stain.
   b) Identification of stain. 3×2
Q.2  What are some of the challenges in building ethics and values in the workplace?  

Q.3  Discuss the role and responsibilities of society in CSR.  

Q.4  Define what it means to be a socially responsible organization.  

Q.5  Discuss why integrity is considered essential for an organization? Explain with examples.  

Q.6  Why should business be socially responsible? Discuss with examples.  

Q.7  In terms of values and ethics, what are the responsibilities of an employee towards his organization?  

Q.8  Explain ethics in global marketing and advertising with suitable examples.  

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**End Semester Examination, Dec. 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-A** is **compulsory**. Attempt **ANY THREE** questions from **Part-B**. Marks are indicated against each question.

**PART-A**

Q.1  Write notes on the following:  
a) Prevention of Food Adulteration Act.  
b) Laws relating to Hygiene and Sanitation  

Q.2  Explain different kinds of contract?  

Q.3  What are the powers of Central Government under Environment Protection Act? Explain.  

Q.4  Explain three redressal agencies under Consumer Protection Act 1986?  

Q.5  Write a note on principle of Food Laws?  

**PART-B**

Q.6  Why should business be socially responsible? Discuss with examples.  

Q.7  In terms of values and ethics, what are the responsibilities of an employee towards his organization?  

Q.8  Explain ethics in global marketing and advertising with suitable examples.  

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End Semester Examination, Dec. 2017
B. Sc. (Hospitality and 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. Marks are indicated against each question.

PART-A

Q.1 Attempt the following questions (ANY TEN):
   a) Define time 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 5 most commonly used equipment's in an Event.
   g) List any 5 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 responsibility of an Event Manager.
   k) Explain briefly the M.I.C.E. segment of event business. 2×10

PART-B

Q.2 What are the different requirements of an Event client? As an Event Manager what would you do to understand your client's needs? 6
Q.3 What is the importance of venue in Event Management? 6

Q.4 Discuss in details the steps involved in managing a sports Event. 6

Q.5 Discuss in details the steps involved in managing a convention. 6

Q.6 What is event conceptualization? Discuss. 6

Q.7 Discuss the steps involved in event conceptualization. 6

End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel Administration) – Second Semester
OPERATIONAL 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. Marks are indicated against each question.

PART-A

Q.1 a) Give full form of the following abbreviations.
   i) PPE
   ii) HACCP
   iii) FSSAI
   iv) USPH
   b) What do you mean by "food standard"- as defined in FSSAI?
   c) What is Critical Control Point in HACCP?
   d) Define Hazard.
   e) Define work place hygiene.
   f) Define "Critical limits" for Critical Control point.
   g) Give few examples of chemical hazards.
   h) Define pathogens.
   i) What is Ergonomics?
   j) Define SOP. 2×10

PART-B

Q.2 Describe the seven principles of HACCP.

Q.3 Explain the meaning of Occupational Health and Safety.
Q.4 Describe the common causes of accidents in Hotel Industry.

Q.5 What is an SOP? Explain its usefulness in organizing any activity.

Q.6 Describe the role of FSSAI in Hotel and Catering Industry.

Q.7 List down the dos and don'ts to ensure workplace hygiene.

Q.8 In order to ensure food safety what are the precautions which are to be taken while storing the food?

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**End Semester Examination, Dec. 2017**

B.Sc. (Hospitality & Hotel Administration) – Second Semester

**PSYCHOLOGY AND CONSUMERISM (BHHA-221)**

Time: 3 hrs.  
Max Marks: 50

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 perception?

b) What is attitude?

c) Give two examples of motivation.

d) What is creativity?

e) How the attitude is formed?

f) What is decision making?

5×4

**PART-B**

Q.2 Explain the role and application of psychology in the hotel industry.

Q.3 What is the role of creativity in an organization? Explain the various steps to encourage creativity in organization.

Q.4 What is learning? Explain the theory of classical conditioning of learning.

Q.5 “Decision making has become complicated now”. Discuss with the help of an example.

Q.6 How the perception is formed? Explain with the help of an example.
Q.7 Analyze the following advertisement:

End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel 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. Marks are indicated against each question.

PART-A

Q.1 Define the following in brief:
  a) Sannas.
  b) Kabargah.
  c) Lal maans.
  d) Dastrkhwan.
  e) Lukmi.
  f) Badamjali.
  g) Patrai.
  h) Dhansak.
  i) Wazwan.
  j) Safed maans. 2×10

PART-B

Q.2 Describe industrial catering in detail. 6

Q.3 Differentiate between:
  a) Pulao and Biryani.
  b) Shahi tukra and Double ka meetha. 3×2

Q.4 Explain Kashmiri cuisine in detail. 6
End Semester Examination, Dec. 2017
B.Sc. (Hospitality & Hotel Administration) – Third Semester
FOOD AND BEVERAGE SERVICE THEORY-III (BHHA-312)

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

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

**PART-A**

Q.1  **Write short notes on the following:**
  a) Wine.
  b) Viticulture.
  c) Alcohol.
  d) Fermentation.
  e) Wine evaluation.
  
  
  2x5

**PART-B**

Q.2  What are the different styles of wine? Explain.
  
  10

Q.3  Why does hospitality staff need to understand wine? Discuss.
  
  10

Q.4  Give the flow chart of making white wine.
  
  10

Q.5  Name five Red wine grapes and give their characteristics.
  
  10
Q.6 What is champagne and how it is made?

10
Q.3 What are the needs of taking contract in housekeeping? Discuss the pros and cons of contract services in detail.

Q.4 What is a staffing guide? What is the procedure of developing a staffing guide for a hotel property?

Q.5 Explain the various types of possible frauds in hotel operations.

Q.6 Enlist the step-by-step SOP for the check-in of a group in the hotel.

Q.7 What is meant by yield? Explain how to calculate potential yield and actual yield with suitable examples.

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**End Semester Examination, Dec. 2017**

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

HOTEL INFORMATION SYSTEM (BHHA-314)

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 abbreviations of the following:
   a) LCD
   b) CRS
   c) DVD
   d) PDA
   e) LAN
   f) GDS
   g) DBMS
   h) POS
   i) IDS
   j) VOIP

2×10

**PART-B**

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

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

Q.4 What is Property Management System? List some PMS's with their features.
Q.5 Draw a block diagram to illustrate the basic organization of a computer system and explain the functions of the various units of it.

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

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

End Semester Examination, Dec. 2017
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 Define the following:
   a) Compensation.
   b) Job specification.
   c) Attrition.
   d) Employee grievance.
   e) Contract of service.
   f) Key result Area.
   g) Incentive.
   h) Job description.
   i) Empowerment.
   j) Human capital. 2 x 10

PART-B

Q.2 What methods are used to pay an employee in the organization? 6

Q.3 What is the scope of HRD and what are its benefits to the organization? 6

Q.4 How would you define Human Resource acquisition? Explain the steps in the recruitment process. 6

Q.5 What is the need of employee training? Explain its various techniques. 6
Q.6 Why do organizations have demand for different human talents at various levels?

Q.7 List the factors influencing promotions and appraisals. Describe performance management.

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

Time: 3 hrs.  Max Marks: 50

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

PART-A

Q.1 Write short notes on (any five) of the following:
   a) Grievances and feedback.
   b) Loyalty Programs.
   c) Relationship marketing.
   d) Strategy vs Planning.
   e) Types of Customers.
   f) E-Marketing.
   g) Data Mining and CRM.

   2x5

PART-B

Q.2 Define customer satisfaction. Why is it important for companies to assess the satisfaction of their customers? Explain in detail.

   10

Q.3 What is the impact of technology on existing CRM solutions? Explain the emerging impact of eCRM on CRM.

   10

Q.4 What is CRM and what is its benefit to companies?

   10
Q.5  Explain customization. Bring out the benefits and problems that can relate to this strategy.  

10

Q.6  What are the challenges in acquiring and retaining customers?  

10

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End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) — Third Semester
FOOD AND BEVERAGE CONTROL (BHHA-317)

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:  
a) Fixed cost.  
b) Semi variable cost.  
c) Overheads.  
d) Standard purchase specification.  
e) Standing order purchasing.  
f) Delivery challan.  
g) Transfer notes.  
h) Credit sales.  
i) Standard portion cost.  
j) Blind receiving.  

2x10

PART-B

Q.2  What is control cycle? Draw its flowchart and explain in detail.  

6

Q.3  Describe in detail the different procedures of receiving.  

6

Q.4  What are the duties and responsibilities of a purchase manager?  

6

Q.5  What is bin card? Draw a well labeled diagram of it.  

6

Q.6  What is meat tag? What are its uses? Draw its figure.  

6
Q.7 What is sales control? What are bar frauds? List the precautions to be taken to control bar frauds.

End Semester Examination, Dec. 2017
B.Sc. (Hospitality & Hotel Administration) – Third Semester
MANAGING FOOD AND BEVERAGE COMPANY (BHHA-318)

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

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

PART-A

Q.1 Write short notes on:
   a) Role of Marketing.
   b) The marketing mix.
   c) PLC/Product-service life cycle.
   d) Reasons to go for an entrepreneurship.
   e) Product concept. 2×5

PART-B

Q.2 How products generate value for the customers? 10
Q.3 Explain the role of tradition along the customer experience in food and beverage industry. 10
Q.4 What is the role of distribution networks in international food and beverage markets? 10
Q.5 Give design of growth strategies in different markets. 10
Q.6 Give the elements of entrepreneurship in F and B Company. 10
End Semester Examination, Dec. 2017  
B. Sc. (Hospitality and Hotel 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. Marks are indicated against each question.

PART-A

Q.1 Write short notes on the following:
   a) Define purchase order and purchase specification.
   b) List different types of kitchen layouts.
   c) Define Ecotel.
   d) List some of the support services in Hotel.
   e) Define preventive maintenance and AMC.
   f) List the dimensions of the service quality.
   g) Define inventory management and par stock.
   h) State the basic rules for vendor selection.
   i) Define water conservation.
   j) Define the service gaps

   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 With the help of a layout, explain the service area traffic flow in a cafeteria.  
   6
Q.5 Considering yourself as a Facility Manager of T-block in this University, give your suggestions for the improvement of services.  

Q.6 Listing the duties and responsibilities, explain the role of a Facility Manager.  

Q.7 Define contract purchasing and explain the purchase cycle.  

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**End Semester Examination, Dec. 2017**  
B.Sc. (Hospitality and Hotel 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.** Marks are indicated against each.  

**PART-A**  

Q.1 Answer the following:  
a) Describe coco butter.  
b) Give few examples of compound butters.  
c) Describe the hors d’oeuvre.  
d) Define meringue.  
e) Explain appetizers.  
f) What is chaud froid?  
g) Define bacon.  
h) Explain truffles.  
i) Name different food regions in Chinese cuisine.  
j) Define force meat.  

2x10  

**PART-B**  

Q.2 Explain frozen desserts.  

6
Q.3 Write a note on production planning, forecasting and yield management.

Q.4 Explain different force meat preparations.

Q.5 Give classification of salads with few examples for each category.

Q.6 Explain the different types of sandwiches with one example for each.

Q.7 Explain the source and the steps in manufacturing process of chocolate.

Q.8 Write a short note on different icings and toppings.

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**End Semester Examination, Dec. 2017**
B.Sc. (Hospitality and Hotel 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**. Each question carries equal marks.

**PART-A**

Q.1 Explain the following terms:
   a) Menu planning.
   b) Free pouring.
   c) ODC.
   d) Buffet.
   e) Bar equipment.

4x5

**PART-B**

Q.2 Define Function Prospectus. Why it is important to circulate it in different departments of the Hotel?

6

Q.3 List the skills required of a good banquet Manager.

6
Q.4 Explain how you will deal with the following situations:
   a) Guest in a hurry.
   b) Guest who has had too many alcoholic drinks.

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.

Q.6 What are the primary purposes of establishing beverage purchasing control?

Q.7 Prepare a SOP of service sequence of alcoholic beverage in a bar.

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**End Semester Examination, Dec. 2017**

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

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

Time: 3 hrs  
Max Marks: 50

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

   2x5

Q.2 Attempt **(any five):**
   a) Calculation expense for capital budget.
   b) Reasons to Renovate.
   c) Preventing accidents.
   d) Managing labour costs with technology.
   e) Fire prevention.
f) Instituting environmentally safe cleaning practices with the help of technology.
g) The new look of lodging industry.
h) Ergonomics.

PART-B

Q.3 Explain the step-by-step procedure of guest check-out through credit card.

Q.4 Explain the role of front office Manager in evaluating, forecasting and planning to improve the business of hotel.

Q.5 Hotel Luxury has 400 rooms. On 1st June 2017, there are 10 out of order rooms and 160 stopovers. 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 still to be sold for 100% occupancy on 01.06.2017 using the above given information showing each step.

Q.6 Explain the importance of applying ergonomic principles in housekeeping.

Q.7 Discuss the process of calculating expenses for operating 1 budget?

Q.8 Discuss the various types of renovation and the sub processes involved in them.

Q.9 What crucial steps should the housekeeping department take to prevent a terrorist attack on the hotel premises?
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel 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. Marks are indicated against each.

PART-A

Q.1 Answer the following:
   a) Define casters and rollers used in heavy equipments.
   b) Four concepts of commercial kitchen layouts.
   c) Name different commercial kitchen layout configurations.
   d) In kitchen layout work triangle is formed between _____, _____ and _____.
   e) Differentiate between Pullman kitchen and Galley kitchen.
   f) Give full form of PERT and CPM.
   g) Star classification of the hotels is done by the committee called ______.
   h) Star classification of the hotels is awarded for _______ years.
   i) Heritage hotels are further divided in three categories called ______, _____, and _______.
   j) Explain the boutique hotels.

2x10
PART-B

Q.2 Explain the design considerations to be kept in mind while designing the hotel.

Q.3 Write a short note on importance of systematic layout patterns.

Q.4 Explain the SLP patterns, using the P Q R S T.

Q.5 Name and draw different commercial kitchen layout configurations.

Q.6 Explain the different functional areas of a main kitchen and give the percentages of the estimated space allocated for different functional areas, out of total space allocated for the main kitchen.

Q.7 Explain the basic guidelines for the classification of a heritage property.

Q.8 Explain the finalization process and points to be considered before finalizing any commercial equipment.
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel Administration) – Fourth Semester
HOSPITALITY SALES AND MARKETING (BHHA-415)

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

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

**PART-A**

Q.1 Write short notes on (any ten) of the following:
   a) E marketing.
   b) Customer Satisfaction.
   c) Direct Sales.
   d) Role of sales person.
   e) Publicity.
   f) Grievances and feedback.
   g) Customer delight.
   h) Types of customers.
   i) Relationship marketing.
   j) Customer Expectations.
   k) Sales Budget.
   l) Sales territory.

   2x10

**PART-B**

Q.2 What do you understand by the term consumer behavior? Discuss different external factors that influence consumer behavior.
Q.3 Why is it essential to understand the buying behavior in a competitive market?  

Q.4 Define the products of sales and marketing in the context of hospitality.  

Q.5 Discuss the P’s of marketing in detail.  

Q.6 What are the forecasting techniques used in tourism?  

Q.7 Explain the different tools that may be used for hospitality sales and marketing.  

Q.8 What is customer retention and why is it critical from business point of view?  

Q.9 Discuss how the value chain analysis helps in keeping business profitable?  

Q.10 How has online sales and marketing impacted the market scenario? Discuss with examples.
End Semester Examination, Dec. 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. Marks are indicated against each.

PART-A

Q.1 Write short notes on (any five):
   a) What are the major pre-requisites of opening an enterprise?
   b) What is the importance of innovation and creativity in entrepreneurship?
   c) What are the challenges/drawbacks of being an entrepreneur?
   d) What are the major qualities on an entrepreneur?
   e) Name four popular startups of India.
   f) What are the different types of business ownership? 4×5

PART-B

Q.2 “An entrepreneur is a person who functions as an innovator, manager, and coordinator”. Discuss. 10

Q.3 What are the main components of a good marketing plan? Write down the importance of advertising at initial stages of business. 10

Q.4 List down the challenges involved at the introduction stage of a business? What do you suggest to attract new customers? 10

Q.5 Design a competitive business model of your company with suitable examples. 10
End Semester Examination, Dec. 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 SIX questions in all; PART-A is compulsory. Attempt any FIVE questions from PART-B. Marks are indicated against each.

PART-A
Q.1 Explain the following terms in brief (any four):
   a) Digital Marketing.
   b) Social Media.
   c) Digital applications.
   d) Mobile Marketing.
   e) Wireless Marketing.
   2½x4

Attempt questions from the following (any four):
   f) What are the steps to set up E business?
   g) What are the advantages and disadvantages of online advertising?
   h) How Mobile Marketing is an important tool for the hotel business?
   i) What are the social media rules for engaging the customers?
   j) What is Email marketing and how it can benefit the business?
   2½x4

PART-B
Q.2 How is digital technology influencing consumer behavior? Why do the contemporary organization need one?
   6

Q.3 What is a search engine? How does it work? Give few examples.
   6
Q.4 Differentiate between Search Engine marketing and Search Engine optimization.

Q.5 Why is web-site an important tool for marketing? How one can build an effective web-site?

Q.6 What is online PR and why it is pivotal to the online success of an organization?

Q.7 Define E-Marketing. Discuss the seven steps of E-marketing plan.

Q.8 Identify the role of digital marketing in different sectors of the international as well as domestic industry.
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and 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 ‘City Ledger’.
     d) Define the term ‘Understay Percentage’.
     e) List various meal plans. Write the components of each meal plan.
     f) What are different types of tariffs?
     g) Discuss briefly ‘corporate tourism’ with suitable examples.
     h) Comment on the role of Online Travel Agents (OTA).
     i) Define the term ‘multiple occupancy’.
     j) What are the ‘blocked dates’? Discuss with examples.

     2x10

PART-B

Q.2  What is meant by forecasting? What records are required to make accurate forecasting? What are its benefits?

    10

Q.3  In a locality where there are more than one hotel running their operations, discuss the concept of ‘market share’ with proper explanation.

    10

Q.4  Discuss various means that are used as a measure to ensure optimum revenue generation in a five star hotel.

    10

Q.5  Define ‘yield management’. Discuss in detail its advantage.

    10
End Semester Examination, Dec. 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 In many Malls, Fast-food retailers are located together in an area known as a food court. What are the advantages and disadvantages of this arrangement to the fast food retailer? 10

Q.2 Why is Human Resource Management important in retailing than in manufacturing firms? 10

Q.3 What are the challenges faced by Indian retailers in the present context? 10

Q.4 What stages does a customer go through while making decisions related to purchase of a product? 10

Q.5 How is the buying decision process different in shopping on the internet? 10

PART-B

Q.6 a) How might Retail Manager define competition?
   b) Explain how an efficient supply chain management system can decrease its inventory investment with special reference to a retail store? 5x2
End Semester Examination, Dec. 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 In many Malls, Fast-food retailers are located together in an area known as a food court. What are the advantages and disadvantages of this arrangement to the fast food retailer?  
10

Q.2 Why is Human Resource Management important in retailing than in manufacturing firms?  
10

Q.3 What are the challenges faced by Indian retailers in the present context?  
10

Q.4 What stages does a customer go through while making decisions related to purchase of a product?  
10

Q.5 How is the buying decision process different in shopping on the internet?  
10

**PART-B**

Q.6 a) How might Retail Manager define competition?  
   b) Explain how an efficient supply chain management system can decrease its inventory investment with special reference to a retail store?  
   5x2
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) - First Semester
FOUNDATION COURSE IN FRONT OFFICE (FMS-HM-103)

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

Note: Attempt SIX questions in all; Part-A is compulsory. Attempt ANY FIVE questions from Part-B. Marks are indicated against each question.

PART-A

Q.1 Briefly define the following:
   a) HRACC.
   b) Motel.
   c) Resort.
   d) Heritage property.
   e) FOM.
   f) Name of five Indian hotel chains.
   g) Commissionaire.
   h) Tourist.
   i) Upscale hotel.
   j) Golden triangle. 2×10

PART-B

Q.2 Discuss the baggage handling procedure of a F.I.T. check in. 6

Q.3 Write the S.O.P. of taking a booking. 6

Q.4 Discuss, in detail, the process to escort a guest from reception to the hotel guest room. 6

Q.5 What role does a Bell desk play in the operations of hotel front office? 6

Q.6 Discuss the features of cancellation policy of a hotel, in brief. 6

Q.7 Discuss the room cancellation policy clearly mentioning the cut-off dates and refund issues. 6
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) - Second Semester
FOOD PRODUCTION OPERATIONS (FMS-HM-201)

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 define the following terms:
   a) Pasteurization.
   b) Homogenization.
   c) RDA.
   d) Balanced diet.
   e) HACCP.
   f) Cheese.
   g) Yoghurt.
   h) Cream.
   i) Bread.
   j) Gelatinization.  

   \[2 \times 10\]

**PART-B**

Q.2 What are the points to be considered while selecting fish?  

Q.3 Draw a well labeled diagram of pork cuts.  

Q.4 What is yeast? What is its role in bread making?  

Q.5 Differentiate between herbs and spices.  

Q.6 Draw a well labeled diagram of structure of wheat. Describe it in detail.  

Q.7 Describe in detail different types of pastry dough with their recipes.  

6
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) - Second Semester
HUMAN RESOURCE MANAGEMENT (FMS-HM-205)

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 (any ten) of the following terms:  
a) Vacancy.  
b) Promotion.  
c) Increment.  
d) Recruitment.  
e) Motivation.  
f) Job specification.  
g) Employee grievance.  
h) Training and Development.  
i) Job incentives.  
j) Employee termination.  
k) Manpower budgeting.  

2×10

PART-B

Q.2 Discuss the role of Human Resource department 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 HR 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, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) - Fourth Semester
FOOD AND BEVERAGE SERVICE MANAGEMENT (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 a) Define the following terms:
   i) ODC.
   ii) Invoice.
   iii) Lead Time.
   iv) Perpetual Inventory.
   v) Misc-en-Scene.  
   2x5

b) Draw the format for the following -
   i) Gueridon Service.
   ii) Standard Recipe.  
   5x2

**PART-B**

Q.2 Elaborate the process of Food and Beverage control cycle and checks to be implemented at all stages.  
6

Q.3 Define Function Prospectus. Why it is important to circulate it in different departments of the hotel?  
6

Q.4 Differentiate between Menu Planning and Menu Merchandising.  
6

Q.5 What is function catering? List down the information taken while making a reservation for a banquet hall.  
6

Q.6 Define Buffet Service. Prepare a checklist of Misc-en-place for buffet service.  
6

Q.7 Define Food Cost. What are the different elements of cost?  
6
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) - Fourth Semester
FRONT OFFICE MANAGEMENT THEORY (FMS-HM-403)

Time: 3 hrs.  
Max Marks: 50

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 Attempt *(any five)* of the following in detail:
   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

**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 hotel. 6

Q.4 What are the various segments of market that provide hotel with clientele? Explain in brief about each. 6

Q.5 With examples explain the 4P's of marketing. 6

Q.6 Give the formula for Yield Management. A hotel with 50 rooms each of rack rate INR 5,000/-, manages to sell 38 rooms with ARR of INR 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, Dec. 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 (any five) of the following terms:
a) Policy framework.
b) Resource allocation.
c) Diversification.
d) Merger.
e) Turnaround strategy.
f) Forward integration. 4×5

PART-B

Q.2 Explain in detail the SWOT analysis with suitable example. 6

Q.3 What is environment scanning? Explain the PESTLE model with examples. 6

Q.4 Define the basic components of strategic management process. 6

Q.5 Give elaborate explanation of the Mckinsey 7S framework. 6

Q.6 List and explain possible ways in which two separate business entities work as a single brand giving suitable examples. 6

Q.7 What is the accepted strategic plan that a company uses to launch a new product in a market? 6
End Semester Examination, Dec. 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 a) Name few equipments found in kitchen stewarding.  
b) Name different types of Kitchen layouts.  
c) Describe dumb waiter.  
d) Abbreviation – HVAC, stands for ___________.  
e) Explain preventive maintenance and AMC.  
f) What is 3R concept in energy conservation?  
g) What is a travelator?  
h) Describe rain water harvesting.  
i) On what basis should equipment be selected?  
j) Define work flow used for layout planning.  

**PART-B**

Q.2 Define ‘green building’ and explain the energy conservation in detail.

Q.3 Classify different types of fire and list the different class of extinguishers used for each type of fire.

Q.4 Write the duties and responsibilities of head of the maintenance department.

Q.5 Explain the waste management system adopted in five star hotels.

Q.6 Describe the in house laundry setup in five star hotels.

Q.7 Describe the factors that affect kitchen design and it’s planning in detail.

Q.8 Define ‘facility planning’ and explain systematic layout planning pattern in detail.

Max Marks: 40

Note: Attempt **FIVE** questions in all; **Q.1** is compulsory. Attempt **ANY TWO** questions from **PART-A** and **TWO** questions from **PART-B**. Marks are indicated against each question.
Q.1 Work out the estimated cost for renovation of the residence whose plan is given below for the following items (Assume suitably required data):
   i) Marble stone flooring @ ₹1000/- per sqm.
   ii) Plastic emulsion on walls @ ₹200/- per sqm.
   iii) Glazed tiles in toilet walls up to 7'-0" Ht. @ ₹500/- per sqm.

Q.2 Write the units of measurements of the following items of works:
   a) Partition walls.
   b) Wood work in door frames.
   c) False ceiling.
   d) Plastering.
   e) Glass work.
   f) Flooring.
   g) Skirting.
   h) Wall paper.
   i) 9" thick brick wall.
   j) Door opening in 9" th. brick wall.
   k) Cornice.
   l) White washing.
   m) Door window shutters.
   n) Plaster of parns.

Q.3 What are different types of estimates? Discuss detailed estimate in detail.

Q.4 What is analysis of rates? Work out the rate analysis for painting one coat over a coat of priming on wood work.

Q.5 Write short notes on the following:
   a) Abstract of cost.
   b) Need for estimating and costing.
   c) Electrical fixtures & fittings.
   d) Contingencies.
   e) Schedule of Rates.
   f) Administrative Sanction/Approval
      Muster Roll.

Q.6 Define Specifications and what are its objectives.

Q.7 Write down the specification (any one) of the following:
   a) Painting in two coats on wooden door windows.
   b) Marble stone flooring.
End Semester Examination, Dec. 2017
Bachelor of Science (Interior Design) - Sixth Semester
MATERIAL FINISHES AND DESIGN TRENDS (351.610)

Time: 3 hrs
Max Marks.
40

No. of pages:
1

Note: Attempt any FIVE questions in all; Q.1 is compulsory. Attempt any TWO questions from Part-A and TWO questions from Part-B. Each question carries equal marks.

Q.1 Write a descriptive note on African style interior space suggesting the key elements to be included.

8

PART-A

Q.2 “Art and Accessories of any area influences the overall appearance of a space“. Justify the statement considering Indian Art and craft with suitable examples.

8

Q.3 Write a note on Color and Interior Design.

8

Q.4 Write a note on Recycling and its importance in Interior Design.

8

PART-B

Q.5 Discuss, in detail, types of fabrics along with their usage and importance in Interior Design.

8

Q.6 Briefly discuss latest Furniture styles and materials in trend.

8

Q.7 Write short notes on (any two):
   a) Sustainable Design.
   b) European style furniture.
   c) Leather.

4x2
End Semester Examination, Dec. 2017  
B. Sc. (Interior Design) – Sixth Semester  
PROFESSIONAL PRACTICE AND PROJECT REPORT  
PRESENTATION  
(351.611)

Time: 3 hrs.  
Max Marks: 40  
No. of pages: 1

Note: Attempt **FOUR questions in all; Q.1 is compulsory.** Attempt any **THREE questions from PART-A.** Each question carries equal marks.

Q.1 Write short notes on the following:  
   a) Billing Rate.  
   b) Letter of Agreement.  
   c) Professional Conduct.  
   d) Professional Organizations.  
   e) Tenders.  
   **2x5**

**PART-A**

Q.2 What is Interior Design? Explain four methods by which an interior designer can charge their design fees?  
   **10**

Q.3 Enlist some Promotional Methods to market interior design as a profession.  
   **10**

Q.4 What are professional ethics? How do you think they are important for an interior designer’s firm? Explain.  
   **10**

Q.5 What is a Contract? What are the various elements of a contract? Explain.  
   **10**
End Semester Examination, Dec. 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:
   b) Define the terms: Espagnole, Julienne.
   c) Give the ingredients to make 01 litre béchamel sauce.
   d) Name any four thickening agents with 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 roots 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  Explain the aims and objectives of cooking food.

6

Q.4  Give the classification of the soups with one example for each category.

6
Q.5 Draw structure of an egg and list its different constituents. Describe role of egg in cookery.

Q.6 List down the different attributes and personal qualities of a good chef.

Q.7 Write a short note on ‘sugar’ and describe the different cooking stages of sugar.

Q.8 Define ‘shortening’. Explain the different roles of shortening in food.

End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel Administration) – First Semester
FOOD AND BEVERAGE SERVICE - 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 Answer the following in brief:
   a) What is table d’hote menu?
   b) Define mise-en-scene.
   c) What is bain marie?
   d) What is side station?
   e) Name the third and fourth course of 11 course French classical menu.
   f) What is a stimulating beverage?
   g) What is off premises catering?
   h) Define KOT and BOT.
   i) Define ‘accompaniments’.
   j) Explain brunch.

   2x10

PART-B

Q.2 Define the role and functions of kitchen stewarding.

Q.3 Elaborate eleven courses French classical menu inn detail.

Q.4 Explain the step by step process for a guest walking into the restaurant.
Q.5 What are the different forms of service? Explain each in two statements.
   6
Q.6 Explain the production of coffee with the help of a flow-chart.
   6
Q.7 Differentiate between a coffee shop and a restaurant.
   6
Q.8 Explain the hollowware. Name any ten items in hollowware.
   6

End Semester Examination, Dec. 2017
B. Sc. (Hotel and Humanities Administration) – First Semester
ROOMS DIVISION THEORY (BHHA-113)

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

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

SECTION-A

Q.1 Answer explain the following:
   a) List out main departments, with which, the housekeeping co-ordinates.
   b) Describe the importance of housekeeping in a hotel.
   c) What are cleaning agents? Which cleaning agent is considered to be most important cleaning agent?
   d) Name any five manual cleaning equipments.
   e) Name any five mechanical cleaning equipments.
   f) Rotels
   g) B and B hotels
   h) Ecotels
   i) Transient hotels
   j) Time share

SECTION-B

Q.2 What are the required skills and personal traits of a good house keeping professional? 5
Q.3 How the house keeping does coordinate with the front office?  
Q.4 What are the areas that constitute the layout of a house keeping department?  
Q.5 What do you understand by the term-“cleaning organisation”?  
Q.6 Draw the organization chart of a front office department and write the duties and responsibilities of a front desk agent.  
Q.7 Draw the layout of a front office department and indicate the location of various sections of front office department.  
Q.8 Define the term ‘bell desk’ and give step by step procedure for handling luggage on guest arrival.  
Q.9 Explain the various functions (any ten) of concierge.  

End Semester Examination, Dec. 2017  
B.Sc. (Hospitality & Hotel Administration) – First Semester  
ENVIRONMENTAL STUDIES (BHHA-114)  

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) Earth day is held every year on _______.  
b) Environment day is celebrated on _______.  
c) Define E-Waste.  
d) Define Marine Pollution.  
e) What do you understand by Green building?  
f) Explain the term ‘smog’.  
g) List two ways of saving energy in transportation.  
h) List two ways to save forest.  
i) List two sources of noise pollution.  
j) List two examples of hazardous chemicals.  

2×10  

PART-B  

Q.2 Discuss the best environmental practices followed in the hotel industry.  
Q.3 What are the major components of the environment?  
Q.4 Discuss key issues of garbage management in India.
Q.5 List measures for water conservation.

Q.6 Establish a connection between deforestation and climate change.

Q.7 Give two examples of green livelihoods that would generate employment and income and at the same time conserve the environment in India.
Q.5 Why do we need a vision and mission statement? Explain with examples. 6

Q.6 What is meant by risk? What are the various types of risk? What are the various measures to deal with the risk and its associated hazards? 6

Q.7 What does Maslow's hierarchy of needs inform us about the requirements of people? Discuss the complete model in detail. 6

End Semester Examination, Dec. 2017
B.Sc. (Hotel and Hospitality Administration) – First Semester
TRAVEL AND TOURISM (BHHA-116)

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 the following:
   a) Elements of tourism.
   b) Technology in tourism.
   c) Adventure tourism.
   d) Religious tourism.
   e) MICE.
   f) Travel Agencies.
   g) Define ‘tourist’.
   h) Trade fair.
   i) Leisure tourism.
   j) Tourist destination.
2x10

PART-B

Q.2 Explain Tourism. Explain the difference between domestic and international tourism. 6
Q.3 The motivators for different tourists are different, explain with examples.

Q.4 Critically discuss the major concerns arising globally, due to growth and expansion of tourism.

Q.5 Discuss the social and cultural effects of tourism in detail.

Q.6 Explain in detail:
   a) Wildlife tourism.
   b) Role of fairs and festivals in tourism in India.

Q.7 Explain how tourism products are developed. List different components of a tourism product.

End Semester Examination, Dec. 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. Marks are indicated against each question.

PART-A

Q.1 Answer the following:
   a) Write 2 good sources of each - “Vitamin B” and “Vitamin K”.
   b) List the role of “Vitamin C” in our body and give its sources.
   c) Explain the role of “Sodium” in our body and its sources.
   d) Name 5 plant-based items which are good sources of protein.
   e) According to food pyramid, which foods are to be taken more and which ones less?
   f) Define balanced diet.
   g) What is the meaning of BMR?
   h) Describe homogenisation.
   i) What is winterization?
   j) What is Pasteurization?

PART-B

Q.2 What are minerals? Write in short about different minerals, required as nutrient, in human body.

Q.3 What are macronutrients? Explain their role in body functioning and importance in the balanced diet.
Q.4 What is lipids? How many types of lipids are there? Explain in detail.

Q.5 Define ‘browning’. Explain different types of browning in detail.

Q.6 What happens to proteins when cooked? Why overcooked proteins become indigestible?

Q.7 Describe in detail the factors which affect the meal planning.

End Semester Examination, Dec. 2017
B.Sc. (Hotel and Hospitality Administration) – First Semester
INTRODUCTION TO PSYCHOLOGY (BHHA-121)

Time: 3 hrs
Max Marks: 50

pages: 1
Note: Attempt FIVE questions in all; PART-A is compulsory. Attempt any FOUR questions from PART-B. Each question carries equal marks.

PART-A

Q.1 Write short notes on the following:
   a) Role of creativity.
   b) Factors affecting problem solving.
   c) What is attention and its role in hospitality?
   d) Motivation at workplace.
   2½x4

PART-B

Q.2 What do you understand by psychology? How can an understanding of psychology help us in the field of hospitality?
   10
Q.3 What is perception, what are the different factors influencing perception of an individual?  

Q.4 Define ‘personality’. What personality traits should a hospitality professional possess?  

Q.5 What is creativity and what role does creativity play in the field of hospitality?  

Q.6 What is adaptability and how can an organizations help its employees learn this skill?

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**End Semester Examination, Dec. 2017**

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

**FOOD AND BEVERAGE PRODUCTION (THEORY)-II (BHHA-211)**

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 the following:  
 a) List the cuts of chicken.  
 b) What is laminated yeast dough? Name 3 products.  
 c) What is offal? Name few.  
 d) What is pasteurization?  
 e) Name three dishes/products made with puff paste and short crust each.  
 f) Name few examples of cereals and pulses each.  
 g) What is game? Name few games.  
 h) Name three chemical leavening agents and the dishes in which they are used.  
 i) Describe the external conditions required for good fermentation with yeast.  
 j) Write the French terms for the following:  
   i) Apple  
   ii) Fish stock  
   iii) Beef  
   iv) Brown Stock  

$2 \times 10$
PART-B
Q.2 What are the steps in bread making, Explain?
Q.3 Describe the milk products with the help of classification.
Q.4 Drawing a diagram of wheat, explain different parts of wheat.
Q.5 Explain the steps in slaughtering of an animal.
Q.6 What is shortening? Describe different shortenings used in cooking.
Q.7 Explain the steps in making of cheese, with the help of a flow chart.
Q.8 Give the classification of fish and list the cuts of fish.

End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel Administration) – Second Semester
FOOD AND BEVERAGE SERVICE (THEORY-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. Marks are indicated against each question.

PART-A
Q.1 Define the following terms:
   a) Filtration 
   b) Wort 
   c) Cheese 
   d) Maturation 
   e) Single Malt 
   f) Aroma 
   g) Armagnac 
   h) Cognac 
   i) Angel's Share 
   j) Perry 

PART-B
Q.2 What is Distillation? With the help of a diagram, explain the working of pot still and continuous still.
Q.3 List down the steps involved in Beer making. Give any four international brands of Beer.

Q.4 Write down the recipe of one Rum and Tequila based classic cocktail with their glassware and garnish.

Q.5 Define Cigars. Classify cigars according to size, shape and structure.

Q.6 Define Liqueurs. List any five liqueurs with their flavorings and spirit base.

Q.7 What is Bitter? Explain any three bitters which can be served as aperitifs.

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**End Semester Examination, Dec. 2017**

B. Sc. (Hospitality and Hotel Administration) - Second Semester

**ROOMS DIVISION THEORY-II (BHHA-213)**

Time: 3 hrs. Max Marks: 50

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 *(ANY TEN)*:

a) Corporate rate.
b) Incidental charges.
c) Stay over.
d) Floor limit.
e) Cutoff date.
f) Walk in guest.
g) Rooming the guest.
h) Threshold levels of pest
i) Key control
j) Valet service
k) Eco-friendly practices
l) Housekeeping control desk
m) 3 R’s of environmental conservation
n) Coordination of control desk with housekeeping and front office. 10×2

**PART-B**
Q.2 What are the different types of reservations? Explain the process of cancellation of reservation and draw necessary form.  

Q.3 Define guest history. How does it help in generating repeat business? Draw the format of guest history card.  

Q.4 What is guest complaint? What steps are to be followed in order to resolve the complaint?  

Q.5 How would you organize storage for lost and found articles? Design a format for lost and found slip to be attached to the article.  

Q.6 Explain the importance of maintaining "KEY CONTROL" to ensure safety of guest.  

Q.7 Discuss stain removal under the following heads:  
   a) Classification of stain.  
   b) Identification of stain.  

End Semester Examination, Dec. 2017  
B. Sc. (Hospitality and Hotel Administration) — Second Semester  
VALUE, ETHICS, 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. Marks are indicated against each question.  

PART-A  
Q.1 Write short notes on the following (ANY TEN):  
   a) Ethics v/s Law.  
   b) CSR.  
   c) Gender discrimination.  
   d) Whistleblower.  
   e) Role of employees in business ethics.  
   f) Ethical conflicts.  
   g) Conflict of interest.  
   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.  

PART-B  
Q.2 What are some of the challenges in building ethics and values in the workplace?
Q.3 Discuss the role and responsibilities of society in CSR.  6
Q.4 Define what it means to be a socially responsible organization.  6
Q.5 Discuss why integrity is considered essential for an organization? Explain with examples.  6
Q.6 Why should business be socially responsible? Discuss with examples.  6
Q.7 In terms of values and ethics, what are the responsibilities of an employee towards his organization?  6
Q.8 Explain ethics in global marketing and advertising with suitable examples.  6

End Semester Examination, Dec. 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-A is compulsory. Attempt ANY THREE questions from Part-B. Marks are indicated against each question.

PART-A

Q.1 Write notes on the following:
a) Prevention of Food Adulteration Act.  
b) Laws relating to Hygiene and Sanitation  10×2

PART-B

Q.2 Explain different kinds of contract?  10
Q.3 What are the powers of Central Government under Environment Protection Act? Explain.  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, Dec. 2017
B. Sc. (Hospitality and 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. Marks are indicated against each question.

**PART-A**

Q.1 Attempt the following questions (ANY TEN):
   a) Define Live 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 5 most commonly used equipment's in an Event.
   g) List any 5 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 responsibility of an Event Manager.
   k) Explain briefly the M.I.C.E. segment of event business. 2×10

**PART-B**

Q.2 What are the different requirements of an Event client? As an Event Manager what would you do to understand your client's needs? 6

Q.3 What is the importance of venue in Event Management? 6

Q.4 Discuss in details the steps involved in managing a sports Event. 6
Q.5 Discuss in details the steps involved in managing a convention.  

Q.6 What is event conceptualization? Discuss.  

Q.7 Discuss the steps involved in event conceptualization.  

End Semester Examination, Dec. 2017  
B.Sc. (Hospitality and Hotel Administration) – Second Semester  
OPERATIONAL 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. Marks are indicated against each question.  

PART-A  

Q.1 a) Give full form of the following abbreviations.  
   i) PPE  
   ii) HACCP  
   iii) FSSAI  
   iv) USPH  
   b) What do you mean by "food standard"- as defined in FSSAI?  
   c) What is Critical Control Point in HACCP?  
   d) Define Hazard.  
   e) Define work place hygiene.  
   f) Define "Critical limits" for Critical Control point.  
   g) Give few examples of chemical hazards.  
   h) Define pathogens.  
   i) What is Ergonomics?  
   j) Define SOP.  

PART-B  

Q.2 Describe the seven principles of HACCP.  

Q.3 Explain the meaning of Occupational Health and Safety.  

Q.4 Describe the common causes of accidents in Hotel Industry.  

Q.5 What is an SOP? Explain its usefulness in organizing any activity.
Q.6 Describe the role of FSSAI in Hotel and Catering Industry.

Q.7 List down the dos and don'ts to ensure workplace hygiene.

Q.8 In order to ensure food safety what are the precautions which are to be taken while storing the food?

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**End Semester Examination, Dec. 2017**

B.Sc. (Hospitality & Hotel Administration) - Second Semester

**PSYCHOLOGY AND CONSUMERISM (BHHA-221)**

Time: 3 hrs. Max Marks: 50

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 perception?
   b) What is attitude?
   c) Give two examples of motivation.
   d) What is creativity?
   e) How the attitude is formed?
   f) What is decision making?

**PART-B**

Q.2 Explain the role and application of psychology in the hotel industry.

Q.3 What is the role of creativity in an organization? Explain the various steps to encourage creativity in organization.

Q.4 What is learning? Explain the theory of classical conditioning of learning.

Q.5 “Decision making has become complicated now”. Discuss with the help of an example.

Q.6 How the perception is formed? Explain with the help of an example.

Q.7 Analyze the following advertisement:
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel 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. Marks are indicated against each question.

PART-A

Q.1 Define the following in brief:
   a) Sannas.
   b) Kabargah.
   c) Lal maans.
   d) Dastrkhwan.
   e) Lukmi.
   f) Badamjali.
   g) Patrail.
   h) Dhansak.
   i) Wazwan.
   j) Safed maans. 2×10

PART-B

Q.2 Describe industrial catering in detail. 6

Q.3 Differentiate between:
   a) Pulao and Biryani.
   b) Shahi tukra and Double ka meetha. 3×2

Q.4 Explain Kashmiri cuisine in detail. 6

Q.5 What is indenting? Plan a 5 course Rajasthani menu at per plate cost of ₹400/-. Prepare the indent for ₹500/- pax. Take out the profit percentage. 6
Q.6 Explain Rajasthani cuisine in detail.  
Q.7 What is Sous-vide? List out the 10 bulk cooking equipment’s.
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel Administration) – Third Semester
ROOMS DIVISION THEORY-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.

PART-A

Q.1  a) Attempt (any five):
   i) What do you understand by the term foliage? Explain with five examples.
   ii) What do you understand by the term inventory?
   iii) Enlist five essential ‘Florist’ equipments.
   iv) Describe the points to be considered for hiring the staff effectively.
   v) What do you understand by term: cross-training?
   vi) What is linen room? What are its main features? 2x5

b) Define the following (any five):
   i) Corporate rate.
   ii) Theft by hotel staff.
   iii) Safe deposit.
   iv) No-shows.
   v) Stay over.
   vi) Skipper.
   vii) Floor-limit. 2x5

PART-B

Q.2  What are the responsibilities of a laundry department in hotel operations?

Q.3  What are the needs of taking contract in housekeeping? Discuss the pros and cons of contract services in detail.

Q.4  What is a staffing guide? What is the procedure of developing a staffing guide for a hotel property?
Q.5 Explain the various types of possible frauds in hotel operations.

Q.6 Enlist the step-by-step SOP for the check-in of a group in the hotel.

Q.7 What is meant by yield? Explain how to calculate potential yield and actual yield with suitable examples.

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End Semester Examination, Dec. 2017
B.Sc. (Hospitality & Hotel Administration) – Third Semester
HOTEL INFORMATION SYSTEM (BHHA-314)

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 abbreviations of the following:
   a) LCD
   b) CRS
   c) DVD
   d) PDA
   e) LAN
   f) GDS
   g) DBMS
   h) POS
   i) IDS
   j) VOIP

   2×10

**PART-B**

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

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

Q.4 What is Property Management System? List some PMS's with their features.

Q.5 Draw a block diagram to illustrate the basic organization of a computer system and explain the functions of the various units of it.
Q.6 Explain the meaning and concept of MIS? Discuss the use of MIS in hotels in detail.

Q.7 How does computerization help in the night audit process?
Q.6 Why do organizations have demand for different human talents at various levels?  

Q.7 List the factors influencing promotions and appraisals. Describe performance management.

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

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

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

**PART-A**

Q.1 Write short notes on **(any five)** of the following:
   a) Grievances and feedback.
   b) Loyalty Programs.
   c) Relationship marketing.
   d) Strategy vs Planning.
   e) Types of Customers.
   f) E-Marketing.
   g) Data Mining and CRM.  
   2x5

**PART-B**

Q.2 Define customer satisfaction. Why is it important for companies to assess the satisfaction of their customers? Explain in detail.  
   10

Q.3 What is the impact of technology on existing CRM solutions? Explain the emerging impact of eCRM on CRM.  
   10

Q.4 What is CRM and what is its benefit to companies?  
   10
Q.5 Explain customization. Bring out the benefits and problems that can relate to this strategy.  

Q.6 What are the challenges in acquiring and retaining customers?  

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**End Semester Examination, Dec. 2017**  
B. Sc. (Hospitality and Hotel Administration) — Third Semester  
**FOOD AND BEVERAGE CONTROL (BHHA-317)**  

**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:  
   a) Fixed cost.  
   b) Semi variable cost.  
   c) Overheads.  
   d) Standard purchase specification.  
   e) Standing order purchasing.  
   f) Delivery challan.  
   g) Transfer notes.  
   h) Credit sales.  
   i) Standard portion cost.  
   j) Blind receiving.  
   
   2x10  

**PART-B**  

Q.2 What is control cycle? Draw its flowchart and explain in detail.  

Q.3 Describe in detail the different procedures of receiving.  

Q.4 What are the duties and responsibilities of a purchase manager?  

Q.5 What is bin card? Draw a well labeled diagram of it.  

Q.6 What is meat tag? What are its uses? Draw its figure.  

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Q.7 What is sales control? What are bar frauds? List the precautions to be taken to control bar frauds.

End Semester Examination, Dec. 2017
B.Sc. (Hospitality & Hotel Administration) – Third Semester
MANAGING FOOD AND BEVERAGE COMPANY (BHHA-318)

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

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

**PART-A**

Q.1 Write short notes on:
   a) Role of Marketing.
   b) The marketing mix.
   c) PLC/Product-service life cycle.
   d) Reasons to go for an entrepreneurship.
   e) Product concept. 2×5

**PART-B**

Q.2 How products generate value for the customers? 10

Q.3 Explain the role of tradition along the customer experience in food and beverage industry. 10

Q.4 What is the role of distribution networks in international food and beverage markets? 10

Q.5 Give design of growth strategies in different markets. 10

Q.6 Give the elements of entrepreneurship in F and B Company. 10
End Semester Examination, Dec. 2017
B. Sc. (Hospitality and Hotel 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. Marks are indicated against each question.

PART-A

Q.1 Write short notes on the following:
   a) Define purchase order and purchase specification.
   b) List different types of kitchen layouts.
   c) Define Ecotel.
   d) List some of the support services in Hotel.
   e) Define preventive maintenance and AMC.
   f) List the dimensions of the service quality.
   g) Define inventory management and par stock.
   h) State the basic rules for vendor selection.
   i) Define water conservation.
   j) Define the service gaps

   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 With the help of a layout, explain the service area traffic flow in a cafeteria.

   6

Q.5 Considering yourself as a Facility Manager of T-block in this University, give your suggestions for the improvement of services.

   6
Q.6 Listing the duties and responsibilities, explain the role of a Facility Manager.

Q.7 Define contract purchasing and explain the purchase cycle.
Q.4 Explain different force meat preparations. 

Q.5 Give classification of salads with few examples for each category. 

Q.6 Explain the different types of sandwiches with one example for each. 

Q.7 Explain the source and the steps in manufacturing process of chocolate. 

Q.8 Write a short note on different icings and toppings. 

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**End Semester Examination, Dec. 2017**

B.Sc. (Hospitality and Hotel 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**. Each question carries equal marks.

**PART-A**

Q.1 Explain the following terms:
   a) Menu planning.
   b) Free pouring.
   c) ODC.
   d) Buffet.
   e) Bar equipment.
   
   **4x5**

**PART-B**

Q.2 Define Function Prospectus. Why it is important to circulate it in different departments of the Hotel? 

Q.3 List the skills required of a good banquet Manager. 

Q.4 Explain how you will deal with the following situations:
   a) Guest in a hurry.
   b) Guest who has had too many alcoholic drinks.
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.

Q.6 What are the primary purposes of establishing beverage purchasing control?

Q.7 Prepare a SOP of service sequence of alcoholic beverage in a bar.

Q.1 Attempt (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.

   2x5

Q.2 Attempt (any five):
   a) Calculation expense for capital budget.
   b) Reasons to Renovate.
   c) Preventing accidents.
   d) Managing labour costs with technology.
   e) Fire prevention.
   f) Instituting environmentally safe cleaning practices with the help of technology.
   g) The new look of lodging industry.
   h) Ergonomics.

   2x5
Q.3 Explain the step-by-step procedure of guest check-out through credit card.

Q.4 Explain the role of front office Manager in evaluating, forecasting and planning to improve the business of hotel.

Q.5 Hotel Luxury has 400 rooms. On 1st June 2017, there are 10 out of order rooms and 160 stopovers. 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 still to be sold for 100% occupancy on 01.06.2017 using the above given information showing each step.

Q.6 Explain the importance of applying ergonomic principles in housekeeping.

Q.7 Discuss the process of calculating expenses for operating 1 budget?

Q.8 Discuss the various types of renovation and the sub processes involved in them.

Q.9 What crucial steps should the housekeeping department take to prevent a terrorist attack on the hotel premises?
PART-A

Q.1 Answer the following:
   a) Define casters and rollers used in heavy equipments.
   b) Four concepts of commercial kitchen layouts.
   c) Name different commercial kitchen layout configurations.
   d) In kitchen layout work triangle is formed between _____, _____ and _______.
   e) Differentiate between Pullman kitchen and Galley kitchen.
   f) Give full form of PERT and CPM.
   g) Star classification of the hotels is done by the committee called _______.
   h) Star classification of the hotels is awarded for ___________ years.
   i) Heritage hotels are further divided in three categories called _____, ______, and _________.
   j) Explain the boutique hotels.

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.

Q.5 Name and draw different commercial kitchen layout configurations.

Q.6 Explain the different functional areas of a main kitchen and give the percentages of the estimated space allocated for different functional areas, out of total space allocated for the main kitchen.

Q.7 Explain the basic guidelines for the classification of a heritage property.

Q.8 Explain the finalization process and points to be considered before finalizing any commercial equipment.
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and Hotel Administration) – Fourth Semester
HOSPITALITY SALES AND MARKETING (BHHA-415)

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

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

PART-A

Q.1 Write short notes on (any ten) of the following:
a) E marketing.
b) Customer Satisfaction.
c) Direct Sales.
d) Role of sales person.
e) Publicity.
f) Grievances and feedback.
g) Customer delight.
h) Types of customers.
i) Relationship marketing.
j) Customer Expectations.
k) Sales Budget.
l) Sales territory.

2x10

PART-B

Q.2 What do you understand by the term consumer behavior? Discuss different external factors that influence consumer behavior.

5

Q.3 Why is it essential to understand the buying behavior in a competitive market?

5

Q.4 Define the products of sales and marketing in the context of hospitality.

5
Q.5 Discuss the P’s of marketing in detail.

Q.6 What are the forecasting techniques used in tourism?

Q.7 Explain the different tools that may be used for hospitality sales and marketing.

Q.8 What is customer retention and why is it critical from business point of view?

Q.9 Discuss how the value chain analysis helps in keeping business profitable?

Q.10 How has online sales and marketing impacted the market scenario? Discuss with examples.
End Semester Examination, Dec. 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. Marks are indicated against each.

PART-A

Q.1 Write short notes on (any five):
   a) What are the major pre-requisites of opening an enterprise?
   b) What is the importance of innovation and creativity in entrepreneurship?
   c) What are the challenges/drawbacks of being an entrepreneur?
   d) What are the major qualities on an entrepreneur?
   e) Name four popular startups of India.
   f) What are the different types of business ownership?  4x5

PART-B

Q.2 “An entrepreneur is a person who functions as an innovator, manager, and coordinator”. Discuss.  10

Q.3 What are the main components of a good marketing plan? Write down the importance of advertising at initial stages of business.  10

Q.4 List down the challenges involved at the introduction stage of a business? What do you suggest to attract new customers?  10

Q.5 Design a competitive business model of your company with suitable examples.  10
End Semester Examination, Dec. 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 SIX questions in all; PART-A is compulsory. Attempt any FIVE questions from PART-B. Marks are indicated against each.

PART-A

Q.1 Explain the following terms in brief (any four):
   a) Digital Marketing.
   b) Social Media.
   c) Digital applications.
   d) Mobile Marketing.
   e) Wireless Marketing.

   Attempt questions from the following (any four):
   f) What are the steps to set up E business?
   g) What are the advantages and disadvantages of online advertising?
   h) How Mobile Marketing is an important tool for the hotel business?
   i) What are the social media rules for engaging the customers?
   j) What is Email marketing and how it can benefit the business?

   PART-B

Q.2 How is digital technology influencing consumer behavior? Why do the contemporary organization need one? 6

Q.3 What is a search engine? How does it work? Give few examples. 6

Q.4 Differentiate between Search Engine marketing and Search Engine optimization. 6
Q.5 Why is web-site an important tool for marketing? How one can build an effective web-site?

Q.6 What is online PR and why it is pivotal to the online success of an organization?

Q.7 Define E-Marketing. Discuss the seven steps of E-marketing plan.

Q.8 Identify the role of digital marketing in different sectors of the international as well as domestic industry.
End Semester Examination, Dec. 2017
B.Sc. (Hospitality and 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 ‘City Ledger’.
   d) Define the term ‘Understay Percentage’.
   e) List various meal plans. Write the components of each meal plan.
   f) What are different types of tariffs?
   g) Discuss briefly ‘corporate tourism’ with suitable examples.
   h) Comment on the role of Online Travel Agents (OTA).
   i) Define the term ‘multiple occupancy’.
   j) What are the ‘blocked dates’? Discuss with examples.  

2x10

PART-B

Q.2  What is meant by forecasting? What records are required to make accurate forecasting? What are its benefits?  

10

Q.3  In a locality where there are more than one hotel running their operations, discuss the concept of ‘market share’ with proper explanation.  

10

Q.4  Discuss various means that are used as a measure to ensure optimum revenue generation in a five star hotel.  

10

Q.5  Define ‘yield management’. Discuss in detail its advantage.  

10
End Semester Examination, Dec. 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 In many Malls, Fast-food retailers are located together in an area known as a food court. What are the advantages and disadvantages of this arrangement to the fast food retailer?  
10

Q.2 Why is Human Resource Management important in retailing than in manufacturing firms?  
10

Q.3 What are the challenges faced by Indian retailers in the present context?  
10

Q.4 What stages does a customer go through while making decisions related to purchase of a product?  
10

Q.5 How is the buying decision process different in shopping on the internet?  
10

**PART-B**

Q.6 a) How might Retail Manager define competition?  
b) Explain how an efficient supply chain management system can decrease its inventory investment with special reference to a retail store?  
5x2
In many Malls, Fast-food retailers are located together in an area known as a food court. What are the advantages and disadvantages of this arrangement to the fast food retailer?

Why is Human Resource Management important in retailing than in manufacturing firms?

What are the challenges faced by Indian retailers in the present context?

What stages does a customer go through while making decisions related to purchase of a product?

How is the buying decision process different in shopping on the internet?

a) How might Retail Manager define competition?

b) Explain how an efficient supply chain management system can decrease its inventory investment with special reference to a retail store?
End Semester Examination, Dec. 2017
B. Sc. (Hotel Management) – Fourth Semester
FACILITY PLANNING AND MANAGEMENT (FMS-HM-406)

Time: 3 hrs.  Max Marks: 50
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) Name few equipments found in kitchen stewarding.
     b) Name different types of Kitchen layouts.
     c) Describe dumb waiter.
     d) Abbreviation – HVAC, stands for __________.
     e) Explain preventive maintenance and AMC.
     f) What is 3R concept in energy conservation?
     g) What is a travelator?
     h) Describe rain water harvesting.
     i) On what basis should equipment be selected?
     j) Define work flow used for layout planning.  2×10

PART-B

Q.2 Define ‘green building’ and explain the energy conservation in detail.

Q.3 Classify different types of fire and list the different class of extinguishers used for each type of fire.

Q.4 Write the duties and responsibilities of head of the maintenance department.  6

Q.5 Explain the waste management system adopted in five star hotels.

Q.6 Describe the in house laundry setup in five star hotels.

Q.7 Describe the factors that affect kitchen design and it’s planning in detail.

Q.8 Define ‘facility planning’ and explain systematic layout planning pattern in detail.