



[4671] – 13

Seat No.	
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**M.P.M. (Semester – I) Examination, 2014
103 : HUMAN RESOURCE MANAGEMENT
(2008 Pattern)**

Time : 3 Hours

Total. Marks : 70

Instructions : i) Q. 1 is **compulsory**.
ii) Answer **any three** questions from Q. 2 to Q. 6.

1. a) Explain the importance of Human Resource Management. Discuss the functions of HRM in detail. **15**
- b) Discuss the role of HR Manager in current scenario. **10**
2. Explain the process of HRP in detail. **15**
3. Define the terms 'training' and 'development'. Explain the process of training. **15**
4. Discuss ethics in performance appraisal. What are rating errors ? And how to overcome them ? **15**
5. Explain the various components in compensation Management. **15**
6. Write answer for **any three** questions. **15**
 - a) Retrenchment
 - b) Job Analysis
 - c) Placement and Induction
 - d) Kaizen
 - e) Incentives.

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[4674] – 106

Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Operations Management (OPE) (Specialization – I)
CNO – 103 (OPE) : OPERATIONS STRATEGY
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

Note : i) **All questions are compulsory.**
ii) *For all questions, internal choice within the question is given.*
iii) **All questions carry equal marks.**

1. a) How Operations Strategies like Strategic alliances and production sharing helps national and international companies to grow fast ? 10
OR
b) Discuss Corelation of Operations strategy and competitive dimensions of business with each other. 10
2. a) Being an operations manager of a manufacturing unit, make a framework to develop operations strategy. 10
OR
b) Discuss the relation of value chain concept and core competence with Operations Strategy. 10
3. a) Explain various factors affecting make or buy decision for an Automobile Company. 10
OR
b) Discuss salient features of Lean manufacturing in context of Operations Strategy. 10
4. a) Explain the importance of quality, cost and delivery time in controlling Operations. 10
OR
b) Make a list of key performance indicators which are required to control various operations in an organization. Explain it in detail. 10
5. a) How ERP modules like PP, MM and MRP helps in decision making during manufacturing of the product. 10
OR
b) Explain the use of IT in Operations Strategy. 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 105 (HR) : Human Resource Management Specialization – III
HR AUDIT
(2013 Pattern)

Time : 2 ½ Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an internal option.
 - 3) **Each** question carries **10** marks.
 - 4) Figures to the **right** indicate **full** marks for that question/subquestion.
 - 5) Your answer should be **specific** and to the point.
 - 6) Support your answers with suitable live examples.
 - 7) Draw **neat** diagrams and illustrations supportive to your answers.

1. a) Enunciate the concept and components of HR Audit with example. **10**
OR
b) What is the purpose of HR Audit ? What are the elements of good HRD ?
2. a) Define HRD. Explain the various strategies of HRD. **10**
OR
b) Explain the structure of HRD and state various HRD competencies.
3. a) Discuss the methodology of HRD Audit. **10**
OR
b) State and explain various activities through which HRD is audited.
4. a) What is HRD Scorecard ? How is it designed ? **10**
OR
b) Explain with example how organizations use HRD Audit for business improvements.
5. a) Give a model outline of HRD Audit Report. **10**
OR
b) Elaborate on the tools and instruments of HRD Audit.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO – 103 : International Business Management (IB) Specialization – I
INTERNATIONAL BUSINESS ENVIRONMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

Note: 1) Attempt **all five (5)** questions.

2) **Each** question has an optional question.

3) **Each** question carries **equal** marks.

4) Total marks are **50**.

1. What do you mean by international business environment ? Business decisions examine changes in global environment. Critically analyze the statement. (2+8)

OR

1. If 'Ratan Textiles decides to expand its textile business in China and Malaysia, explain what international business decisions it has to take in the light of political and economic environment. (2+8)
2. Explain with examples how do policy changes in foreign exchange and interest rates affect business decision-making in a global context. (4+6)

OR

2. Is 100% FDI useful in India's aviation sector ? You can discuss this question by taking any specific example from aviation sector. (4+6)
3. What do you mean by Regional Trade Agreements (RTAs) ? Discuss the important issues involved in effective gains from RTAs. (3+7)

OR

3. If the World Bank decides to increase the size of unconditional aid to India's poverty stricken areas, how would that aid affect reduce poverty ? Explain the process of poverty reduction programmes.

10
P.T.O.



4. What do you mean by technology transfer ? What are the positives and negatives of technology transfer in developing countries ? 10

OR

4. How does the impact of technology transfer affect India's agriculture and services sectors ? Illustrate case-wise effects with examples. 10
5. "India requires good combination of bi-lateral and multilateral trade agreements". Do you agree with the statement ? Justify your answer with examples. 10

OR

5. Write short notes on (**any 2**) : 10
- a) The role of ecology in international business environment
 - b) WTO
 - c) Regional economic cooperation.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Marketing Management – Specialisation
CNO 103 (A) : SERVICES MARKETING AND BRAND MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : a) Answer **any five** questions.

b) **All** questions are carry **equal** marks.

1. “Service sector in India is having tremendous potential”. Give your opinion and discuss two emerging service sectors in India.
2. What do you mean by service quality ? Explain it with the help of SERVQUAL model.
3. Define services marketing. Elaborate services marketing 7 Ps in detail with examples.
4. “Customer buy the brands, not the product and services”. Critically evaluate the statement.
5. Elaborate the steps in brand building process. Give suitable examples.
6. What is brand equity ? Explain methods which are used to determine brand equity of a particular brand.
7. Write short notes on (**any two**) :
 - a) Service failure and recovery
 - b) Service life cycle
 - c) Customer satisfaction
 - d) Brand audit.

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[4676] – 102

Seat No.	
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B.H.M.C.T. (Semester – I) Examination, 2014
102 : FOOD AND BEVERAGE SERVICE – I
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

N.B : Please note ***all*** questions carry ***equal*** marks. Attempt ***any four*** questions.

1. a) Explain the following terms (**any 5**). **5**
 - 1) Coffee shop
 - 2) Banquets
 - 3) Night club
 - 4) Fine dining restaurant
 - 5) Executive Lounge
 - 6) Dispense Bar.
- b) Explain interdepartmental relation between F and B service and **5**
 - 1) Kitchen stewarding
 - 2) Front office.
2. a) Differentiate in between, **6**
 - 1) Mis-en-place and Mis-en-scene
 - 2) Single point service and specialized service.
- b) Write usage of the following equipments. **4**
 - 1) Sundae spoon
 - 2) Steak knife
 - 3) Caviar knife
 - 4) Fondue fork
 - 5) Lobster cracker
 - 6) Cocotte dish.
3. a) Draw a neat organization chart of a F and B department in a Five Star Hotel. **4**
- b) Job Description of (**any 2**). **4**
 - 1) Restaurant Manager
 - 2) Maitre-D-Hotel
 - 3) Chef De Rang.
- c) Explain : **2**
 - 1) Pub
 - 2) Bar.

P.T.O.



- 4. a) Classify catering establishment with one example each. 4
- b) List down four attributes of F and B personnel. 4
- c) What care will you, as a restaurant manager take of Glassware ? 2
- 5. a) Write short note on : 4
 - 1) English Service
 - 2) American Service.
- b) Explain the terms (**any 3**). 6
 - 1) Take Away
 - 2) Automats
 - 3) Lounger service
 - 4) Buffet.
- 6. a) Explain : 4
 - 1) French Service
 - 2) Russian Service.
- b) List down the auxiliary areas and explain any one. 6



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Seat No.	
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B.H.M.C.T. (Semester – III) Examination, 2014
304 : COMPUTER FUNDAMENTALS
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

N.B. : i) Attempt **any four** questions.
ii) **All** questions carry **equal** marks.

1. A) What is DOS ? Explain the purpose of the wildcards '*' and '?'. (1+2=3)
B) Explain "Auto Correct" and "Auto Text" features in MS-Word. (1+1=2)
C) Write a short note on custom animations in MS-Powerpoint. 2
D) Explain primary key with suitable example in MS-Access. (2+1=3)
2. A) Give steps to insert Bullets and Numbering in MS-Word. 3
B) Explain any three features in Excel. 3
C) Give the steps for slide transition in MS-PPT. 2
D) Explain the term record, field in MS-Access. (1+1=2)
3. A) What is networking ? Give the difference between LAN and WAN. (1+2+2=5)
B) Write a short note on "AUTO SUM" feature in MS-Excel. 3
C) Explain ERP concept in E-Commerce. 2
4. A) Define the term desktop, Icons, folders used in windows. (1×3=3)
B) List and explain prerequisites of an internet. 5
C) Define the following terms in DBMS. (1+1=2)
i) Data
ii) Table.
5. Short notes : (2×5=10)
A) Software
B) COUNT function in MS-Excel
C) Save vs. Save As
D) Primary Memory
E) Modem.



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Seat No.	
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B.H.M.C.T. (Semester – VII) Examination, 2014
701 (a) : SPECIALIZATION IN FOOD PRODUCTION MANAGEMENT (Elective – I)
(2005 and 2008 Pattern)

Time : 3 Hours

Max. Marks : 70

N.B. : 1) *All questions carry equal marks.*
2) *Attempt any seven questions.*
3) *Draw neat diagram wherever necessary.*

1. A) Explain the following terms (**any 5**). (1×5=5)
 - a) Ham
 - b) Ballotine
 - c) Smorgasbord
 - d) Chaufraid
 - e) Bacon
 - f) Sushi
 - g) Bruschetta.

B) Define and explain the preparation process of mousse. 5
2. A) Write short notes on (**any 2**). (2½×2 = 5)
 - a) Caviar
 - b) Caciings used for sausages
 - c) Bread diseases.

B) Discuss the importance of placement of equipment in a kitchen. 5
3. A) What points to be taken into considerations while selecting equipments for a kitchen. 5

B) What care and maintenance will you take while selecting equipment (**any 1**). 2 ½
 - i) Buffalo chopper
 - ii) Bread slicing machine.

C) Explain various uses of food colours. 2 ½
4. A) Differentiate between pate and terrine. 2

B) Define anticaking agent and name any two. 2

C) Define nutrient supplement and name any two. 2

D) Give reasons for hollandaise sauce getting curdled. 2

E) Explain the various uses of marination. 2
5. A) Define forcemeat and explain gratin style and country style forcemeat. 5

B) Define and classify appetizers with examples. 5

P.T.O.



6. A) Explain the term galantine and steps involved in its production. 5
B) Discuss selection criteria for beef. 5
7. A) Draw a neat labelled diagram of bakery and confectionery layout, with equipment placing. 5
B) What principles you will follow while designing the cold plaster. 5
8. A) Explain and classify (**any 2**). (2½×2 = 5)
i) Preservatives
ii) Sweetners
iii) Flavouring agents.
- B) Define aspic jelly and what are good characteristics of aspic jelly. 5
-



[4678] –303

Seat No.	
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**B.Sc. H.S. (Semester – III) Examination, 2014
ACCOMMODATION SERVICES
(2008 Pattern)**

Time : 2 Hours

Max. Marks : 40

- Instructions :** 1) Solve **any two** questions from **each** Sections.
2) **All** questions carry **equal** marks.
3) Assume suitable data **wherever** necessary.

SECTION – I

1. A) Explain the following terms (**any 5**). **5**
- 1) Contract
 - 2) Moths
 - 3) Par stock
 - 4) Kenzen
 - 5) Inventory
 - 6) Yarn.
- B) Write importance of flower arrangement and enlist equipments used in flower arrangement. **5**
2. A) Write advantages and disadvantages of housekeeping contract cleaning. **5**
- B) How will you prevent accidents in hotel ? **5**
3. A) Draw a layout of laundry room. **5**
- B) Write short note on (**any 2**). **5**
- 1) Discard Management
 - 2) Animal Fibre
 - 3) Conditioning of plant material.

SECTION – II

4. A) Explain the following terms (**any 5**). **5**
- 1) Ledger
 - 2) ARR
 - 3) VPO
 - 4) House count
 - 5) Hospitality desk
 - 6) Late charges.

P.T.O.



- B) Write short note on : 5
 - 1) Charge privileges
 - 2) Guest history card.

 - 5. A) Write functions of Guest Relation Executive. 5
B) Draw and explain discrepancy report. 5

 - 6. A) Explain credit monitoring in brief. 5
B) How will you deal with following situation ? 5
 - 1) Death
 - 2) Theft.
-

Total No. of Questions : 7]

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P2345

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[Total No. of Pages : 1

M.B.A.

**401: ENTREPRENEURSHIP DEVELOPMENT & PROJECT
MANAGEMENT**

(20083 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Answer any five questions.*
- 2) Figures to the right indicate full marks.*

Q1) Entrepreneurs are made not born. Explain. **[14]**

Q2) Explain the concept of an entrepreneur, with its role and responsibilities. **[14]**

Q3) Discuss in detail the causes of failure of “Women entrepreneurs in India”. **[14]**

Q4) Explain technical feasibility with reference to project management. **[14]**

Q5) Discuss the role of state government and central government in promoting entrepreneurship in India. **[14]**

Q6) Discuss in details the external factors that influence entrepreneurship development. **[14]**

Q7) Write short notes on (Any Two) **[14]**

- a) Elements of business plan.
- b) Challenges of sustaining competitiveness.
- c) DIC.
- d) SISI.





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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
104 : HUMAN RESOURCE MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

Instructions : 1) **All questions are compulsory.**
2) **Each question carries 10 marks.**

1. Explain any one model of HRM in detail

OR

Explain how HRM department has relationship and linkages with other functional departments. **10**

2. Draft J.D. for any one of the followings :

- a) Bank's Branch Manager
d) Senior Manager – MIS
c) Manager – Business Development for a Manufacturing Firm

OR

Design interview questionnaire for selection of a Manager – Sales (West Maharashtra). **10**

3. Explain any one method of performance appraisal. When is performance counseling required ?
How is it carried out ?

OR

Draft the training evolution format for an MDP on Leadership skills Development. **10**

4. Explain retirement benefits with examples.

OR

Explain the concepts – TQM and Quality circles. **10**

5. Explain any two :

- a) Dismissal
b) Layoff
c) Superannuation.

OR

Explain grievance procedure with detailed steps and durations. **10**



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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
105 : LABOUR LAWS – I
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Note : 1) **All questions carry equal marks.**
2) **Answer any 5 questions.**

1. Define the term “Industrial Dispute” and “Employer”. State and explain the Powers and duties of Labour Court as one of the authority under Industrial Disputes Act, 1947.
2. What is Re-recognition of another trade Union and what are the obligation of a recognised trade unions under the Maharashtra Recognition of Trade Union and Preventions of Unfair Labour Practices Act, 1971 ?
3. State and explain any seven Act of Misconduct under Industrial Employment (Standing Orders) Act, 1946.
4. State and explain the following provisions under the Industrial Disputes Act, 1947.
 - a) Notice of Change and strikes.
 - b) Lay off, transfer of undertaking.
5. State and explain unfair labour practices.
6. What is the procedure for submission of the draft of standing orders and certification of the same by certifying officer under Industrial Employment (Standing Orders) Act, 1946 ?
7. Write notes on **(any 2)** :
 - a) Duties of Boards of Conciliation
 - b) Retrenchment and closure
 - c) Principles of Natural Justice
 - d) Courts of enquiry.

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[4671] – 304

Seat No.	
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M.P.M. (Semester – III) Examination, 2014
304 : HR BEST PRACTICES
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) Attempt **all** questions.
2) Figures to the **right** indicate marks.

1. A) Define organizational sustainability. Explain various challenges for organizational sustainability faced by H.R. Department. **10**
OR
B) “An HR audit is not statutory but still necessity” – Discuss. **10**
2. A) Define HR Accounting. Explain various cost based and value based methods of valuation of Human Asset. **10**
OR
B) With a increased labour turnover rate in past 2 years, a company, Soft Tech Technologies Ltd., decided to carryout HR Audit in the areas 1) Training and development 2) Employee Hiring 3) Employee engagement 4) Employee compensation management.
As a HR expert, prepare a list of questions (checklist), to help HR Auditor in identifying weak areas in the above mentioned HR areas. **10**
3. A) Write short notes on : **10**
1) Responsibility Accounting.
2) Pre-requisites of HR Audit.
OR
B) Define knowledge management. What are the various consequences of knowledge management. **10**
4. A) What is Balanced Score Card ? Explain 4 perspectives of Balanced score card developed by Robert Kaplan and Norton. **10**
OR
B) What is workforce score card ? What are its advantages and disadvantages. **10**
5. A) What are main features HR Score Card ? How does it give strategic advantage to HR function. **10**
OR
B) Explain importance of knowledge management for modern organization in general and in effective H.R. management in specific. **10**



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Seat No.	
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M.P.M. (Semester – III) Examination, 2014
301 : TRAINING AND DEVELOPMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : i) Attempt **any five** questions.

ii) **All** questions carry **equal** marks.

1. Training is a strategic organisational activity – explain this statement.
2. Design a training module on cross cultural training for experts.
3. Explain the reason for resistance to change.
4. Explain evaluation. Elaborate Kirk Patrick model of evaluation.
5. Define Training Need Analysis.
6. Explain principles of learning with special reference to social learning theory.
7. Write short notes (**any two**) :
 - a) Distance learning
 - b) Management Development Program
 - c) Job rotation
 - d) Cost Benefit Analysis.

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[4671] – 101

Seat No.	
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M.P.M. (Semester – I) Examination, 2014
101 : PRINCIPLES AND PRACTICES OF MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

- Instructions :** 1) **All questions are compulsory.**
2) **Each question has an internal option.**
3) **Each question carries 10 marks.**

1. A) Write detailed note on Henry Fayol's contribution to modern management. 10
OR
B) "The job of a supervisor is difficult than that of higher level in the management". Explain the above statement in detail by discussing major functions of the supervisor. 10
2. A) 'Innovation is the key to any business success'. Discuss in detail. 10
OR
B) Explain the concept of Corporate Governance and its benefits to organization. 10
3. A) "Human relations have direct impact on Protectivity". Discuss the statement with suitable examples in the light of Hawthorne studies. 10
OR
B) Mention the different schools of management and their contribution in the field of management. 10
4. A) Assume that you are a member of event management team in your institute and explain the planning process in detail regarding organizing an Industrial Visit. 10
OR
B) Write note on :
a) Centralization and Decentralization
b) Manpower planning process. 10
5. A) Decision making is the selection of the best alternative among the various sources of action. Discuss. 10
OR
B) Explain the concept of decision making, brief its nature. Mention the steps involved in the process of decision making. 10
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[4671] – 102

Seat No.	
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M.P.M. (Semester – I) Examination, 2014
102 : ORGANIZATIONAL BEHAVIOUR
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) **All** questions carry **equal** marks.
2) **Each** question has an **internal** option.
3) Figures to the **right** indicate marks in **full**.

1. A) Define Organizational Behaviour ? Explain fundamental concepts related to OB. **10**
OR
B) Explain the theoretical Frameworks of OB. **10**
2. A) Explain Definition and Meaning of Emotional Intelligence. **10**
OR
B) Explain perception. Explain factors influencing Perception. **10**
3. A) Explain Meaning of Group and Group Behaviour. What are the reasons for which people join groups ? **10**
OR
B) Explain the concept and importance of “Teams” and “Work Teams”. What are the characteristics of effective teams. **10**
4. A) Write notes on. **10**
1) Strong v/s Weak culture
2) Soft v/s Hard culture. **10**
OR
B) Write brief note on “Work place spirituality. Sigh the various instances where the concept of workplace spirituality gains. **10**
5. A) What is meant by the term “Organizational Change” ? Explain Kurt – Lewins – three step Model of change. **10**
OR
B) Write a detailed note on Kotters Eight step plan for implementing change.



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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

- Instructions :** 1) *All questions carry equal 10 marks.*
2) *Draw neat diagram wherever necessary*
3) *Figures to the right indicate full marks.*
4) *Attempt any 5 questions.*

1. Explain various factors a firm should consider while selecting the labour. 10
OR
How concepts of Economics are useful in HRM ? 10
2. Explain meaning of wage regulation. Discuss its importance. 10
OR
“Changing Market conditions and wage determination are related” ? Discuss. 10
3. Discuss the factors to be considered while designing compensation scheme for women workers. 10
OR
Bring out the importance of designing incentive compatible wage contracts. 10
4. Explain the concept and challenges of labour mobility. 10
OR
What is incentives ? Explain the various types of incentives. 10
5. Write a detailed note on “Law against employee discrimination”. 10
OR
Are these laws against employee discrimination is successful in controlling discrimination ?
Explain with suitable example. 10
-



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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
105 : LABOUR LAWS – I
(2013 Pattern)

Time : 2 Hours 30 Min.

Max. Marks : 50

Instructions : 1) **All questions are compulsory.**
2) **Each question carries 10 Marks.**

1. A) Explain the provisions relating to “working hours for adult” under factory Act 1948.

OR

B) Define factory and explain nature, scope and objectives of factory Act, 1948.

2. A) Define wages and explain “Fine” and “absence from duty” as authorized deduction with suitable examples.

OR

B) Explain following in accordance with payment of wages Act.

- 1) Responsibility of payment of wages.
- 2) Time and mode of payment of wages.

3. A) Explain the process of certification of standing order in accordance with Industrial Employment standing order Act, 1946.

OR

B) Define “Certifying officer” Explain the powers and duties of certifying officer.

4. A) Define shops and establishment and also explain the provisions prescribed by Bombay shops and Establishment Act, 1948.

OR

B) What are provisions for Health and Safety under Bombay shops and Establishment Act and also explain powers of Inspector under the Act.

5. Write short notes on **(any two) (5 Mark each)**

- A) Welfare officer under factory Act.
- B) Scope and objectives of payment of wages Act
- C) Registration of establishment under Bombay shops and Establishment Act.
- D) International Labour Organization.



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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
101 : PRINCIPLES AND PRACTICES OF MANAGEMENT AND ORGANIZATIONAL
BEHAVIOUR
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) **Q. 1 is compulsory.**

2) Solve **any three** questions out of the remaining.

1. A) 'Understanding of individual and group behaviour helps a manager to work efficiently'.
Discuss. 15
B) Explain Elton Mayo's contribution to management science. 10
2. Discuss the concept of centralization and decentralization and explain their merits and demerits. 15
3. What are plans ? How are they formed ? State importance of planning. 15
4. What is leadership ? Explain styles of leadership. 15
5. What is a Group ? Explain various stages of group formation. 15
6. Define conflict. Explain how modern manager's views conflict as compared with traditional view of conflict. 15
7. Write short notes (on **any three**). 15
 - a) Types of teams
 - b) Models of OB
 - c) Personality determinants
 - d) MBO
 - e) Importance of decision making.



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Seat No.	
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M.P.M. (Semester – I) Examination, 2014
102 : Industrial & Labour Economics
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Attempt **any five** questions.
2) **All** questions carry **equal** marks.

1. What is Labour Economics ? Explain various features of Labour Economics.
2. Explain the various features of Labour Market. What are the measures if implemented can improve efficiency of Indian Labour ?
3. What do you mean by Industrial Location ? Explain Alfred Weber's Theory of Industrial Location with suitable examples.
4. Define the role and contribution of private sector in India. What are the challenges faced by the private sector ?
5. Explain the role and importance of village and small scale industries in the development of industrial sector.
6. Explain the role and problems faced by public sector banks and private sector banks in Industrial Finance.
7. Write notes on **any two** :
 - a) Nominal and Real wages.
 - b) DPAP, NREP, IRDP.
 - c) Determinants of Industrial Location.
 - d) Challenges and problems of Industrial Productivity.

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[4671] – 14

Seat No.	
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**M.P.M. (Semester – I) Examination, 2014
104 : INDUSTRIAL PSYCHOLOGY
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Instructions : i) Attempt **any five** questions.
ii) **All** questions carry **equal** marks.
iii) Figures to the **right** indicate **full** marks.

1. Define Industrial Psychology and discuss the importance and scope of industrial psychology in Industry. **14**
2. What is psychology ? Discuss the various sub fields of Psychology. **14**
3. Define Individual difference and explain the factors causing individual differences. **14**
4. The psychological make up of an individual has an impact on the behaviour of an individual in an industry. Discuss. **14**
5. Discuss the concept of productivity and efficiency. Explain how industrial psychology can help in improving productivity and efficiency. **14**
6. What is group dynamics ? Explain any one theory of group formation. **14**
7. Write short notes on **any two** : **14**
 - a) Research methods in psychology
 - b) Male and female psychology
 - c) Validity and reliability of psychological tests.

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Seat No.	
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M.P.M. (Semester – III) Examination, 2014
301 : STRATEGIC HUMAN RESOURCE MANAGEMENT
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

1. A) Brief the concept of SHRM. Discuss its need and importance in today's corporate. 10
OR
B) "Integrating HR strategy with Business strategy" need for the sustainability of organization". Discuss. 10
2. A) Define HR Environment and discuss the influence of technology on HR Environment. 10
OR
B) Discuss the concept of Global sourcing of labour and its impact on HR Environment. 10
3. A) "Strategic leadership planning strengthen the function of HR dept.". Explain with suitable example. 10
OR
B) Discuss the effective recruitment and selection methods in the context of today's global practices. 10
4. A) "Formation of specific key result area leads to effective performance". Discuss. 10
OR
B) Discuss and describe the linkage between Training and Business strategy. 10
5. Write the short notes (**any two**) :
 - i) Project based employment. 5
 - ii) Matching culture with strategy. 5
 - iii) VRS. 5

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[4671] – 302

Seat No.	
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**M.P.M. (Semester – III) Examination, 2014
302 : ORGANISATIONAL DEVELOPMENT
(2013 Pattern)**

Time : 2.5 Hours

Max. Marks : 50

Instructions : i) Answer **all** questions.
ii) Figures to the **right** indicate **full** marks.

1. A) Describe the importance and evolution of Organisation Development in your own language. **10**
OR
B) What is Organisation Development ? Explain its significance in detail. **10**
2. A) Why empowerment and participation are very significant in an OD Process ? Discuss. **10**
OR
B) Explain the concept of 'Organisation Development' as propounded by Kurt Lewin. **10**
3. A) Elaborate the process of OD in your own language. **10**
OR
B) Discuss the process of 'Organisation Development' in brief and explain the role of 'Change Agent' in it. **10**
4. A) Discuss the stages of Team Development. **10**
OR
B) Discuss Interpersonal and Group Process approaches in the context of Human Process Intervention. **10**
5. A) Explain the role played by Employee Involvement and Work Design in Organisation Development Process. **10**
OR
B) How to manage work force diversity in an Organisation ? Discuss. **10**



[4671] – 303

Seat No.	
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M.P.M. (Semester – III) Examination, 2014
303 : COMPENSATION MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

Instructions : 1) *All questions carry equal marks.*
2) *All questions are compulsory.*

1. A) What is compensation ? State the principles of determination of compensation. **10**
OR
1. B) Explain the term wages. What are the various theories of wage determination ? **10**
2. A) What is the meaning of the term ‘Labour Turnover’ ? What are its causes ? State the different methods used for calculating labour turnover rate. **10**
OR
2. B) Define labour productivity. Explain various determinants of labour productivity. **10**
3. A) Explain the terms ‘salary’ and ‘wages’. What are the components of wages ? **10**
OR
3. B) How the wages of a worker are calculated by using : **10**
a) Taylor’s differential piece rate system
b) Merricks differential piece rate system.
4. A) What are the factors to be considered for designing sound wage incentive scheme. **10**
OR
4. B) Explain the term pay structure. How the pay roll management is done in case of company ? **10**
5. A) What are the types of employee benefits which a typical employee gets in a company ? **10**
OR
5. B) What are the various statutory employee benefits given in India. **10**



[4671] – 305

Seat No.	
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M.P.M. (Semester – III) Examination, 2014
305 : LABOUR LAWS – III
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) **All questions are compulsory, each question has an internal option.**
2) **Each question carries 10 marks.**

1. A) Define the term “Wages” and explain the provisions relating to Payment of Minimum rate of Wages and Exemption of liability of employer in certain cases under Minimum Wages Act, 1948.

OR

- B) State main three objectives and explain the procedure for fixation or revision of Minimum wages under the Minimum Wages Act, 1948.

2. A) Discuss the features of M.R.T.U. and PULP Act and explain the unfair Labour Practices on the part of unions.

OR

- B) Discuss the Provisions relating to obligations and Rights of Recognized Union under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

3. A) Discuss the provisions of Payment of Gratuity Act and explain the circumstances under which gratuity may be paid and the circumstances under which the worker is not eligible to get gratuity ?

OR

- B) Discuss the circumstances under which gratuity may be Forfeited and Explain the provision relating to Nomination under Payment of Gratuity Act, 1972.

4. A) What do you mean by “Apprentice” and explain about the various authorities and their functions under the Apprentices Act, 1961 ?

OR

- B) State the provisions regarding the following under Apprentices Act, 1961.

- a) Novation and Termination of contract of Apprenticeship
b) Offences and penalties.

5. A) Define “Wages” and discuss the provisions of Minimum Wages Act, 1948 relating to composition of Advisory Board and Central Advisory Board.

OR

- B) Define the Term “Illegal Strike and Illegal lock Out” and elaborate the procedure for dealing with complaints relating to Unfair labour Practices.



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Seat No.	
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**M.P.M. (Semester – III) Examination, 2014
302 : INDUSTRIAL SAFETY MANAGEMENT
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

- Note :** 1) Q.No. 1 is **compulsory**.
2) Solve **any three** questions from **remaining** questions.
3) Figures to the **right** indicate **full** marks.

1. What do you mean by Safety Management ? Explain causes of accidents in details. **10**
2. Explain the role of union and management in promoting safety in industry. **20**
3. What are the qualifications required for safety officer ? Explain duties and responsibilities of safety officer. **20**
4. Discuss the types of fire and preventive measures to extinguish each type of fire. **20**
5. Explain Environment Protection Act 1986 in detail. **20**
6. Write short notes on **(Any two)** : **20**
 - a) Safety committee
 - b) Cost of accidents
 - c) Training of employees for safety
 - d) Noise and its effect on health of worker.

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[4671] – 33

Seat No.	
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M.P.M. (Semester – III) Examination, 2014
303 : LABOUR COSTING AND COMPENSATION MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** i) Q.No. 1 is **compulsory**.
ii) Attempt **any four** questions from the remaining.
iii) **All** questions carry **equal** marks.

1. From the following particular, you are required to work out the earning of a worker a week under :
- i) Straight Piece rate,
 - ii) Differential piece rate,
 - iii) Halsey Premium Scheme (50% sharing) and
 - iv) Rowan Premium scheme :
- | | |
|------------------------------|------------|
| Weekly working hours | 48 |
| Hourly wage rate | Rs. 10 |
| Piece rate | Rs. 3.00 |
| *Normal time taken per piece | 20 minutes |
| Normal output per week | 120 pieces |
| Actual output for the week | 150 piece |
- Differential piece rate 80% of the piece rate when output below normal and 120 % of piece rate when output above normal. **14**
2. What do you understand by the terms 'Direct Cost' and 'Indirect Cost' ? Explain with examples, the concepts of 'Direct Labour Cost' and 'Indirect Labour Cost'. **14**
3. Explain the concepts of incentive schemes. State the Factors to be considered for designing sound incentive schemes. **14**
4. Explain various components of salaries and wages. State the various permissible deductions from salaries and wages. **14**
5. What is compensation ? State the principles of determination of compensation. **14**
6. Explain the concepts : **14**
- a) Incentive scheme for direct worker.
 - b) Incentive scheme for indirect worker.

P.T.O.



7. The following information is received from the books of ABC Co. Ltd. for the quarter ending 31st March 2013 :

14

Particular	Rs.
Stock Material on 31-3-2013	80,000
Purchase of Material	7,95,000
Stock of Material on 1-1-2013	1,05,000
Traveling expenses	5,100
Carriage Inward	8,290
Labour, Welfare expenses	14,200
Depreciation on Plant	18,000
Factory Rent	11,200
Office Rent	29,100
Bad Debts	5,000
Productive Wages	2,27,000
Traveler salary and commission	9,000
Expenses regarding purchase of material	4,500
Fuel, Gas and Water	17,900
Manager's Salary (He devotes 2/3 of his time to factory)	18,000
Air conditioning charges of office	9,000
Outstanding productive wages	33,000
Carriage outward	9,150
Sale	14,29,500

Prepare a cost sheet giving

- A) Prime cost
- B) Work cost
- C) Cost of Production
- D) Total cost.



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Seat No.	
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M.P.M. (Semester – III) Examination, 2014
305 : Labour Law – III
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Answer **any five** questions from the following.
2) **All** questions carry **equal** marks.

1. State and describe the provision for nominations and contributions under the Provident Fund Act.
2. What are the benefits to women employee under Maternity Benefit Act ?
3. What is an employer liable and not liable to pay compensation for personal injury to a workmen ?
4. What are the benefits available under Employees State Insurance Act ?
5. When employee is liable to get sickness or disablement benefit under workmens compensation Act ?
6. Explain contributions under Provident Fund Act.
7. Short note (**any two**) :
 - a) Offences and penalties under the Provident Fund Act.
 - b) Medical Bonus under Maternity Benefit Act.
 - c) Total and partial disablement.
 - d) Funeral Expenses.

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Total No. of Questions : 6]

SEAT No. :

P2601

[Total No. of Pages : 1

[4672]-3001

M.C.M. (Semester - III)

301 : INFORMATION SECURITY AND AUDIT

(2013 Pattern)

Time : 2 Hrs 30 Min]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Question No. 6 is compulsory .*
- 2) *Solve any 3 from the remaining.*

Q1) What do you mean by Computer Crime? Elaborate different types of Crimes. **[10]**

Q2) Explain the importance of physical security & biometric controls for protecting information security assets. **[10]**

Q3) Explain the security of wireless networks. **[10]**

Q4) Discuss SSE - CMM model in detail. **[10]**

Q5) Describe the role of Data Base Administrator in Auditing Process. **[10]**

Q6) Write short notes on any four. **[4×5=20]**

- a) Encryption & Decryption.
- b) Firewalls and its types.
- c) Digital Signature.
- d) Security issues in application development.
- e) Infosec
- f) Copy right



Total No. of Questions : 6]

SEAT No. :

P1859

[Total No. of Pages : 2

[4672] - 301

M.C.M. (Semester - III)

MANAGEMENT FACULTY

301:Information Security And Audit

(2012 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:-

- 1) *Q.1 and Q.6 are compulsory.*
- 2) *Attempt any THREE from remaining.*

Q1) AGS consultants a well konwn IT firm dealing in providing ERP solutions is suffering from information theft from the insiders, as they do not have any concrete policy to take any legal action against the suspects. As an IT security expert give your suggestions to implement an effective policy to avoid further losses. **[20]**

Q2) Discuss the technological impact on data privacy with suitable example. **[10]**

Q3) Explain Security of Wireless Network. **[10]**

Q4) Explain Capability Maturity Model in detail. **[10]**

Q5) What is Cryptography? Enlist and explain different Cryptographic techniques. **[10]**

P.T.O.

Q6) a) COBIT

[4 ×5 = 20]

b) Security of E-mail System

c) Database Security

d) Intrusion Detection System

e) Ethical Issues for Information Security Professionals

f) Sarbanes-Oxley Act



Total No. of Questions : 7]

SEAT No. :

P1837

[Total No. of Pages : 2

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M.C.M. (Semester - III)

301 : LINUX PROGRAMMING

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. Nos. 1 and 7 are compulsory.*
- 2) *Solve any three from the remaining.*

Q1) a) Write PHP program which accepts classid and display list of students studying in that class from table STUDENT having fields rollno., name, classid, feespaid of database COLLEGE. **[10]**

b) Explain configuring Virtual Host in Apache Web Server. **[10]**

Q2) Write MySQL Commands for following : **[10]**

- a) Create Customer Table with proper constraints.
- b) Take backup of Customer Table.
- c) Display list of all customers whose names start with 'A'.
- d) Copy all records of Customer Table whose names start with 'S'.
- e) Copy all records of Customer Table in text file file.txt.

Q3) Explain following Linux Commands with example (Any Five): **[5 × 2 = 10]**

- a) Cat
- b) Find
- c) Kill
- d) Sort
- e) Top
- f) Tar

P.T.O.

Q4) What are services in Linux? Explain how you configure services in Linux and how to start and stop services? **[10]**

Q5) Explain Object Oriented PHP with suitable example. **[10]**

Q6) Explain use of GET, POST, SESSION and COOKIES variables with examples. **[10]**

Q7) Write short notes (Any Four) : **[4 × 5 = 20]**

- a) SESSION and COOKIES
- b) Include and require function in PHP.
- c) Virtual Host in Apache
- d) Package Management in Linux
- e) MySQL GUI Tools





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Seat No.	
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M.M.M. (Semester – III) Examination, 2014
305 : RETAIL OPERATIONS MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : i) Attempt **any four** questions from Q. 1 to 6.
ii) Question No. 7 **compulsory**.
iii) **All** questions carry **equal** marks.

1. Critically examine the retailing section in India. What are the factors influencing the growth of retailers in India ?
2. Define store layout. Explain the steps to be followed to plan goods stores layout.
3. Describe the merchandising process in detail.
4. What is CRM ? Discuss the scope and importance of CRM in retailing.
5. Discuss the role of advertising in retailing with suitable examples.
6. Writ short notes (**any two**) :
 - a) Shelf Management
 - b) Manufacturers Brand Vs Private Label Brands
 - c) Inventory Shrinkage.
7. “Organised retailer like future group, wal-mart etc. will make the Traditional retailing absolute. Do you agree with the statement ? Justify your answer with appropriate examples.

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[4673] – 11

Seat No.	
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M.M.M. (Semester – I) Examination, 2014
101 : PRINCIPLES AND PRACTICES OF MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Question No. 1 is **compulsory**.
2) Solve **any three** out of the remaining.
3) Figure to the **right** indicate **full** marks.

1. A) What do you mean by 'Management' ? Explain various functions of management. **15**
B) What is F.W. Taylor's contribution for the development of Scientific Management ?
Discuss. **10**
2. What is "Communication" ? Explain the process of communication with suitable example. **15**
3. What do you understand by "Conflict" ? Explain different types of conflict and conflict management mechanisms. **15**
4. Explain the concept of 'Corporate Social Responsibility' and discuss its significance in today's business environment. **15**
5. Explain A.H. Malsow's theory of motivation in detail. **15**
6. Define "Leadership' and discuss various traits required for a business leader in today's context. **15**
7. Write short notes on **any three** of the following : **15**
 - a) Hawthorne Experiment
 - b) Quality Circle
 - c) Formal and Informal Groups
 - d) Primary and Secondary Motives
 - e) Team Effectiveness.

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[4673] – 301

Seat No.	
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M.M.M. (Semester – III) Examination, 2014
301 : CUSTOMER RELATIONSHIP MANAGEMENT
(2013 Pattern)

Time : 2½Hours

Note : i) **All questions are compulsory.**
ii) **Each question carries equal marks.**
iii) **Make necessary assumptions wherever required.**

1. a) Explain the shift from transaction marketing to relationship marketing with special reference to banking services.
OR
b) What is the process of CRM for FMCG sector ?
2. a) What are the customer defections handling and loyalty management methods could be adopted in organized retailing ?
OR
b) Analyze the impact of CRM practices on customer life cycle for any travel company of your choice.
3. a) Design CRM strategy for insurance sector.
OR
b) Comment on CRM implementation methods of real estate sector.
4. a) What are the types of customer metrics ? Explain the concept for online ticket booking service.
OR
b) How 'Recency Frequency Monetary' Model (RFM) can be worked for 'Chroma' (electronic goods dealer) ?
5. a) How can e-CRM be implemented in Direct-to-home (DTH cable) services ?
OR
b) 'Customer privacy is at stake in CRM'. Do you agree ? Justify. What ethics should be followed while implementing CRM ?



[4673] – 302

Seat No.	
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M.M.M. (Semester – III) Examination, 2014
302 : STRATEGIC MARKETING MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has **internal** option.
 - 3) **Each** question carry **10** marks.
 - 4) **Neat** daigrams must be drawn **wherever** necessary.
 - 5) Figures to the **right** side indicate **full** marks.
 - 6) **Use** of calculator is **allowed**.
 - 7) Your answer should be **specific** and to the **point**.
 - 8) Support your answers with suitable live examples.

1. a) What is the role of strategic marketing in the decision-making process ? Explain it with the help of suitable example. 10

OR

- b) Define the concept of strategy and strategic marketing. Explain the strategic management process with suitable example. 10

2. a) Are there any limitations to marketing environmental analysis ? Discuss. 10

OR

- b) How marketing strategy can become a competitive advantage ? Differentiate corporate strategy and marketing strategy with suitable example. 10

3. a) What do you mean by customer base portfolio analysis ? How it differs from conventional analysis ? 10

OR

- b) What do you mean by marketing strategy formulation ? Explain Porter's five forces model of competition and GE-9 Cell model with examples. 10



4. a) “Proper study and analysis of consumer behaviour before formulation and implementation of marketing strategy is essential for effective business”. Comment on the statement with the help Nokia and Samsung as an example. **10**

OR

- b) Using the example of any on line store, discuss how they changed the trend of marketing by implementing technological revolution and on line marketing. **10**
5. a) “Marketing strategy audit play an important role in formulation and implementation of marketing strategies”. Justify your opinion with suitable examples. **10**

OR

- b) Consider yourself as a national player in mobile business. What are the entry strategies that you will consider when you want to expand your business in a global market ? **10**



[4673] – 303

Seat No.	
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**M.M.M. (Semester – III) Examination, 2014
303 : STRATEGIC BRAND MANAGEMENT
(2013 Pattern)**

Time : 2½ Hours

Max. Marks : 50

Instruction : All questions are **compulsory** and carry **equal** marks.

1. Explain following concepts :

- a) Power Brands
- b) Super Brands.

OR

1. Explain the challenges and opportunities in branding.

2. What are the drivers of building a global brand ? Explain with suitable examples.

OR

2. “Building a strong brand is necessary for sustainable business”. Discuss.

3. Write an elaborative note on celebrity endorsement and effectiveness of it.

OR

3. Discuss different brand elements.

4. Explain following quantitative techniques of brand measurement :

- a) Brand awareness
- b) Brand image.

OR

4. Explain following models of brand equity :

- a) Aaker Model
- b) Brandz Model.

5. What is brand revitalization and rebranding ? Explain in detail.

OR

5. Design brand strategies for an FMCG product of your choice.



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Seat No.	
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**M.M.M. (Semester – III) Examination, 2014
305 : MARKETING OF FINANCIAL SERVICES
(2013 Pattern)**

Time : 2.30 Hours

Max. Marks : 50

Instructions : 1) *All questions are compulsory.*

2) *Each question has an internal option.*

3) *Each question carries 10 marks.*

4) *Figures to the right indicate marks for that question/sub-question.*

5) *Your answers should be specific and to the point.*

6) *Support your answers with suitable live examples.*

7) *Draw neat diagrams and illustrations supportive to your answer.*

1. A) "The Indian Banks have managed to grow with resilience during the post reform era".
Discuss the above statement in context to paradigm shift in Indian Banking System. **10**

OR

- B) Merchant Banking is distinctly different from Commercial Banking and Investment Banking.
Discuss. **10**

2. A) "Investment options are available in the range of aggressive to conservative options to suit the needs of the investor". Comment. **10**

OR

- B) "Risk management refers to the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce/curb the risk". Elaborate the statement in context to principles of risk management. **10**

3. A) Discuss the roles and regulations of Reserve Bank of India (RBI) and Insurance Regulatory and Development Authority (IRDA). **10**

OR

- B) Discuss roles and responsibilities of Association of Mutual Fund in India (AMFI) and IBA. **10**

P.T.O.



4. A) “Intermediaries structures are a vital link between the insured and in insurer”. Justify the statement in relation to the distribution intermediaries in insurance sector. **10**

OR

- B) Success in the Indian Mutual Fund Industry will depend upon strong distribution network and transparent approach towards trust building and client servicing at retail level will soon assume greater importance, in this context explain various forms of distribution channels for mutual funds. **10**
5. A) Elaborate Process of Personal Selling in Financial Services. **10**

OR

- B) Discuss the role of embedded technology in context to emerging forms of new distribution channels in financial services. **10**



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Seat No.	
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**M.M.M. (Semester – III) Examination, 2014
302 : LAWS RELATING TO MARKETING
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Answer **any five** questions.

2) **All** question carry **equal marks**.

1. What do you understand by 'capacity to contract' ? State in brief the persons not qualified to contract.
2. Define Seller. And distinguish between sale and agreement to sale.
3. Define 'Trade Marks' and write procedure for registration of Trade Marks, under the Act of 1999.
4. Who is a Consumer ? State and explain the provision relating to State Vommission.
5. What are the object of I.T. Act and explain the appointment and functions of certifying authority under the act ?
6. Distinguish between Promissory Note and Bill of Exchange under Negotiable Instrument Act.
7. Write short notes (**any two**) :
 - 1) Free consent.
 - 2) Objective and importance of Vat.
 - 3) Copyright and patents.
 - 4) Unpaid seller.
 - 5) Cheque.

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[4673] – 101

Seat No.	
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Master of Marketing Management (MMM) (Semester – I) Examination, 2014
101 : BASICS OF MARKETING
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option within the question.
3) **Each** question carries **10** marks.

1. Explain the term 'services'. Evaluate the importance of marketing in services and its future in Indian perspective.

OR

Explain the following marketing concepts :

- a) needs
 - b) wants
 - c) exchange process
 - d) product
 - e) selling
2. What is marketing planning ? As a manager, how will you use marketing mix for effective marketing planning ?

OR

Explain the effects of changing environment with reference to macro economics, politics, technology and socio-cultural elements on business sector in modern era.

3. What do you mean by market segmentation ? What are the major bases of market segmentation ?

OR

Define the term 'Consumer Behaviour'. Explain the steps in consumers/buyers buying decision process with appropriate examples wherever necessary.

P.T.O.



4. What do you mean by the term 'Marketing Mix' ? Explain in detail the concepts of product mix and place mix.

OR

What are the major reasons for failure of new product ? How the concept of product development and test marketing is applied in launching of new product ?

5. What are different channels of distribution ? Explain the concept of place mix.

OR

What do you understand by Sales Promotion ? Differentiate between consumer promotion and trade promotion.



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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
102 : ACCOUNTING FOR BUSINESS DECISIONS
(2013 Pattern)

Time : 2.30 hrs

Max. Marks : 50

- Instructions :**
- 1) **All questions are compulsory.**
 - 2) **Each question has an internal option.**
 - 3) **Each question carries 10 marks.**
 - 4) **Figures to the right indicate marks for that question/sub-question.**
 - 5) **Your answers should be specific and to the point.**
 - 6) **Support your answers with suitable live examples.**
 - 7) **Draw neat diagrams and illustrations supportive to your answer.**
 - 8) **Use of calculators is permitted.**

1. A) What are the accounting concepts and conventions ? Name them and explain accounting conventions in detail. 10
- OR
- B) Write note on :
- i) Functions of Financial Accounting. 5
 - ii) Users of Financial Accounting information. 5
2. A) Define Management Accounting. Explain in detail the functions of management accounting. 10
- OR
- B) What do you understand by 'Management Accounting' ? Distinguish between Management Accounting and Financial Accounting. 10
3. A) Pune based Battery Company furnishes you following information. 10

Year 2014

	First Half	Second Half
Profit	21,600	64,800
Sales	8,10,000	10,26,000

From the above information you are required to find out following assuming that FC remains fix for both period.

- 1) P/V Ratio
- 2) FC
- 3) Amount of profit/loss when sales are Rs. 6,48,000.
- 4) Amount of sales required to earn profit of Rs. 1, 08,000.

OR

P.T.O.



B) ABN Ltd. Provides following information.

10

Budgeted production of 1,50,000 units

Variable Cost Rs. 14 p/u

FC Rs. 2 p/u

The company fixes its SP to faith of profit of 15% on cost

You have to calculate

- 1) P/V Ratio
- 2) BEP (RS. & Units)
- 3) If SP is reduced by 5%, how it will affect P/V Ratio and BEP (Rs. & units)
- 4) If profit increase of 10% more than budget is desired, what should be the sale at reduced price ?

4. A) A newly started company wishes to prepare cash budget from April. Prepare a cash budget for the last three months from the following estimated revenue and expenses : 10

Month	Total Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)	Production Overheads (Rs.)	Selling & Distribution Overheads (Rs.)
January	20,000	20,000	4,000	3,200	800
February	22,000	14,000	4,400	3,300	900
March	28,000	14,000	4,600	3,400	900
April	36,000	22,000	4,600	3,500	1,000
May	30,000	20,000	4,000	3,200	900
June	40,000	25,000	5,000	3,600	1,200

Cash balance on 1st April was Rs. 27,000. A new machinery is to be installed at Rs. 20,000 on credit, to be repaid by two equal installments in March and April. Sales commission @ 5% on total sales is to be paid within a month following actual sales Rs. 10,000 being the amount of 2nd call may be received in March. Share premium amounting to Rs. 2,000 is also obtainable with the 2nd call.

Period of credit allowed by suppliers – 2 months

Period of credit allowed by customers – 1 month

Delay in payment of wages $\frac{1}{2}$ month and overheads 1 month.

Assume cash sales to 50% of total sales.

OR

B) The expenses budgeted for production at 100% capacity of Tara Enterprises, Satara are given below;

10

Particulars	Amount (Rs.)
Direct Material	6,00,000
Variable Works Overheads	2,00,000
Wages	2,00,000
Fixed Production overheads	80,000



Production Expense	40,000
Administrative Expense (Rigid)	40,000
Selling Overheads (10% Fixed)	1,20,000
Distribution Overheads (80% Variable)	60,000

Prepare a Flexible budget for the production at 60% and 80% capacity.

5. A) From the following particulars, calculate Material Cost Variance, Material Usage Variance and Material Price Variance. 10

Product	Std.Qty.	Std. Price	Actual Qty.	Actual Price
A	1050	2.00	1100	2.25
B	1500	3.25	1400	3.50
C	2100	3.50	2000	3.75

OR

- B) Calculate sales variance for ABC Pen Manufacture Company from the below information. 10

Product	Standard			Actual		
	Qty.	Sale Price	Total (Rs.)	Qty.	Sale Price	Total (Rs.)
A	500	5	2,500	500	5.40	2,700
B	400	6	2,400	600	5.50	3,300
C	300	7	2,100	400	7.50	3,000
	1200		7,000	1500		9,000



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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
103 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
(2013 Pattern)

Time : 2.5 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option.
3) **Each** question carries **10** marks.
4) Your answer should be **specific** and to the **point**.
5) Draw **neat** diagrams and illustrations supportive to your answer.

1. a) Define 'Managerial Economics'. Discuss its nature and importance. **10**
OR
b) What is the rationale of firm ? Explain various objectives of firm.
2. a) Explain the Law of Demand. What are the determinants of demand ? **10**
OR
b) Explain the various degrees of price elasticity of demand with suitable example.
3. a) Explain the concept of price discrimination with its types. **10**
OR
b) State and explain the law of supply with example.
4. a) How price and output are determined under monopoly in Short-run and long run ? **10**
OR
b) Compare the price and output determination under the conditions of perfect competition and monopoly in the long run.
5. a) What is inflation ? Explain its impact on the operation of the firm. **10**
OR
b) 1) Explain cost-volume-profit analysis.
2) Cost plus pricing.
-



[4673] – 105

Seat No.	
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**M.M.M. (Semester – I) Examination, 2014
105 : ORGANIZATIONAL BEHAVIOUR
(2013 Pattern)**

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) *All questions are compulsory.*
2) *All questions carry equal marks (10 each).*

1. Explain the following statement with the relation of O.B. : “People influence organizations and organizations influence people”.

OR

1. Explain different models of O.B.
2. What is personality ? What are its determinants ? Which of them, you feel, are more important in shaping personality of a person ?

OR

2. What do you understand by values and attitudes ? Discuss how an understanding of values and attitudes is useful for the study of O.B.

3. What is motivation ? Explain different types of motivation with suitable examples.

OR

3. Compare and contrast Maslow’s need hierarchy theory with Herzberg’s two factor theory of motivation.

4. What are the benefits that an individual get from working in a group ? State its advantages.

OR

4. Explain what is conflict ? Discuss its various types.

5. Write a detail note on Work Life Balance.

OR

5. What are the various causes of implementing change ? State the different methods of implementing change.



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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
102 : PRINCIPLES OF MARKETING
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Answer **any five** questions.
2) **All** questions carry **equal** marks.

1. Explain importance of pricing and methods of pricing.
 2. Describe the various approaches to marketing.
 3. Explain the role of Distribution Channel. Describe in brief types of distribution channels.
 4. Explain the micro and macro environment in brief.
 5. Explain the various promotional mix used by a firm.
 6. Managing PLC is a critical part. Explain this using various marketing strategies implemented during PLC.
 7. Write **any two** short notes.
 - a) Marketing Audit
 - b) Online Marketing
 - c) Market Segmentation.
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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
103 : FUNDAMENTALS OF MANAGEMENT ACCOUNTING
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Attempt **any three** questions from Section I and **any two** from Section – II.
2) **All** questions carry **equal** marks.
3) Use of non-programmable calculator is allowed.

SECTION – I

1. What do you mean by overheads ? Explain allocation and apportionment of overheads with suitable examples.
2. Explain nature, characteristics and features of Financial Accounting and Cost Accounting. How are they related to each other ?
3. Explain in detail meaning of 'Budget' and 'Budgetary control'. What are the different types of Budgets ?
4. Write short notes on (**any two**) :
 - 1) ABC Analysis
 - 2) Transfer pricing
 - 3) Standard costing
 - 4) Break even point

SECTION – II

5. From the following information of Rushikesh Ltd. calculate :
 - a) P/V Ratio
 - b) Profit when sales are Rs. 40,000 and
 - c) New Break even point if selling price is reduced by 10%

Fixed Cost = Rs. 8,000

Break even point = Rs. 20,000

Variable Cost = Rs. 60 per unit

P.T.O.



6. Prepare stores Ledger as per LIFO and FIFO method from the following data.

June 1996

1	Purchased 1000 kg at Rs. 2.50
5	Purchased 2000 kg at Rs. 2.00
8	Issued 2200 kg.
15	Issued 300 kg.
20	Purchased 2000 kg at Rs. 2.20
22	Issued 1000 kg.
24	Purchased 1800 kg. at Rs. 2.60
27	Purchased 1200 kg. Rs. 2.50
28	Issued 2600 kg.
30	Issued 100 kg.

Prepare stores Ledger account

7. Prepare a flexible budget from the following data of overheads. Determine the overhead rates at 50%, 60% and 70% capacity

Particulars	At 60% Capacity Rs.
Variables overheads :	
Indirect Materials	3,000
Indirect labour	9,000
Semi variable overheads	
Electricity [40% fixed]	15,000
Repairs [20% variable, 80% fixed]	1,500
Fixed overheads	
Depreciation	8,250
Insurance	2,250
Salaries	7,500
Total overheads	46,500
Estimated direct labour hours	93,000



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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
104 : MANAGERIAL ECONOMICS
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Answer **any five** questions.
2) **All** questions carry **equal** marks (**14** marks **each**)
3) Draw **neat** diagrams **wherever** necessary.

1. Which economic tools are useful in managerial decision making ? Give suitable examples in support of your answer.
2. What is mean by price elasticity of Demand ? Explain types of price elasticity of Demand, determinants and its significance.
3. Elaborate in detail – Production Function.
4. Explain following concepts :
 - a) Accounting cost and Economic cost
 - b) Short run and long run cost.
5. How pricing decisions are made in perfectly competitive market.
6. Write your comments on :
Need for Government intervention in market.
7. Write notes on (**any two**) :
 - a) Behavioural theories of Firm
 - b) Break even Analysis
 - c) System of dual price
 - d) Cartels.



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Seat No.	
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M.M.M. (Semester – I) Examination, 2014
105 : RESEARCH METHODOLOGY
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Question 1. & 6. are **compulsory**.
2) Attempt **any three** from remaining.

1. A) Define research with its objectives and approaches to the problem. 10
- B) Prepare a frequency distribution table for the following observations. Given below are the number of bags of sugar (each bag of 100 kgs.) produced at a sugar factory per week during the year. Take classes as 10 – 13, 14 – 17, 18 – 21... 5
- 10, 25, 15, 34, 17, 26, 18, 13, 15, 32,
24, 10, 22, 14, 36, 16, 11, 17, 18, 20,
16, 20, 15, 22, 19, 23, 21, 29, 24, 27,
28, 29, 29, 30, 33, 23, 18, 12, 38, 31,
- C) Draw “Bar Chart” for above data. 5
2. What is Secondary data ? Explain the sources of secondary data collection. 10
3. What is scaling technique ? Explain in brief following types of scales. 10
- a) Paired comparison scaling
b) Rank order scaling
4. Prepare questionnaire to study users’ perception towards DTH services providers and variety of services offered by them to viewers. 10
5. Discuss probability sampling techniques in brief. 10
6. Short notes (attempt **any 4**). 20
- a) Types of research
b) Literature review
c) Reliability and Validity
d) Data Editing and data coding
e) Research Report writing.



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Seat No.	
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M.M.M. (Semester – III) Examination, 2014
304 : GLOBAL MARKETING
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Explain various drivers for Global Marketing.
OR
 1. Describe the scope and concept of Global Marketing.
 2. Describe in brief overview of Global Marketing environment.
OR
 2. Describe the economic environment in Global Marketing and how it affects marketing strategies.
 3. Describe Global Market segmentation.
OR
 3. Explain Advantages and Disadvantages of “Exporting” as a : “Market entry strategy”.
 4. Explain concept of Global Localization.
OR
 4. Discuss about global branding a strategic decision.
 5. Describe in brief International Communication process.
OR
 5. Comment on “Managing International Employee - a critical issue”.
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Seat No.	
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**M.M.M. (Semester – III) Examination, 2014
301 : INTERNATIONAL MARKETING
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Question No. 6 is **compulsory** (22 marks).
2) Attempt **any three** out of the remaining (16 marks **each**).

1. What do you believe makes foreign business activities more complex than purely domestic one ?
2. What is Business Environment ? Explain the different factors of International Business Environment.
3. International Market Research is very critical to present marketing failures. Justify the statement with suitable examples.
4. What is Foreign Direct Investment (FDI) ? What are the advantages and disadvantages of FDI ?
5. Short notes (**any two**) :
 - a) International P.L.C.
 - b) Exporting as an entry strategy
 - c) Problems in Primary Data Collection.
6. Case study.

Toyota Motors

Toyota motors has revived plans to launch its Lexus Luxury brand in India where sales of high-end vehicles have bucked the trend in an otherwise weak auto market by growing at a double-digit pace for three straight years.

Toyota sells lexus across all major markets with us being the largest. It deferred the plan to bring Lexus here in 2012 because of high import duty and sluggish Local auto market.

In the luxury car market - ruled by German majors AUDI, BMW and Daimler's Mercedes-Benz- sales, however, have nearly doubled between 2010 and 2014 with increasing disposable incomes of Indian and improving economy, Toyota now expects the growth in the Luxury market to remain strong and is seeking a slice of that.

Questions.

- A) How do you think other car manufacturers should react to Toyota's plan ?
- B) What are the major factors affecting the sales in high-end car market ?



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Seat No.	
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**M.M.M. (Semester – III) Examination, 2014
303 : FINANCIAL SERVICES MARKETING
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Attempt **any 5** questions.
2) **All** questions carry **equal** marks.

1. Identify and critically evaluate the financial services in India.
2. Explain the growth of financial services in current scenario.
3. What do you understand by financial planning ? Explain the process of financial planning.
4. Define Mutual Fund. Explain its advantages and disadvantages.
5. What is the essence of cross selling ? Explain the major benefits of cross selling.
6. What is merchant banking ? What are the different functions performed by merchant banking ?
7. Write short notes (**any two**) :
 - 1) Venture capital
 - 2) Types of Insurance
 - 3) Concept of Hybrid Funds
 - 4) Retail banking products
 - 5) Risk management.

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO – 103 : Marketing Management Specialization – I
SERVICE MARKETING
(2013 Pattern)

Time : 3 Hours

Max. Marks : 50

1. A) Describe classification services with suitable examples. 10
OR
B) Discuss the need for additional marketing mix elements for services. 10
2. A) List and define five dimensions of service quality with suitable example. 10
OR
B) Explain in detail the model used by LIC and Pizza Hut for service delivery. What are the main diff. in these two models ? 10
3. A) Explain various strategies used by multiplex for demand management and capacity usage. 10
OR
B) Explain role of employee in achieving better customer satisfaction in Business Hotel. 10
4. A) Develop a service blue print for issuing demand draft. Make and state necessary assumptions. 10
OR
B) Explain importance of physical evidence with example. 10
5. A) Develop a marketing mix for Kesary tours and travels. 10
OR
B) Develop a marketing plan for a low cost air line for the financial year 2014-2015. 10



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Seat No.	
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**M.B.S. (Semester – I) Examination, 2014
(2013 Pattern)
CNO 103 (Fin) : Finance Specialization – I
INDIRECT TAXATION**

Time : 2½ Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an internal option.
 - 3) **Each** question carries **10** marks.
 - 4) Figures to the **right** indicate marks for that question/sub-question.
 - 5) Your answers should be **specific** and to the point.
 - 6) Support your answers with **suitable** live examples.
 - 7) **Draw** neat diagrams and illustrations supportive to your answer.
 - 8) **Use** of calculators is **permitted** (as applicable).

1. a) Briefly enumerate the constitutional restriction of Taxing Powers of Central and State.

OR

- b) Distinguish between Direct and Indirect Taxes.
2. a) Define the term 'Manufacture' and state the provisions relating to Registration of Manufacture goods under Central Excise Act, 1944.

OR

- b) Explain any two of the following with reference to CEA, 1944.
- 1) Valuation of Excisable Goods
 - 2) Non-Reversal of CENVAT goods
 - 3) Doctrine of Unjust Enrichment
 - 4) Daily stock account.
3. a) Briefly explain the nature and significance of levy of Anti-Dumping Duty under Customs Tariff Act 1945.

OR

- b) What is the purpose of safeguard duty ? What are the restrictions of WTO in respect of safeguard duty ?

P.T.O.



4. a) Explain any two of the following with reference to service tax.
- 1) Furnishing of Returns
 - 2) Exemptions of taxable service including Cenvat credit.

OR

- b) Discuss the charge of Service Tax on services received from outside India.
5. a) Define the term 'Goods'. When is a sale or purchase of goods said to be take place outside a State under the Central Sales Tax Act, 1956.

OR

- b) 'Tax Credit' or 'Invoice Method' has been adopted universally because of the inherent advantages in the credit method of calculating tax liability. Explain.



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M.B.S. (Semester – I) Examination, 2014
CNO – 103 : Human Resource Management (HR) Specialization – I
STRATEGIC HUMAN RESOURCE MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Total Marks : 50

- Instructions :** 1) All questions are **compulsory**.
2) All questions are carry **equal** marks.
3) Figures to the **right** indicate **full** marks.
4) **Draw** suitable diagram **whenever** necessary.
5) Answer should be specific and to the point.

1. a) What is strategic HRM ? Discuss the investment approach to HRM with the help of suitable example from an industry.
OR
b) What are the challenges in strategic HRM explain the challenges related to demographic changes and diversity with suitable example ?
2. a) What are different types of HR strategies ? Devise the criteria for evaluation of recruitment strategy for an organisation.
OR
b) Discuss the impact of HR strategies on business performance with an example from industry.
3. a) What is succession planning ? How would you go about preparing a succession plan for the CEO of an organisation.
OR
b) Discuss career planning process and prepare a career plan for a management trainee in a manufacturing organisation.
4. a) What are cross border mergers and acquisition ? Discuss the strategic role of HR's in mirgers and acquisitions.
OR
b) What is learning organisation ? Discuss the role of HR manager in developing a learning organisation.
5. a) What is cross cultural training ? Design a cross cultural training program for managers to be send for an international assignment.
OR
b) What is global HR strategy ? Discuss the role of HR manager in converting global presence into global competitive advantage.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CN – 103 : TECHNOLOGY MANAGEMENT (TM) SPECIALIZATION – I
Systems and Technologies for Knowledge Management
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question carries **10** marks.
3) **Each** question has **two** internal options **(A)** and **(B)**. Attempt either **(A)** or **(B)**.
4) Answers should be precise and to the point.
5) Answers should be supported by **live** examples.

1. A) a) What are the different kinds of knowledge in Knowledge Based Systems ?
b) Explain the term “Knowledge Based Reasoning” with applications of the same.
OR
B) a) Explain the term “Diagrammatic Reasoning” with applications of the same.
b) What is “Fuzzy Logic” ? What are the applications of Fuzzy Logic ?
2. A) a) Explain the concept of “Knowledge Engineering” with applications.
b) What is “Case Based Reasoning” ? Discuss applications of Case Based Reasoning.
OR
B) a) Explain the concept of “Forward and Backward Chaining”.
b) What are the components of a Knowledge Based System ? Discuss.
3. A) Discuss the various techniques to automate knowledge acquisition.
OR
B) Explain the techniques for using and organizing Organizational Stories.
4. A) Explain the terms :
a) Statistical clustering
b) Artificial Neural Networks.
OR
B) a) What is “Unsupervised Learning” ?
b) Explain the concept and applications of “Decision Trees”.

P.T.O.



5. A) Discuss the concept of “Knowledge Sharing Systems (KSS)” with reference to the following points :
- a) Requirements of KSS
 - b) Types of KSS
 - c) Applications of KSS.

OR

- B) Explain the concept of “Knowledge Application Systems (KAS)” with reference to the following points :
- a) Design considerations for KAS
 - b) Technologies used in KAS
 - c) Applications of KAS.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Information Technology Management (IT) Specialization – II
CNO 104 IT : ENTERPRISE RESOURCE PLANNING (ERP)
(2013 Pattern)

Time : 3 Hours

Max. Marks : 50

Instructions : 1) **All questions carry equal marks.**
2) **Figures to the right indicate full marks.**

1. Hygienically processed, the company makes Jam (mix fruit), jelly chocolate, Jam shake etc. for Indian market as well as export. This company having issues and challenges like, fruits items having expiry date, smoother and faster process flow, proper distribution, wastage-scrap-rejection, cost control, productivity, sales and delivery performance.
As an ERP consultant suggest a suitable ERP module for this organization. **10**
 2. Attempt the following questions (**any two**) : **(5×2=10)**
 - a) What is ERP ? Explain need and growth of ERP in detail.
 - b) Explain ERP implementation life cycle in detail.
 - c) Explain emerging trendz in ERP application.
 3. Attempt the following questions (**any two**) : **(5×2=10)**
 - a) What is Data Warehousing ? Explain how it is related to ERP.
 - b) Define post implementation term. Explain ERP post implementation.
 - c) Explain ERP application maintenance in detail.
 4. Attempt the following questions (**any two**) : **(5×2=10)**
 - a) Explain ERP module for customer relationship management.
 - b) Explain ERP Architecture in detail.
 - c) Describe methodologies for ERP application selection.
 5. Write short note on (**any two**) : **(5×2=10)**
 - a) Business Process Re-engineering (BPR)
 - b) Online Analytical Processing (OLAP)
 - c) Data Mining
 - d) End User Training.
-



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 104 (HR) : HUMAN RESOURCE MANAGEMENT (HR) SPECIALIZATION – II
Organisational Design and Development
(2013 Pattern)

Time : 2.30 Hours

Total Marks : 50

Instruction : All questions are compulsory.

1. What is the purpose of organisational design ? Examine the role of the external environment and top management in organisational design. 10
OR
Define strategy and examine Porter's competitive strategy model for organisational design. 10
2. Why does an organisation need to choose its orientation of design as either 'efficiency' or 'learning' ? How is the choice made ? 10
OR
Explain the conditions in which a matrix organisation structure is appropriate. Also explain the strengths and weaknesses of this structure. 10
3. Examine how the two dimensions of (internal and external) strategic focus and needs of the environment (flexible and stable) influence the culture of an organisation. 10
OR
Examine the forces that shape managerial ethics in decision making. 10
4. Discuss any two team intervention techniques. 10
OR
Explain the STS or work redesign intervention. 10
5. Which factors affect organisational design ? Explain with an example. 10
OR
Discuss the contingency approach to measuring organisational effectiveness. 10



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Seat No.	
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**M.B. (Semester – I) Examination, 2014
CNO 105 (FIN) : Finance Specialization – III
INCOME TAX (Part – I)
(2013 Pattern)**

Time : 2½ Hours

Max. Marks : 50

- Instructions :** 1) *All questions are compulsory.*
2) *Each question has an internal option.*
3) *Each question carries 10 marks.*
4) *Your answers should be specific and to the point.*
5) *Support your answers with suitable live examples.*

1. a) Define assessee, assessment year, previous year. 10
OR
b) Explain residential status of an individual. 10
2. a) Explain the concept of Taxability of Gratuity. 10
OR
b) Mrs. A was assistant Manager of M/s PQR Metal Co. Ltd. during the financial year 2014-15. She got the following emoluments. 10

Sr. No. Particulars

- | | |
|---|---|
| 1 | Basic salary Rs. 20,000 per month |
| 2 | Dearness allowance Rs. 1,500 per month |
| 3 | Transport allowance Rs. 2,000 per month |
| 4 | Contribution to RPF was 15% of basic salary |
| 5 | Children education allowance for two children was Rs. 500 per month |
| 6 | City compensatory allowance Rs. 300 per month |
| 7 | Hostel expenses allowance for two children was Rs. 700 per month |
| 8 | Tax paid on employment Rs. 2,500 |

Compute the taxable salary of Mrs. V for the financial year 2014-15.

P.T.O.



3. a) Explain the deductions available from the house property. **10**

OR

b) Mr. Ramesh is the owner of the house property. The particulars are as follows for FY 2014-15 : **10**

a) Municipal valuation	Rs. 3,18,000
b) Fair rent	Rs. 3,20,000
c) Standard rent	Rs. 3,30,000
d) Rent received	Rs. 3,35,000

Expenses incurred by Mr. Ramesh are :

e) Municipal taxes paid	Rs. 30,000
f) Repairs	Rs. 12,400
g) Interest on borrowed capital	Rs. 35,000

Calculate income from house property of Mr. Ramesh.

4. a) Which are the exceptions for set off and carry forward of losses ? **10**

OR

b) Explain the deductions applicable to individual and HUF.

5. a) What are rates of income tax for AY 2015-16 ? **10**

OR

b) Write notes on : **10**

- a) Tax Credit
- b) Advance Tax.



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Seat No.	
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**M.B.S. (Semester – I) Examination, 2014
OPERATION MANAGEMENT SPECIALIZATION – III
CNO 105 (OPE) : Productivity Management
(2013 Pattern)**

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option.
3) **Each** question carries **10** marks.

1. a) Explain productivity from product and service perspective. State the significance of productivity.

OR

- b) Discuss about Macro and Micro factors of productivity.

2. a) Explain the concept of cost, price and value.

OR

- b) Explain the application of productivity value analysis and discuss the productivity benefit model.

3. a) What is Method Study ? Discuss process flow charts with diagram.

OR

- b) Write about Pioneers of performance measurement. Discuss principles of motion economy.

4. a) What is standard time ? Discuss various elements for standard time.

OR

- b) What is work measurement ? Discuss its techniques.

5. a) Write a note on JIT, Lean and SS

OR

- b) Discuss CAD, CAM, CIM and CMMI.

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
INTERNATIONAL MARKETING
CNO 105(IB) : International Business Management
Specialization – III
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

- Instructions :**
- 1) **All questions are compulsory.**
 - 2) **Each question has internal option.**
 - 3) **Each question carry 10 marks.**
 - 4) **Neat diagrams must be drawn wherever necessary.**
 - 5) **Figures to the right side indicate full marks.**
 - 6) **Use of calculator is allowed.**
 - 7) **Your answer should be specific and to the point.**
 - 8) **Support your answers with suitable live examples.**

1. a) Distinguish between domestic marketing and international marketing. 10
OR
b) The culture of a country affects the consumer preferences and business practices. Discuss the implications of the cultural variations in different countries for exports business. 10
2. a) “Packing influences the perception of an importer as regards capability of the exporter deliver the goods in safe condition”. Do you agree ? Explain. 10
OR
b) By marketing in a foreign country, must a firm automatically utilize geographic segmentation or some other segmentation basis ? 10
3. a) What is price-quality relationship ? How, this affects an Indian firm’s comparative position in the world market ? 10
OR
b) Why has dumping become such an issue in recent years ? 10
4. a) Explain the types and functions of foreign intermediaries. 10
OR
b) Describe a broad structure of an International Marketing plan in the light of cut-throat competition at global market. 10
5. a) What are the advertising strategies used in International Marketing ? 10
OR
b) What are the important issues in international branding ? 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 105(TM) : TECHNOLOGY MANAGEMENT SPECIALIZATION – III
Managing Innovations – I
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

- Instructions :** 1) *All questions are compulsory.*
2) *Each question has an internal option.*
3) *Each question carries 10 marks.*
4) *Figures to the right indicate marks for that question/sub-question.*
5) *Your answers should be specific and to the point.*
6) *Support your answers with suitable live examples.*
7) *Draw neat diagrams and illustrations supportive to your answer.*

1. A) Explain in detail various sources of Innovation's with examples. 10
OR
B) Differentiate between Innovation and Creativity. 10
2. A) Explain Foster's S curve with examples. 10
OR
B) Explain Incremental versus Radical Innovation as a part of Static Model. 10
3. A) Explain the concept of Core Competencies. 10
OR
B) Differentiate between Value Chain and Value network. 10
4. A) Explain the Concepts of Pioneers, Migrators and Settlers. 10
OR
B) Explain the concept of Innovation Portfolio in detail. 10
5. A) Explain Managerial Decision Making and Disruptive Technological change with examples. 10
OR
B) Explain the concept Resource Allocation and Upward Migration. 10



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Seat No.	
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**M.B.S. (Semester – I) Examination, 2014
CNO 103(C) : COMPUTER SPECIALIZATION
Software Engineering
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Note : 1) Q. 1 and 6 are compulsory.
2) Attempt any three from the remaining.**

1. The ABC institute wants to computerize its Course Management System. The institute offers various courses. Each course is made up of set of subjects. Teachers in the institute are assigned the courses and the subjects according to the area of their specialization. Each course has a co-ordinator who manages the course contents, assigns subject to the teacher, schedules the lectures and examination.
You are required to study the system and
 - i) Draw context level and first level DFD. 10
 - ii) Prepare the SRS for the same. 10
2. Explain method of estimating software maintenance cost. Give various components of legacy systems. 10
3. Describe the phases of SDLC in detail. 10
4. Explain decision tree, decision table with proper examples. 10
5. Explain the various Fact-Finding techniques required for collection of Information. 10
6. Write short note (**any four**) : (4×5=20)
 - a) Code Design
 - b) Spiral models
 - c) Types of Documentation
 - d) Web Engineering
 - e) JAD.

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Seat No.	
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**M.B.S. (Semester – I) Examination, 2014
Production and Materials Specialization
CNO 103 (D) : QUALITY MANAGEMENT
(2008 Pattern)**

Time : 3 Hours

Total Marks : 70

Note : i) Answer **any five** questions.
ii) **All** questions carry **equal 14** marks.

1. Elucidate the various internal and external failure costs of quality. How quality related costs can be controlled ?
2. What is TQM ? Explore the concept of Deming's Philosophy.
3. Explain in detail Quality Function Deployment.
4. Write a note on OC Curve and explain various elements of OC Curve.
5. What do you mean by Statistical Process Control ? Give the benefits and applications of control charts.
6. Discuss the concepts of Ishikawa's Fish Bone Diagram and Poka Yoke with example.
7. What do you mean by Leadership for Quality ? Establish the relationship between quality and organizational culture in short.
8. Write a short note on **any two** :
 - a) ISO 9001
 - b) Auditing Techniques
 - c) CMMI
 - d) Juran's Trilogy.



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Seat No.	
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**M.B.S. (Semester – I) Examination, 2014
101 : STRATEGIC MANAGEMENT
(2013 Pattern)**

Time : 2.5 Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an internal option.
 - 3) **Each** question carries **10** marks.
 - 4) Figures to the **right** indicate marks for that question/sub-question.
 - 5) Your answers should be specific and to the point.
 - 6) Support your answers with suitable live examples.
 - 7) Draw neat diagrams and illustrations supportive to your answer.

1. A) Define strategy, strategic management and explain in detail the levels of strategy. **10**
OR
B) Define Vision, Mission. What are the characteristics of a good mission statement ? Form a Vision and Mission statement for a Management Institute. **10**
2. A) a) Explain BCG Matrix a portfolio analysis technique with suitable examples. **5**
b) Explain concepts of stretch leverage and fit.s. **5**
OR
B) Write short notes on :
a) SWOT analysis **5**
b) Strategic Advantage Profile (SAP). **5**
3. A) What do you understand by retrenchment strategy ? Explain the types of retrenchment strategy with latest Indian and global examples. **10**
OR
B) Explain Generic Competitive Strategies with diagram and suitable examples. **10**
4. A) Write short notes on :
a) McKinsey's 7 S frame works. **5**
b) TQM. **5**
OR
B) Discuss techniques of operation control and strategic control in strategy evaluation. **10**
5. A) Write short notes on :
a) Internet strategy for traditional business. **5**
b) People-Planet-Profit. **5**
OR
B) Differentiate between Red Ocean Strategy and Blue Ocean Strategy. **10**



[4674] – 102

Seat No.	
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M.B.S. (Semester – I) Examination, 2014
102 : ENTERPRISE PERFORMANCE MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an **internal** option.
 - 3) **Each** question carries **10** marks.
 - 4) Your answers should be **specific** and to the point.
 - 5) **Support** your answers with suitable live examples.

1. a) "Operational Control is an important aspect of Enterprise Performance Management". Do you agree ? Justify your answer with suitable examples. 10
OR
b) What is the utility of balance score card ? How does it works on control device ? 10
2. a) Explain the process of Capital Budgeting in detail. 10
OR
b) Explain various techniques of capital expenditure decision. 10
3. a) "Designing and implementation of performance evaluation parameters for banking industries is more complex and challenging". Comment. 10
OR
b) Explain the following performance evaluation parameters for retail : 10
 - a) Sell Through Analysis
 - b) Gross Margin Return on Investment.
4. a) Explain the project control process for the project in details. 10
OR
b) Explain the concepts and various features of non-profit organizations. 10
5. a) "A sound audit system strengthens performance management". Critically examine this statement in respect of cost audit and management audit. 10
OR
b) Write short notes on : 10
 - a) Management Audit
 - b) Cost Audit.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO - 103 : INFORMATION TECHNOLOGY MANAGEMENT (IT) SPECIALIZATION
SOFTWARE PROJECT MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

Instructions : 1) *All questions carry equal marks.*
2) *All questions are compulsory.*

1. A) Elaborate the activities covered under software development life cycle. 10
OR
B) Identify the main types of personnel employed in an information systems department. List the types of personnel who are likely to be involved in each stage of a typical IS development project ? 10
2. A) List the products created by step-wise planning process. 10
OR
B) Explain why discounted cash flow techniques provide better criteria for project selection than net profit or return on investment. 10
3. A) Explain COCOMO model in detail. 10
OR
B) Draw an activity network using either activity-on-node or activity-on-arrow network conventions for each of the following projects. 10
 - i) Choosing and purchasing a desktop computer.
 - ii) Organizing and carrying out survey of user's opinions of an information systems.
4. A) Explain various risk associated with software projects. How they are managed ? 10
OR
B) Discuss process control cycle. 10
5. Write short note on **(any two)** : 10
 - a) Quality plans.
 - b) PRINCE planning techniques.
 - c) Software quality cycles.
 - d) CPM/PERT.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO-103 : SUPPLY CHAIN MANAGEMENT (SCM) SPECIALIZATION – I
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an **internal** option.
 - 3) **Each** question carries **10** marks.
 - 4) Your answers should be specific and to the point.
 - 5) Support your answers with suitable live examples.

1. a) What is Supply Chain Strategy ? Explain objectives of SCM. 10
OR
b) What is sustainable competitive advantage through supply chain ? 10
2. a) Explain Concept of strategic fit with its steps. 10
OR
b) How strategic fit helps in managing supply chain ? 10
3. a) Explain the role of minimizing local and functional cost perspective in supply chain. 10
OR
b) How to maximize company profit perspective in supply chain ? 10
4. a) What are the strategic partnerships and alliances ? Explain collaborative advantages in supply chain. 10
OR
b) What is Outsourcing ? Describe its advantages and disadvantages. 10
5. a) What is various supply chain challenges ? 10
OR
b) Explain ethical supply chain and intelligent system. 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
101 : INTERNATIONAL BUSINESS MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Section – II Q. No. 7 (Case Study) is **compulsory** and it carries **25** marks.
2) Answer **any three** questions from Section – I.
3) Q. No. 1 to 6 carry **15** marks **each**.

SECTION – I

1. What are Tariff and Non-tariff barriers to international trade ? Explain Trade Blocks with suitable examples.
2. What do you know of Ricardo's Theory of Comparative Advantage ? Explain the assumptions considered in this theory.
3. Explain the globalization of market. Analyse the steps taken by Indian Government to globalize the economy.
4. What are the ethical issues an international manager has to consider in an International business ?
5. Explain India's competitive advantage in IT industry.
6. Write short notes (**any 3**) :
 - Balance of payment
 - Letter of credit
 - IPR, TRIPS, TRIMS
 - Global sourcing and its impact on Indian industry
 - WTO.

SECTION – II

7. Solve the following case.

Enron's Indian Negotiation Debacle

In the early 1990s, the US energy giant Enron, decided it needed to diversify by expanding its growth abroad with emerging countries. In June of 1992, Enron engaged in negotiations with the government of India. Enron had identified the state of Maharashtra, the third largest state in India with a population of roughly 79 million, and containing India's commercial capital of Mumbai, to negotiate a major energy project. Maharashtra was governed by the Congress Party.

P.T.O.



Negotiations began with both the state government and with the Maharashtra State Electricity Board (MSEB). Enron's mega project proposal was for the construction of a US\$3 billion, 2015-megawatt power plant. As a great deal of liquefied natural gas would be required to power the plant, Enron decided it would import this gas from a joint venture that Enron had with Qatar which was 1200 miles away. Being the largest project ever undertaken in India, Enron proposed that the project be broken down into 2 phases. Initially, in phase 1 they proposed to produce 695 megawatts and would use locally produced natural gas. Phase 2 would produce 1,320 megawatts and for this they would use the natural gas imported from Qatar. Enron chose the town Dabhol, situated on the Indian Ocean as the project site.

The most important element of the deal was to secure a long term purchaser of electricity to lock in long term debt financing and to generate a sufficient return to investors in the project. In order to realise the project, MSEB, the only potential buyer available, would have to enter into a long term contract with the Dabhol Power Project Company. In less than five days a memorandum of agreement was signed. It was agreed that the Dabhol project would charge no more than 2.40 rupees (7.3 cents US) per kilowatt hour to MSEB.

Three problems immediately emerged : First, the World Bank, acting as a consultant to the Indian government said that the project would produce an excess capacity of electricity for years and would be too costly in comparison to the more traditional sources of fuel, such as coal, already in use. Enron responded by launching a successful campaign by promoting the positive environmental impact of its project.

- 1) The second problem entailed the Enron's projected 26.52 rate of return to its shareholders : India's central government and the government of Maharashtra disagreed and countered with a 20 % return as being more reasonable. Ultimately they agreed on 25.22 %.
- 2) The third major hurdle was mounting public opposition to the project and concerns raised over the electricity tariff, government official bribery, and about the project not being open to competitive bidding.

Despite this mounting opposition, negotiations continued.

Enron joined with two other US firms, General Electric and Bechtel, each holding 10 % as junior partners. In December, of 1993, MSEB signed the power purchase agreement with Enron thereby inaugurating the Dabhol Power Project.

As the project commenced, public opposition to the project swelled as activists and an assortment of differing organisations challenging the legitimacy of the project filed suit against the project in the India High Court. As elections loomed in Maharashtra in March of 1995, the opposition parties, the Shiv Sena Party and the Bharatiya Janata Party (BJP) used their opposition to the project as a primary election issue. Focusing on a nationalistic viewpoint they alleged that the proposed electricity tariff was excessive and would hurt the poor. As a consequence, the Shiv Sena and BJP coalition won the elections and tossed the incumbent government. An investigation was carried out into the overall project in May which subsequently resulted in MSEB cancelling the power purchase agreement with the Dabhol Power Company. At this point in the project, US\$300 million had already been invested and Enron and its partners were facing a daily loss of US\$250,000 each day the project was delayed.



As per the terms of the original agreement, Dabhol and its partners initiated arbitration proceeding against MSEB and the Maharashtra government. The government in turn launched legal action to invalidate the arbitration action alleging that illegal means had been employed to secure the contract. Maharashtra's government officials responsible for the investigation also stated firmly they had no wish to consider renegotiation.

In the fall of 1995, Enron managed to persuade the government of Maharashtra to reopen negotiations which would take place in the fall. Subsequently, Chief Minister Joshi announced that a review panel would carry out a review of the project. The review panel not only began to discuss the restructuring with Enron executives, they also heard the major opponents to the deal. The major issues entailed the electricity tariff, the capital costs of the project, the payment plan and also the environment.

In terms of the renegotiation, MSEB gained a 30 % partnership with Enron and its interest reduced from 80 % to 50 %. The original electricity the plant would produce was actually increased from the initial proposed outage of 2,015 megawatts to 2,410 after the completion of phase 2. Capital cost was reduced from US\$2.85 billion on US\$2.5 billion and the tariff was lowered from 7.03US cents to 6.03US cents subject to the cost of fuel and inflation.

In January of 1996, the Maharashtra government agreed to the renegotiation proposal submitted by the review panel. After much internal debate, the Indian government gave their approval and extended their guarantee of Maharashtra's obligations. Enron dropped their arbitration proceedings and Maharashtra dropped its counter suit. Despite these agreements, the project still could not continue because a host of various groups including unions, activists and other public interest groups filed 24 legal actions in the courts in an effort to stop the project. The courts ruled that the project could not proceed until all these suits were heard. Eventually the courts dismissed the last suit in December of 1996.

In May of 1999, phase 1 of the project was completed and the plant began to operate while Enron sought and obtained financing of US\$1.87 billion for phase 2 which they expected to complete toward the end of 2001. Not long after the phase 1 of the plant began to operate however, MSEB was no longer able to pay for the electricity it had negotiated. By 2001, MSEB had accumulated a debt of US\$45 million forcing the Dabhol Power Company to close down and file suit against MSEB, the central government and the government of Maharashtra. That same year Enron's collapse was total. After a string of financial setbacks, Enron declared bankruptcy.

Questions :

- 1) What were the reasons for debacle to Enron ? 15
- 2) Explain what strategies should have been used to keep the project on ? 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO-103 : Rural and Agri. Business Management (RABM) Specialization – I
RURAL MARKETING
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. What do you mean by Product ? Explain concept of product mix in detail with suitable example.

OR

1. Comment on the management of product strategy over the Product Life Cycle with example.

2. What is pricing ? Discuss various strategies of pricing with examples.

OR

2. Discuss the pricing techniques applicable to FMCG product being launched in a Rural market.

3. "Innovative Distribution Channels can play a major role in Agricultural Marketing in India". Discuss giving examples.

OR

3. How the environmental factors affect on pricing decision ?

4. Discuss the role of retailers in rural market. How the organized retailing affect rural market ?

OR

4. What are the different retailing strategy ? Develop retailing strategy for fertilizers in rural market.

5. Develop Promotional mix strategy for

a) Pure for sure (Water filter)

b) Pesticides.

OR

5. Explain the role of advertising in rural marketing with suitable example.

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO-103 : Family Business Management (FBM) (Specialization – I)
START UP AND NEW VENTURE MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :**
- 1) **All** questions are **compulsory**.
 - 2) **Each** question has an internal option.
 - 3) **Each** question carries **10** marks.
 - 4) Figures to the **right** indicate marks for that question/sub-question.
 - 5) Your answer should be specific and to the point.
 - 6) Support your answers with live examples.
 - 7) Draw **neat** diagrams and illustrations supportive to your answer.
 - 8) **Use** of calculator is permitted.

1. A) Explain the entrepreneurial skills of successful entrepreneur with reference to any successful entrepreneur. 10
OR
B) 'Contribution to Indian economy has to come from entrepreneurial achievements'. Evaluate the statement, signifying the role of entrepreneurship. 10
2. A) What is feasibility study ? State any five features of feasibility study. 10
OR
2. B) Discuss different criteria to select product. 10
3. A) How good should a prospective entrepreneur formulate a good project report ? Illustrate with an example. 10
OR
3. B) Explain origin of PERT and CPM. Distinguish between PERT and CPM. 10
4. A) Write short note on **any two** : 10
 - a) Factories Act
 - b) Khadi and Village industries commission
 - c) Cottage and small scale industry
 - d) Industrial employment act.OR

P.T.O.



4. B) Write short note on **any two** : **10**
- a) DIC
 - b) Environment Protection Act
 - c) Sale of Goods Act
 - d) SIDBI.
5. A) Solve following case study : **10**

Anil's Dilemma

Anil Kumar is an outstanding engineering student in one of India's leading engineering institute. He is pursuing his studies with the help of an education loan. He has an excellent academic record and is known for his ability to apply his technical knowledge. He has been active in many extra-curricular activities and has been elected in his final year as the president of the college Entrepreneurship Club. As a president of the club, Anil has had the opportunity to conduct and participate in many programs that has excited in him the thought of entrepreneurship as an alternate career.

As part of his final year project, Anil has been working under the guidance of one of his professors on a special fibre for packaging. The fibre is made from banana stem and is light-weight, stretchable, odourless, lustrous and stain resistant. The cloth can be manufactured at a relatively low cost of Rs. 5/- per metre and the manufacturing process does not produce any toxic residue or cause any kind of environmental imbalance. When Anil presented the concept paper of the same in a technical symposium at national level, he was awarded the second prize.

Anil went on to develop a business plan around the product and presented it in the 'Indigo young Indian' contest and was adjudged as a national finalist. Though he was unable to win any prize in the contest, there was considerable interest that got created around his product and business plan. Post the contest, one of the judges Mr. Rajesh Shreewal, who is an entrepreneur in the polyester packaging industry, had approached Anil with an offer to commercialize the product. Rajesh also promised Anil that he would facilitate and fund the remaining part of the research and testing. Joint filing for patent will also be done. On completion of his degree, Anil would be appointed as product strategist with a salary of Rs. 20,000/- and a 5 % stake from the product's revenue. Anil felt quite excited about the offer as he was very keen on seeing his concept come to completion.

The campus interview in his college is on. As per the college rule, all students who have indicated placement request through campus at the beginning of their third year should attend at least one interview compulsorily. As Anil had applied earlier along with his friends for placement opportunity, he attended the first interview of the season which was from a leading MNC IT organization. Being a star performer, he is offered the position of business analyst with frequent travel to Latin America and Europe. His package along with perks is Rs. 5 Lakhs per annum.



Anil's father is a government class B employee with a modest income and he is slated to retire in one year. Anil has two younger brothers Subhash and Sachin. Subhash, a year younger is pursuing his final year in Bachelor of Maths as the family could not afford to send him to engineering college. Sachin is pursuing his 11th and is a school topper, keen on getting into medical college.

Question :

So what should Anil do – should he join Rajesh/take the IT job or is there any other option that you would suggest ?

OR

5. B) Solve following case study :

10

India's WoNoBo.com

Indian geospatial technology solutions firm Genesys International Corporation has come up with WoNoBo.com – a first of its kind 360 degree view platform that allows users to search, explore and share points of interest across the vast sub continent.

Seen as a competitor of Google Street View and Nokia Here, Genesys' WoNoBo.com will be soon be available in 12 top Indian cities and will add 54 more.

Like Google Street View, the Mumbai-based firm has launched Walking Tours in association with the Indian Ministry of Tourism. It gives users a 360 degree view of famous monuments in the country. It can help users to find their way through the vast country and spot restaurants, shopping areas, and more. Given the strong domain expertise in the geospatial field, Genesys has been successful in connecting the location-base services with the internet and social media. The navigation platform will be up against Nokia Here, which was launched few weeks ago.

According to Sajid Malik, CMD, Genesys International, the WoNoBo platform will be of great value to build ecosystem of businesses in the coming years. "We are the first urban chronicle of today's India, having mapped panoramic imagery of thousands of square kilometers and close to 10 million places of interest across the country".

"This new media service will provide an innovative dimension for users to share stories and build communities. On the other hand, it will provide local businesses a unique platform to offer a plethora of services", added Malik.

Among the key advantages that Genesys' WoNoBo has over Google Street View and Nokia here includes a strong understanding and expertise in the geospatial field, closely working with the Indian government, and being a local company. Though WoNoBo is the first product Genesys has come out with that's targeted at consumers, it already has other products in the enterprise and government space.

Question :

Do you think this start up will succeed ? If yes, how ? If no, why ? Justify your answer with suitable references.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 104 (MKT) : Marketing Management Specialization – II
SALES & DISTRIBUTION MANAGEMENT
(2013 Pattern)

Time : 2 ½ Hours

Max. Marks : 50

Instruction : All questions are compulsory and carry equal marks.

1. Define Sales Management. Explain in detail emerging trends in Sales Management.

OR

Explain the role of Marketing channel in today's dynamic marketing environment. Suggest marketing channel for any one industrial good. Give example.

2. Discuss factors affecting on structure of sales organisation. Explain types of sales organization.

OR

Explain sales organisation and sources of sales force recruitment.

3. Describe specialized techniques in selling.

OR

Explain :

- a) Daily Sales Call Report
- b) Primary and Secondary Sales.

4. Discuss :

- a) ROI calculation at Dealer level
- b) Types of wholesalers.

OR

Describe the role and significance of marketing channels.

5. Discuss the factors affecting on Retail Location.

OR

Explain nature, importance and types of retailing.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Finance Specialization – II
CNO 104 (FIN) : STRATEGIC COST MANAGEMENT
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

Instructions : i) **All questions are compulsory.**
ii) **Each question carries equal marks.**

1. A) “Cost Management increases competitive advantage” Explain.
OR
B) Write a detailed note on strategic Cost Management. **10**
2. A) Explain the concept of Kaizen costing. Give suitable example.
OR
B) Explain through example the process of activity based costing. **10**
3. A) Write a short note on :
i) Target costing ii) Life cycle costing.
OR
B) Explain the concept of activity based Management. **10**
4. A) Define the theory of constraints. Explain various steps involved in it.
OR
B) Define balance score card. Design a balance score card of a company of your choice. **10**
5. A) What is learning curve theory ? Give the situations where it can be applied.
OR
B) What is Lean Management ? Highlight it’s importance in Cost Management. **10**

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 104(OPE) : Operations Management (OPE) Specialization – II
TOTAL QUALITY MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option.
3) **Each** question carries **10** marks.
4) Figures to the **right** indicate marks for that question/subquestion.
5) Your answers should be **specific** and to the point.
6) Support your answers with **suitable** live example.
7) **Draw** neat diagrams and illustrations supportive to your answer.

1. A) Explain Juran Quality Trilogy. How it is relevant to today's process quality ? **10**
OR
B) Explain various steps involved in implementing Total Quality. **10**
2. A) Explain the principles of Ishikawa diagram. What technique is used to reach the root cause of quality problem ? **10**
OR
B) What is Deming's 14 point Philosophy ? **10**
3. A) What is QFD ? What are the various difficulties associated with QFD ? **10**
OR
B) Explain in detail any two tools of Quality Control. **10**
4. A) What are control charts ? Discuss benefits and applications of control chart. **10**
OR
B) What is Sampling ? What are Sampling techniques used in controlling Quality ? **10**
5. A) Describe the criterion of Malcom Baldrige National Quality Award and state its importance. **10**
OR
B) Which are the various Awards given for Quality Excellence in Indian Industries ? State the objectives of these Awards. **10**
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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
International Business Management Specialisation – II
C NO 104 (IB) : INTERNATIONAL FINANCIAL MANAGEMENT
(2013 Pattern)

Time : 2 ½ Hours

Max. Marks : 50

Instructions : 1) *All questions are compulsory.*
2) *All questions carry equal marks.*

1. Distinguish between Green Field Investment and Acquisitions and Mergers.

OR

Name some of the complexities of international Financial Management compared to domestic Financial Management.

2. How do you compute the cash flow in international capital budgeting ?

OR

How political risk is managed at different levels of operation ?

3. Briefly discuss the various dimensions of international working capital management that MNCs should consider in decision making.

OR

What are various general functions involved in international cash management ?

4. What is interest rate risk ? Explain the management of interest rate risk.

OR

Write short notes on :

- a) Translation Exposure
- b) Hedging tools and techniques.

5. What are the main objectives of tax treaties ? To what an extent the tax treaties affect the international tax environment ?

OR

Write short notes on :

- a) Consolidated financial reporting
- b) Multinational transfer pricing.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Attempt **any four** questions from Q. 1 to Q. 6. They carry **13** marks **each**.

2) Question 7 is **compulsory** and it carries **18** marks.

1. What are the characteristics of strategic Management ? Explain in detail strategic Management Process ?
2. Explain the concepts and capability factors of organisational appraisal relating to business firm.
3. Explain in detail porter's five forces Model of Industry Analysis.
4. Why is strategy evaluation and control important to an organization ? Explain with suitable examples.
5. "The Quality of leadership is an important element in the role of executives while implementing strategy". Discuss giving examples.
6. Write short note on **(any two)** :
 - a) Mission
 - b) SWOT analysis
 - c) Mckinseys 7s Framework
 - d) Strategic decision making
7. Case Study (Solve the case) :

Systematic approach, critical analysis of the case. Identification of the issues involved and solution with logical reasoning will carry more weightage.

Nestle – Strategic Planning Process

Nestle's food range is founded on two major areas-milk products and instant coffee-Nescafe. The company's strategy has been to expand from this base into other food areas with a carefully planned series of acquisitions and in-house technology developments.

Because of the diversity of its product portfolio, Nestle has chosen in the past to devolve strategy to its main operating areas and control them informally from the centre. This case study describes the strategic planning procedures, but also shows how they are becoming more centralised as the company attempts to improve its performance and operational efficiency.

P.T.O.



With Sales of over US\$72 billion, Nestle (Switzerland) is the world's largest food and consumer goods company. Its main product areas include coffee (Nescafe), milk and baby foods, confectionery, pet foods and frozen foods. It operates globally through a series of geographical zones and a set of product Strategic Business Units (SBUs). For example, there is an SBU for the confectionery and ice cream product area operating on a worldwide basis. Because of the wide variation in the SBUs in its portfolio, Nestle has chosen to give strategic control of its operations to the individual SBUs. Each SBU has a full range of functional expertise in its business area: marketing, production, research and so on. However, operational decisions rest with the zones and below them the national companies. In the past, the role of the centre has been to co-ordinate and to allocate resources and this continues to the present with some modifications.

The centre begins the strategic planning process by issuing instructions to the SBUs for the next planning cycle. The SBUs then work on their three-year long-term plans. Every SBU prepares three year plan each year but some are merely updates from previous years. In order to promote strategic discussion with the centre, the three year plan are then circulated. They will include such areas as brand positioning, market share and competitive activity, pricing, capital proposals and new product development. However, as from 2000, the centre has initiated an additional layer of co-ordination and control on an experimental basis that will take some five years to be fully implemented.

Because the company operates in relatively mature markets, it is able to operate a system of checks and balances with more lengthy debate between the centre and the SBUs than might be appropriate where markets are changing fast and quick decisions are required. Hence, following the three year plan preparation early in the year, discussions are held on content in the period from April to June between the SBUs, zones and the centre. The Nestle executive committee has to give its approval. Later in the year, there is an investment and revenue budget review. The strategies and activities can be changed at this point if the market situation or competitive positions have altered significantly.

However, the controls and balances do not simply take the official committees described above but are more subtle.

In a similar way, although the SBUs and zones are separated in decision-making terms from the centre, most are located in the same geographical location – at Nestle's HQ in Vevey, Switzerland. This principle of direct informal contact is encouraged, even if it means that some managers have extensive travel commitments. The aims are to produce an integrated team and to maintain the informal communications that provide the real checks and balances to the Nestle style of strategic planning.

Nestle believes that such informal approaches to planning and monitoring by the centre are useful in guiding and developing corporate strategy. They are probably just as effective as the formal reporting against strategic objectives. Financial rewards for achieving strategic targets are not an important aspect of the strategic process. Peer pressures, promotion and personal competitiveness are greater incentives in ensuring that strategies are delivered. A longer-term view is taken of management performance and competence by the centre rather than specific achievement against targets. This is reflected in the tendency for managers to serve the company for many years in long and stable relationships.



However in 2000, the company realised that its devolved approach to planning mean that it was not able to take full advantage of the benefits of globalisation – economies of scale, shared R and D expenditure and so on. Hence, the company introduced a new information technology programme called GLOBE. The aim was “to improve the performance and operational efficiency of the businesses worldwide. In the process, the company will revisit all aspects of our business practices to shape new ways to run Nestle.” Thus the company was introducing common computer coding around the world for items such as raw materials and packaging materials, finished goods and customers.

The aim of GLOBE was to consolidate information, leveraging the company’s size, and to communicate better across the world. There would also be an exchange of best practices and data: common information systems would be developed to achieve this. The whole project was expected to cost US\$1.9 billion and, by 2006, deliver cumulative savings of the same magnitude. It would be introduced progressively throughout the company, starting with Switzerland, part of South America and Malaysia/Singapore. Clearly, the new project represented a shift from the informal controls of the current system, even though the new system would not replace that approach. The GLOBE system was implemented around the world by 2005.

Nestle then decided to move further in terms of its regional as well as its global activity. The company took the view that its real strength in some product groups was not global but in certain regions of the world, which it called zones. Such businesses could be managed globally to some extent, but would be even better if managed on a regional basis. ‘Regional’ here meant a region of the world like Western Europe or Africa. The company introduced a new manager called a Zone Executive Officer (ZEO). The responsibility of the ZEO was to manage its regional businesses along side its global management of some parts of Nestle. For example, its ice cream business had ambitions to be global but was particularly strong in certain parts of the world. The ZEO would have accountability for zone business strategies and for global strategies in so far as they impacted on that particular zone. The manager would also have responsibilities for the achievement of broader company policies in the particular zone. Importantly, the ZEO would also have clear responsibility for innovation and launching of new global/regional products and brands.

Case Questions :

- 1) What do you understand from Nestle’s planning process ?
- 2) Has GLOBE succeeded ?
- 3) In your opinion, what type of strategic management process should Nestle follow ? Why ?



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO - 104 : Rural & Agri. Business Management (RABM) Specialization – II
AGRI SUPPLY CHAINS MANAGEMENT
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

Instructions : 1) Attempt **all** questions.
2) **All** questions carry **equal** marks.

1. a) Discuss the present need of SCM in changing Business Environment.
OR
b) Bring out the difference between traditional and modern approach in Agri Supply Chain Management.
2. a) Explain the following :
 - i) Types of Demand
 - ii) Demand Planning.OR
b) Mention and explain the basic principles of manufacturing management.
3. a) Discuss the purchasing cycle and types of purchases in Agriculture Supply Chain.
OR
b) Explain the following :
 - i) JIT
 - ii) VMI.
4. a) Discuss the history and evolution of logistics. Also explain the elements of logistics.
OR
b) Explain Third-Party Logistics by quoting appropriate examples.
5. a) Discuss the concept of advanced planning and scheduling.
OR
b) Explain the concept and forms of Benchmarking.



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 104 : Family Business Management (FBM) II
PROJECT MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

Instructions : 1) *All questions are compulsory.*
2) *Each question carries equal marks.*

1. A) Discuss in detail the functions of Project Manager. 10
OR
B) What are the various types of projects ? Enlist and explain. 10
2. A) What are the various methods used in estimating viability of the project from financial and commercial edge ? 10
OR
B) Is it necessary to have some estimation and analysis of risk at the project formulation and appraisal stage ? Enlist and explain the types of analysis which are undertaken to estimate risk ? 10
3. A) Bring out the difference between CPM (Critical Path Method) and PERT (Project Evaluation and Review Techniques) and their suitability of use. Explain critical path with suitable example. 10
OR
B) What are the factors which control the cost of project ? Discuss briefly on each, how does time over run affect the project cost ? 10
4. A) What do you mean by risk in project ? What are the risk mitigation strategies ? 10
OR
B) What are the various risks associated with project ? Explain the various types of risk. 10
5. A) "The information is needed by stakeholders, project and functional managers and operating level within the project for making decisions to control changes from planned path." Do you agree with the statement ? Justify. 10
OR
B) Once the typical organization approaches to implement formal closing process is to produce a checklist that the project team must execute for official project ending. Outline the various areas to be covered while preparing checklist. 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Technology Management Specialization – II
CNO 104 (TM) : INNOVATION, PRODUCT DEVELOPMENT AND
COMMERCIALIZATION
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions carry **equal** marks.
2) **All** questions are **compulsory**.
3) **Each** question carries **10** marks.
4) Figures to **right** indicate marks for that question/sub question.
5) Your answer should be **specific** and to the point.
6) Support your answer with **suitable** examples.

1. A) "What do you mean by Knowledge Integration ? Explain Dimensions of Knowledge Integration. 10
- OR
- B) Write short notes on **(any two)** : 10
- a) Baseline and Derivative Products.
b) Product Platform.
c) Time Value of Knowledge.
2. A) What do you mean by Product change management ? Explain with special reference to Automobile Products. 10
- OR
- B) Discuss the various activities to be carried out in product release phase and post product release phase. 10
3. A) Explain the concept of Fault Tree Analysis. How it is useful in Product Design ? 10
- OR
- B) Write short notes on **(any two)** : 10
- a) Design for experiment.
b) Weibull analysis.
c) Dimensions of Quality.

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4. A) What is Kaizen ? Explain the role and importance of Kaizen in Product development and commercialization process. **10**
- OR
- B) “Commercialization of High tech Products becomes more complex for the multinational companies compared to domestic companies.” Justify the Statement. **10**
5. A) Explain the terms-Functional teams and Autonomous teams ? Explain their contribution in New Product Development. **10**
- OR
- B) Explain the various steps involved in Product portfolio planning. **10**
-



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO - 105 (MKT) : Marketing Management Specialization – III
PRODUCT MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option.
3) Figures to **right** indicate marks for that question.
4) Support your **answer** with examples.

1. A) Define Product Management. How is it different in consumer industry and industrial product industry ? Elaborate with an example. **10**
OR
1. B) 'The role of product manager varies across industries'. Do you agree with this statement. ? Justify your answer with an example. **10**
2. A) Discuss major aggregate market factors that impact market attractiveness. **10**
OR
2. B) What is competition analysis ? Explain the sources of competitor information. **10**
3. A) How QFD is used for new product development ? Explain with an example. **10**
OR
3. B) Most of the new product launched in the market fail to get the acceptance from consumers. Explain the reasons for new product failure. **10**
4. A) Being a product manager of a company, what product strategies do you follow over life cycle ? **10**
OR
4. B) Define product strategy and explain the elements of product strategy. **10**
5. A) Capital budgeting is an area of finance that deals with prioritization of projects within a firm. Comment. Which 5 major methods do you use for evaluating the cash flows ? **10**
OR
5. B) What is sales analysis ? Explain in brief the value of sales analysis and road blocks concepts. **10**



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Information Technology Management Specialization – III
CNO 105 (IT) : RDBMS WITH ORACLE
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

Instructions : 1) Solve **any 5** questions.
2) **All** questions carry **equal** marks.

1. Explain any 5 CODD's Rules. 10
OR
List and explain different types of data types in RDBMS. 10
 2. Explain the terms GRAHT, REVOKE, ROLLBACK and SAVEPOINT with example. 10
OR
Explain in detail various set operators. 10
 3. Write in detail about SQL VIEW with example. Discuss Read only and Updatable view. 10
 4. Explain with example any 5 character functions. 10
OR
Explain DML statements. 10
 5. Explain different types of constraints in RDBMS. 10
OR
Explain in detail advantages of Relational Model over Hierarchical Model. 10
-

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
Supply Chain Management Specialization – III
CNO 105 (SCM) : PURCHASING AND SUPPLIER RELATIONSHIP MANAGEMENT
(2013 Pattern)

Time : 2 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **All** questions carry **equal** marks.
3) **Each** question carries **10** marks.
4) Figures to **right** indicate marks for that question/sub question.
5) Your answer should be specific and to the point.
6) Support your answer with suitable examples.

1. A) Explain Buyer-Supplier Relationship. State different Operational and Ethical issues in purchasing. 10
OR
B) What makes an effective Policy ? State its advantages and disadvantages with proper example. 10
2. A) Define Purchasing Function. State its position in organization structure enlisting the factors affecting the purchase position. 10
OR
B) Explain Operational and Strategic purchasing. Elaborate Centralized, Decentralized and Hybrid purchasing structure. 10
3. A) Explain minimum 3 different Purchasing Strategies with suitable examples. 10
OR
B) Describe and Explain Entire Supplier Evaluation and Selection Process. 10
4. A) Define and explain the total process of “Total Quality Perspective”. 10
OR
B) Describe Supplier Quality Management. State the factors affecting Purchasing role in managing Supplier Quality. 10
5. A) Differentiate briefly between PURCHASE ORDER and CONTRACT. Explain different types of contracts. 10
OR
B) Explain in detail the Negotiation Process. Elaborate different techniques of negotiation. 10
-



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 105 (RABM) : RURAL AND AGRIBUSINESS MANAGEMENT SPECIALIZATION – III
Commodity Market
(2013 Pattern)

Time : 2½ Hours

Max. Marks : 50

1. a) What is spot exchange ? **3**
b) State advantages of spot exchange. **7**
2. a) Explain concept of commodity exchange. **3**
b) Brief Chicago and New York merchantile exchanges. **7**
3. Discuss in brief the risks in commodity market.
a) Geo-political. **5**
b) Speculative. **5**
4. State the importance of integration and co-operation amongst exchanges. **10**
5. Do commodity prices get altered by high-frequency trading ? **10**

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO – 105-(FBM) : BUSINESS PLANS
Family Business Management Specialization – III
(2013 Pattern)

Time : 2.30 Hours

Max. Marks : 50

- Instructions :** 1) **All** questions are **compulsory**.
2) **Each** question has an **internal** option.
3) **Each** question carries **10** marks.

1. Explain the concept of business plan. How it is useful ? 10
OR
What are the various ways of raising money to set up a business plan ? 10
2. What are the essential factors to make any business successful ? 10
OR
Explain the strategies and the strategic issues in a business. 10
3. Describe the different types of business plans. 10
OR
Explain the components included in the business plan. 10
4. Explain the role of marketing strategies in a business plan. 10
OR
Describe the steps that happen to get your plan on the path to a successful implementation. 10
5. How the uncertainties can be managed so that profit of a business is more like to be favorable ? 10
OR
Explain the importance of a good team and a good opportunity for a business. 10



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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 103(B) : Finance Specialization
MERCHANT BANKING AND FINANCIAL SERVICES
(2008 Pattern)

Time : 3 Hours

Total Marks : 70

Instructions : 1) **All** questions carry **equal** marks.
2) Solve **any five** questions.

1. What are the main features of the Indian Financial System before 1951 ?
2. Define Capital Market and explain the role played by Capital Market.
3. Describe the complete procedure of registration of merchant banking.
4. Explain the structure of Money Market.
5. Write short notes on **(any two)** :
 - A) HSE
 - B) ECB
 - C) Mutual Funds.
6. What is Bills of Exchange ? Explain the different types of Bills of Exchange.
7. What are the recent changes that have been taken place to regulate the Mutual Funds in India ?

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Seat No.	
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M.B.S. (Semester – I) Examination, 2014
CNO 103(E) : Human Resource Management Specialization
ORGANIZATIONAL DEVELOPMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Solve **any five (5)** questions.
2) **Each** questions carries **14** marks.
3) Support your answers with suitable examples.

1. What is OD ? How can OD programs be implemented in organizations ? **14**
2. Discuss various theories of change management i.e. open system model, Leavitt's system model, Burke Litwin model of change with example. **14**
3. Explain action research as a process of organizational development in detail. **14**
4. Discuss intergroup interventions. What are the various steps involved in intergroup interventions. ? **14**
5. Write in detail a note on process consultation. **14**
6. Discuss the relevance of quality of work-life and recent trends affecting quality of work-life of employees. **14**
7. Write a short note on (**any two**) : **14**
 - a) Self Managed teams
 - b) Socio-Technical System as an Intervention
 - c) OD in Public Sector Enterprises
 - d) Role of OD Consultant
 - e) Total Quality Management.

Total No. of Questions : 7]

SEAT No. :

P2302

[Total No. of Pages : 2

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M.C.A. (Management Faculty)

**IT - 35 : OBJECT ORIENTED ANALYSIS AND DESIGN
(2012 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 1 and 7 is compulsory.*
- 2) *Solve any four from the remaining.*
- 3) *Mention assumptions for solving case studies.*

Q1) ABC Online book purchase system is to design having following details:

Customer can login and select the desired books by searching the author or by entering the subject of the book. After seeing the list of books, the customer selects the book from the cart before final bill is generated. Once the bill is generated he had to pay using debit or credit card. The new books arrivals are uploaded by website administration. **[20]**

- a) Draw Use Case diagram.
- b) Draw Class diagram.

Q2) Draw the state transition diagram for Bank Safety Locker System which canisters of a sensor and the systems with the following facilities. **[10]**

- a) Sensing the intruders
- b) Taking their photographer
- c) Scanning their finger prints
- d) Alarm system
- e) Auto dialing to the authorities

P.T.O.

Q3) a) Draw a Sequence diagram for sending an SMS to your friend through mobile. **[5]**

b) Draw the collaboration diagram for sending an e-mail with attachment to your friend. **[5]**

Q4) Draw Activity diagram for student loan system in which university gives loan to students. For providing loan, university has set eligibility criteria. If a student is eligible for the loan, the agreement is prepared and documents are submitted. Then after verification of documents, loan is disburse and student receive loan. **[10]**

Q5) Explain various approaches for finding classes. **[10]**

Q6) Explain the best practices of Rational Unified Process and its phases with diagram. **[10]**

Q7) Write short notes on (Any two): **[10]**

a) Aggregation and Composition.

b) Benefits of Patterns.

c) Testing Strategies.

d) Object Persistent.



Total No. of Questions : 7]

SEAT No. :

P2268

[Total No. of Pages : 1

[4675] - 35

M.C.A.

**BM - 31 : MANAGEMENT SUPORT SYSTEM & IS SECURITY
(2008 Pattern) (Semster - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 1 and 7 are compulsory.*
- 2) *Attempt any four from Q.No.2 to Q.No.6.*
- 3) *Figures to right indicate full marks.*

Q1) Explain detail information requirements for production function using system approach. **[10]**

Q2) Define DSS. Explain various components of DSS in detail. **[10]**

Q3) What do you mean by Feedback control? Explain the application of negative Feedback with Management Budget example. **[10]**

Q4) Define expert system. Compare expert system and DSS. **[10]**

Q5) Explain the Nervell Simon Model of Human Information Processing. **[10]**

Q6) What is executive Information System? Explain EIS implementation in detail. **[10]**

Q7) Write short notes on (Any Four): **[4 × 5 = 20]**

- a) Need of Is Auditing.
- b) Types of Information.
- c) Business Value of DSS.
- d) Static Vs. Dynamic Models.
- e) Control Audit of Information Security.





[4676] – 104

Seat No.	
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**B.H.M.C.T. (Semester – I) Examination, 2014
104 : FRONT OFFICE OPERATIONS – I
(2008 Pattern)**

Time : 2 Hours

Max. Marks : 40

N.B. : Solve any four question.

1. 1) Draw a layout of front office department for 5 star hotel. 6
2) Draw a reservation form. 4
2. 1) List and explain any six essential quality of front office staff. 6
2) Write modes and sources of reservation. 4
3. 1) Classified the hotel on the basis of location and explain. 6
2) Write duties and responsibility of reservation assistant. 4
4. Explain following terms (**any 10**) : 10
 - 1) Walk in
 - 2) No show
 - 3) Casino
 - 4) Overbooking
 - 5) Cabana
 - 6) Overstay
 - 7) Crib rate
 - 8) Pent house
 - 9) Skipper
 - 10) Paging
 - 11) MAP
 - 12) CRS
5. 1) Step by step write a procedure for handling incoming guest mail. 6
2) List and explain any four types of room rate. 4
6. Write short note on following (**any 2**) : 10
 - 1) Rules of the house for guest.
 - 2) Guaranteed reservation.
 - 3) Meal plan.
 - 4) Coordination with housekeeping.

B/II/14/



[4676] – 303

Seat No.	
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B.H.M.C.T. (Semester – III) Examination, 2014
303 : ACCOMMODATION OPERATIONS – I
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- Instructions :** 1) Answer **any four** questions. **Two** from **each** Section.
2) **All** questions carry **equal** marks.
3) Draw neat formats **whenever** necessary.

SECTION – I

1. A) Explain the following terms (**any 5**) : 5
- 1) First aid
 - 2) Ikebana
 - 3) Mercerizing
 - 4) Selvedge
 - 5) Mister
 - 6) Napping.
- B) Explain various types of plant material used for flower arrangement. 5
2. A) Write the control measures for : 5
- 1) Carpet beetle
 - 2) Cockroach
 - 3) Bed bug
 - 4) Rat
 - 5) House fly
- B) Differentiate between vegetable fibres and animal fibres. 5
3. A) Write the chemicals to be used to remove following stains. 5
- 1) Blood
 - 2) Rust
 - 3) Lipstick
 - 4) Turmeric
 - 5) Ink.
- B) Write the advantages of contract. 5

P.T.O.



SECTION – II

4. A) Discuss the various records maintained by GRE at front office. 5
B) Write short notes on (**any 2**). 5
 1) Attributes of GRE
 2) City Ledger
 3) Fully automated record keeping system.
5. A) How will you handle following situation ? 5
 1) Guest complaining about AC not working
 2) Unattended luggage.
B) What do you understand by credit monitoring and charge privilege. 5
6. A) Draw the formats and explain in detail (**any 2**). 5
 1) GHC
 2) Revenue report
 3) Room status report.
B) A Hotel having 100 rooms has the following : 5
 Double rooms 35 @ Rs. 7,000/-
 Single rooms 25 @ Rs. 5,000/-
 Twin rooms 25 @ Rs. 3,000/-
 Suite rooms 15 @ Rs. 10,000/-
 On 17th of November 2014
 20 double rooms sold / occupied on single occupancy
 15 single rooms sold / occupied
 10 twin rooms sold / occupied
 03 suite rooms sold / occupied
Calculate :
 1) ARR
 2) Rev PAR
 3) Total Revenue
 4) House count
 5) Double occupancy %.



[4676] – 305

Seat No.	
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B.H.M.C.T. (Semester – III) Examination, 2014
305 : FOOD AND BEVERAGE CONTROLS
(2008 Pattern)

Time : 3 Hours

Total Marks : 70

N.B. : i) Attempt **any seven (7)** questions.
ii) Figures to the **right** indicate **full** marks.

1. Define Food and Beverage Control. As a Food and Beverage controller of a hotel, identify the problems which act as an hindrance to control. **10**
2. A restaurant runs on the following statistics : **10**
 - a) Opening stock of raw materials on Rs. 20,000/- Day 1.
 - b) Closing stock of raw materials on Rs. 10,000/- Day 31.
 - c) Purchases made for the month Rs. 90,000/-
 - d) Staff meals Rs. 20,000/-
 - e) Fixed overheads Rs. 50,000/-
 - f) Variable overheads Rs. 10,000/-
 - g) Labour cost Rs. 20,000/-
 - h) Sales for the month Rs. 5,00,000/-Calculate elements of cost and the various profits with their percentages.
3. How does a store clerk receive food and beverages ? Enlist the documents necessary while receiving food and beverages. Explain the use of a goods received register while receiving foods and beverages. **10**
4. a) Define budget and budgetary control. **10**
 - b) Explain the objectives of preparing budgets.
 - c) Explain Operating Budgets.
5. Explain the catering system in brief. **10**
6. Define purchasing. How is a supplier selected and rated ? **10**
7. Write short notes on (**any 2**) : **10**
 - a) Standard purchase specifications.
 - b) Meat tags.
 - c) ABC analysis.
 - d) Blind receiving.
 - e) Daily requisition sheet.

P.T.O.



8. Explain the following levels of stock with the help of a neat diagram : **10**
- a) Minimum level
 - b) Maximum level
 - c) Danger level
 - d) Reorder level.

How does consumption play an important role in determination of these levels.

9. Explain the four tools of food production control with proper illustrations. **10**
10. With the help of a neat format, explain a daily food cost report. **10**



[4676] – 702

Seat No.	
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B.H.M.C.T. (Semester – VII) Examination, 2014
701(b) : SPECIALIZATION IN FOOD AND BEVERAGE SERVICE MANAGEMENT
(Elective – I)
(2005 and 2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Note : i) Question No. 1 is **compulsory**.
ii) Attempt **any 3** from **remaining** questions.

1. Explain the terms (**any ten**) : **10**
- i) Charlotte russe
 - ii) Spatzel
 - iii) Orgeat
 - iv) Baked Alaska
 - v) Charteruse
 - vi) Bagel
 - vii) Sashmi
 - viii) Bouillabarie
 - ix) Eiswein
 - x) Absinth
 - xi) Teppanyaki.
2. A) Explain the planning considerations which need to be followed to start a restaurant – cum bar with reference to : **10**
- a) Furniture
 - b) Lighting
 - c) Equipment
 - d) Ambience.
- B) Define Menu Merchandizing. What are the Merchandising tools which should be used to promote sales of Indian fast food outlet. **10**

P.T.O.



- 3. a) Plan a four course oriental menu and suggest beverage with menu. **8**
- b) Explain the following performance measures. **8**
 - i) Sales Mix
 - ii) APC
 - iii) Index of productivity
 - iv) Sales per seat available.
- c) List 4 licenses used in Restaurant and Bar. **4**
- 4. a) Draw and explain 2 bar formats. **5**
- b) Write short notes on : **15**
 - i) MICE
 - ii) Suggestive selling and upselling in Bars
 - iii) Importance of under bar.
- 5. a) Explain the importance of staff training in Quality Restaurants and QSR. **10**
- b) What steps will be taken by you to handle following guest complaint : **5**
 - i) Wrong food order service
 - ii) Wrong billing for the order.
- c) Write a note on role of toast master in formal banquet. **5**



[4676] – 703

Seat No.	
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B.H.M.C.T. (Semester –VII) Examination, 2014
701 (C) : SPECIALIZATION IN ACCOMMODATION MANAGEMENT – I (Elective – I)
(2005 & 2008 Pattern)

Time : 3 Hours

Max. Marks : 70

N.B. : 1) Question No. 1 is **compulsory**.
2) Solve **any five** questions out of remaining.

1. Answer in **one** or **two** sentences (**any 5**) : **10**
 - i) What are the parts of carpet ?
 - ii) Give any four types of curtains.
 - iii) What is sanforization ?
 - iv) Give standard sizes for coffee table and king sized bed.
 - v) What is cornice lighting ?
 - vi) Give four characteristics of silk fabric.
 - vii) What is split complementary color scheme ?
2. A) Plan a two days training programme for existing floor supervisor of a five star hotel. **6**
B) Draw a neat layout of a five star hotel laundry. List down the factors to be considered. **6**
3. A) Explain the manufacturing process of wool. **6**
B) State the importance and role of MICE for the growth of any destination. **6**
4. A) Discuss the role of sales and marketing department in promoting an event. **6**
B) Explain three types of hard floorings and its uses in the hotel areas. **6**
5. A) Draw and explain any three types of windows. **6**
B) Write the importance of colors in interior designing. **6**
6. A) What are various components of brochures ? **6**
B) Discuss any three methods of training. **6**
7. Suggest suitable lighting for the following areas : **12**
 - i) Bar
 - ii) Lobby
 - iii) Suite room
 - iv) Chinese restaurant
 - v) Guest room corridor
 - vi) Conference room.



[4676] – 704

Seat No.	
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B.H.M.C.T. (Semester – VII) Examination, 2014
702 : ORGANISATIONAL BEHAVIOUR
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Q. No. 1 is **compulsory**.
2) Solve **any 5** questions from the remaining questions.

1. Write short notes on the following (**any 4**) : **20**
 - 1) Perception
 - 2) Objectives of OB
 - 3) Delegation
 - 4) Multicultural organisation
 - 5) Negative effects of stress on employees
 - 6) Employee privacy issue.
 2. Explain the term personality, also explain the personality traits for a manager. **10**
 3. Explain McGregors Theory of Motivation. **10**
 4. Write a note on traditional and modern view of conflict management. Justify your answers giving examples. **10**
 5. Define Group. Explain the group formation process. **10**
 6. Explain the principle and process of learning in an organisation. **10**
 7. Explain the different ways of managing stress in an organisation **10**
 8. Write a note on organisational culture and also describe the characteristics of culture. **10**
-



[4676] – 707

Seat No.	
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**B.H.M.C.T. (Semester – VII) Examination, 2014
705 : ENVIRONMENTAL MANAGEMENT
(2005 & 2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

N.B. : 1) Answer **any seven** questions.

2) **Every** question carries **10** marks.

1. What is Ecotel ? Explain the benefits of Ecotels to the Hotels. **10**
2. What do you understand by Smart/Green building ? Explain its advantages. **10**
3. What are potential hazardous waste found in a hotel ? How to reduce it ? **10**
4. Write short notes on **(any 02)** : **10**
 - 1) Waste Management.
 - 2) Staff awareness for environmental message.
 - 3) Improving water quality.
 - 4) Sources of external air pollutants.
5. What is noise ? Explain its different sources in a hotel and how will you control it ? **10**
6. What is air pollution ? As a Executive Housekeeper how will you control indoor air pollution ? **10**
7. While purchasing product for kitchen, what principles to be followed ? **10**
8. You have taken over a 100 rooms hotel, which is having high energy cost, and as a result high operating cost. Draft energy efficiency action plan for the same. **10**
9. Explain the following **(any 5)** : **10**
 - 1) Eco-bricks
 - 2) Eco-paints
 - 3) Carbon foot print
 - 4) Environment Management
 - 5) Alternate energy sources
 - 6) Recycling
 - 7) Waste Audit.



[4676] – 101

Seat No.	
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**B.H.M.C.T. (Semester – I) Examination, 2014
101 : FOOD PRODUCTION – I
(2008 Pattern)**

Time : 2 Hours

Max. Marks : 40

Note : 1) *All questions carry equal marks.*
2) *Solve any 4 questions.*

- I. Define the following (any 10) : 10
- 1) Paring
 - 2) Mashing
 - 3) Steeping
 - 4) Rubbing – In
 - 5) Gelatinization
 - 6) Lard
 - 7) Yakhni
 - 8) Ganjas
 - 9) Do Pyaza
 - 10) Pachadi
 - 11) Vindaloo
 - 12) Phirnee.
- II. A) List the various pigments present in the following and also explain the effect of acid on the same. 4
- a) Carrot
 - b) Fenugreek
 - c) Cauliflower
 - d) Beetroot.
- B) List the duties and responsibilities of the following chefs : 6
- a) Sous chef
 - b) Chef saucier
 - c) Larder chef.

P.T.O.



- III. A) Write short note on the following **any 2** : **6**
- a) Aim and objectives of cooking food
 - b) Fire prevention
 - c) Essentials of continental cuisine.
- B) Enlist **4** eggs **each** for holding equipment and Kitchen tools. **4**
- IV. A) Differentiate between Herbs and Spices. **4**
- B) Classify fruits with 1 example each. **3**
- C) Draw a neat labelled diagram of egg. **3**
- V. A) Give **2** examples for the following (**any 6**) : **6**
- 1) Natural sweetners
 - 2) Stem vegetables
 - 3) Bi products of milk
 - 4) Bread spreads
 - 5) Hard cheese
 - 6) Fruit vegetable
 - 7) Lentils.
- B) Explain in detail the meaning, importance and basic rules of First Aid. **4**
-



[4676] – 103

Seat No.	
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B.H.M.C.T. (Semester – I) Examination, 2014
103 : HOUSEKEEPING OPERATIONS – I
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : 1) Attempt **any four** questions.
2) **All** questions carry **equal** marks.

1. Explain the following terms (**any ten**) : **10**
 - 1) O.O.O.
 - 2) Pent house
 - 3) Maids trolley
 - 4) Dust sheet
 - 5) W.C.
 - 6) E.P.N.S.
 - 7) Amenity
 - 8) Back of the house
 - 9) Mop
 - 10) Polish
 - 11) Public area
 - 12) Control desk.
2. A) How does the housekeeping coordinates with the following : **5**
 - i) F and B
 - ii) Purchase

B) Draw the layout of housekeeping department in a 5-star hotel and also explain any two sections of it. **5**
3. A) Write a short note on the following : **5**
 - i) Job description
 - ii) Job specification

B) Explain any 5 types of guest rooms. **5**
4. A) What are the attributes required in housekeeping staff ? **5**

B) Explain the types of keys used in hotels. **5**

P.T.O.



5. A) Draw the classification chart of cleaning equipments with one example of each. **5**
- B) Write down the selection criteria for cleaning agents. **5**
6. a) Name cleaning agents used for the following surfaces : **5**
- 1) Silver
 - 2) Painted wall
 - 3) Wooden
 - 4) Laminated
 - 5) Glass
- b) Draw the organization chart of housekeeping department for a small hotel. **5**
-



[4676] – 105

Seat No.	
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B.H.M.C.T. (Semester – I) Examination, 2014
105 : CATERING SCIENCE – I
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** i) Q. No. 1 is **compulsory**.
ii) Attempt **any four** more questions from Q. No. 2 to Q. No. 7.
iii) Draw diagrams **wherever** necessary.

1. Define the terms (any 5) : (5×2=10)
- 1) Boiling point
 - 2) Gel
 - 3) Density
 - 4) Smoking point
 - 5) Food additives
 - 6) Evaporation.
2. A) Give reasons for the following (any 5) : (5×2=10)
- 1) Good health of a food handler is important in catering industry.
 - 2) Green and sprouted potatoes should not be used for cooking.
 - 3) Groundnuts turn brown when roasted.
 - 4) Pest control is necessary in food industry.
 - 5) The First-in-First-out (FIFO) rule is important in food stores department.
 - 6) A food handler should not wear finger rings while working in kitchen.
- B) Define 'Cross-Contamination'. Give any three ways to prevent it. 5
- OR
- Explain any three ways to control the growth of micro-organisms in food. Give any two sanitary practices to be followed by a food handler while cooking food.
3. A) Explain the morphology of yeast. 5
- OR
- What is the role of food standards in India ? Explain any two food standards.
- B) Explain the requirements needed to store food in refrigerated food storage area. 5

P.T.O.



- C) Mention the common food adulterant and the test to detect them in the following food stuffs : 5
- i) Milk
 - ii) Sugar
 - iii) Turmeric
 - iv) Coffee
 - v) Semolina.
4. A) Differentiate between 'Food poisoning' and 'Food infection'. List any two intestinal parasites. 5
- B) Define 'Hygiene'. Explain the importance of Hygiene and Sanitation in catering industry. 5
- C) Describe the kitchen uniform of a food handler. How recreation is important for a food handler. 5
- OR
- Explain Indirect mode of transmission of disease.
5. A) Explain any three non-bacterial metal poisoning in food. State the S.I. unit of length and weight. 5
- B) Explain the concept of 'Danger Zone' in catering industry. Give any two ways to display the food protectively. 5
- C) Mention any two spoilage indicators for the following food-stuffs : 5
- i) Egg
 - ii) Curd
 - iii) Fish
 - iv) Spinach leaves
 - v) Milk.
6. A) Mention the natural toxins present in
- 1) Masoordal/Kesridal
 - 2) Ground nuts
- Also, explain any three uses of micro-organisms in food industry. 5
- B) Define 'Browning reactions in food'. Explain any three ways to prevent undesirable browning in food. 5
- C) Explain any five factors affecting the growth of micro-organisms. 5
- OR
- Explain 'Staphylococcal' food poisoning on the basis of :
- i) Responsible organism
 - ii) Two foods involved
 - iii) Two preventive measures.
7. A) Explain the following with suitable examples : 5
- 1) Food colours
 - 2) Preservatives
- B) Explain the concept of HACCP in catering industry. 5
- C) List any two control measures for each, Cockroaches and Houseflies and one control measure for rodent. 5
- OR
- Define pH with its one importance in food industry. Convert 20°C to °F.



[4676] – 301

Seat No.	
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B.H.M.C.T. (Semester – III) Examination, 2014
301 : FOOD PRODUCTION – III
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- Note :** 1) *All questions carry equal marks.*
2) *Attempt any 4 questions.*
3) *Draw neat diagrams wherever necessary.*

1. A) Describe the essentials for smooth functioning of industrial food kitchen. 3
B) Write the points to be considered while planning a menu for institutional catering. 3
C) Plan a Rajasthani Food Festival Menu. 4
2. A) Enlist the cake making methods and discuss any one method in detail. 5
B) Write the principles of baking and explain the term Bakers percentage in detail. 5
3. A) Explain step by step method of bread making. 6
B) Describe the physical and chemical changes occurs during baking. 4
4. Answer in short (**any 5**) : 10
 - 1) Describe any 2 special equipments used in Kerala cuisine.
 - 2) Name any 4 tools used in bakery.
 - 3) Describe Dum pukt cuisine and mention its origin.
 - 4) Name any 2 bread disease.
 - 5) Role of dairy products in bakery and confectionary.
 - 6) Describe the concept of recipe balancing.
 - 7) "M" fault and dome shape in cake making.

P.T.O.



5. Explain the following culinary terms (**any 10**) :

10

- 1) Pachadi
- 2) Mangodi
- 3) Anarsa
- 4) Oven spring
- 5) Rajbhog
- 6) Sheermal
- 7) Dalcha
- 8) Haleem
- 9) Moilee
- 10) Bibinka
- 11) Sweating in bread
- 12) Shortening.



[4676] – 302

Seat No.	
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**B.H.M.C.T. (Semester – III) Examination, 2014
302 : FOOD AND BEVERAGE SERVICE – III
(2008 Pattern)**

Time : 2 Hours

Max. Marks : 40

- Instructions :** i) Solve **any four** questions.
ii) **All** questions carry **equal** marks.
iii) Draw neat diagrams **wherever** necessary.

1. Explain the following wine manufacturing terms **any 10** : **10**
- a) Liquor de tirage b) Racking
c) Fermentation d) Dosage
e) Flor f) Mistelle
g) Angel's share h) Fining
i) Assemblage j) Degorgement
k) Remuage l) Maceration.
2. Answer the following **any five** : **10**
- a) State four general guidelines for food and wine harmony.
b) Describe storage of white wines.
c) List two vine discases. Also state the treatment to curb the same.
d) Explain the following wine laws (**any two**) :
 i) VDQS ii) Kabinett iii) DOCG
e) Name sparkling wine terms used in following countries (**any two**) :
 i) Spain ii) Italy iii) Germany
f) Suggest suitable wines for the following dishes (**any two**) :
 i) Caviar ii) Porc rôti iii) Crepes suzette
g) Name two types of tobacco used in cigar and cigarette making.
3. Name five wine producing regions of Italy. Also state two famous wines with their characteristics from the regions. **10**
4. A) With help of neat labeled diagram describe solera system. **5**

OR

Explain the manufacturing process of madeira.

- B) i) Explain three styles of port. **3**
 ii) What is Humidor ? **2**

P.T.O.



5. A) Explain the following Aperitifs. 5
a) Vermouth
b) Campari
c) Dubonnet
d) Pernod
e) Amer Pican.
- B) Explain the following terms. 5
a) Organic wine
b) Aperitif
c) Sparkling wine
d) Fino
e) Bual.
6. A) Explain following strengths of cigar. 3
a) Madura
b) Colorado Claro
c) Claro.
- B) Explain parts of cigar. 3
- C) Explain following terms : 4
a) Viticulture
b) Vinification
c) Vintage
d) Sec.
-



[4676] – 705

Seat No.	
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B.H.M.C.T. (Semester – VII) Examination, 2014
703 : HOTEL RELATED LAWS
(Old & New Pattern)

Time : 3 Hours

Max. Marks : 70

N.B. : 1) Question No. 1 is **compulsory**.
2) Attempt **any three** questions from **remaining**.

1. Write short notes on **any two** : **10**
 - a) Rights of Buyer
 - b) Spread over for hotels
 - c) Lock-out.
 2. a) Define Free Consent. Explain essential of Free Consent. **10**
b) State the role of Food Inspectors and Public Analyst under prevention of Food Adulteration Act. **10**
 3. a) Explain the Important Provisions under Factory's Act. **10**
b) List down any 5 Licences that are required for starting a hotel also name the issuing authority's of these Licences. **10**
 4. a) Explain the importance and various provisions under Environmental Protection Act. **10**
b) Explain the Registration Procedure for all the commercial establishment. **10**
 5. a) Explain the rights of an unpaid seller under sale of Goods Act. **10**
b) Describe the procedure to file complaint under Consumer Protection Act. **10**
 6. a) Define the following terms in short : **10**
 - 1) Retrenchment
 - 2) Conciliation Officer
 - 3) Disablement
 - 4) Labour court.
b) Explain the essentials of a valid contract. **10**
-



[4676] – 706

Seat No.	
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**B.H.M.C.T. (Semester – VII) Examination, 2014
704 : HOSPITALITY MARKETING – II
(2005 & 2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Note : 1) Q. 1 is **compulsory** and attempt **any five** out of **seven** from Q. 2 to Q. 8.

1. Explain the following in short (**any four**) :
 - a) Any two management strategies for service business.
 - b) Process of Internal marketing.
 - c) Role of physical evidence.
 - d) Factors for operation design.
 - e) Functional organisation.
 - f) Customers satisfaction measuring. **(5×4=20)**
2. a) Write the importance of blue print.
b) Explain inseparability and intangibility as characteristics of services. **(5+5=10)**
3. Explain various elements of physical evidence. **10**
4. Explain the role of empowerment and recruitment in motivating people. **10**
5. Explain service gap model and reasons for the gaps. **10**
6. What are the strategies to enhance productivity ? **10**
7. a) What is the difference between (**any two**) : **10**
 - i) Goods and service
 - ii) Relationship marketing and transactional marketing
 - iii) Matrix organisation and product organisation.
8. How do supply and demand can be managed using ?
 - 1) Outsourcing
 - 2) Stimulating demand
 - 3) Increasing customer participation
 - 4) Gen. training
 - 5) Overtime. **(2×5=10)**



[4678] – 102

Seat No.	
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B.Sc. H.S. (Semester – I) Examination, 2014
102 : FOOD AND BEVERAGE SERVICE
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : 1) Attempt **any 4** questions from the following.
2) **All** the questions carry **equal** marks.
3) **Draw** sketches **wherever** required.

1. Explain the following terms (**any 10**). **10**
 - a) Silverware
 - b) Legumes
 - c) Automats
 - d) Take away
 - e) Pub
 - f) The complete
 - g) Preserves
 - h) Corn on the cob
 - i) Plat du jour
 - j) Melba Toast
 - k) Dispense bar
 - l) Afternoon tea.

2. A) Differentiate between the following (**any 2**). **8**
 - a) A la Carte and Table D' hôte menu.
 - b) Welfare catering and commercial catering.
 - c) Coffee Shop and fine Dining Restaurant.B) Plan an Indian Breakfast menu. **2**

3. Write the following. **10**
 - a) Enlist four methods of cleaning silver articles in hotels.
 - b) Give 4 examples of continental Horsd' oeuvres.
 - c) Give 4 examples of furniture used in the Restaurant.
 - d) Enlist 4 attributes of F and B personnel.
 - e) Give 4 examples of Breakfast cereals.

P.T.O.



4. Explain the following (**any 4**). **10**
- a) English service
 - b) American service
 - c) Guêridon service
 - d) Mise en place
 - e) Tray service.
5. A) Explain the co-ordination of F and B with following departments. **6**
- a) Housekeeping
 - b) Human Resource Department
 - c) Food production.
- B) Give accompaniments for following dishes. **4**
- a) Tomato juice
 - b) Cold lobster
 - c) Grilled Herring
 - d) Spaghetti.
6. A) Explain the points to be considered while planning a menu. **4**
- B) Write down duties and responsibilities of : **4**
- a) Restaurant manager
 - b) Sommelier.
- C) Explain the Cafeteria service. **2**



[4678] – 104

Seat No.	
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B.Sc. H.S. (Semester – I) Examination, 2014
104 : COMPUTER FUNDAMENTALS
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : i) Attempt **any four** questions.
ii) **All** questions carry **equal** marks.

1. A) What is virus ? Give precautions to avoid viruses. (1+3=4)
B) What is mean by cell address in MS-Excel ? Give an example to support your answer. 3
C) Give any three advantages of MS-Access. 3
2. A) Give any four advantages of Internet in Hotel Industry. 4
B) Explain any three output devices in brief. 3
C) Explain Header and Footer feature in MS-Word. 3
3. A) Explain following terms in Windows operating system. 4
 i) Wallpaper
 ii) Icon
 iii) Recycle Bin
 iv) Folder.
B) Give any three advantages of E – Commerce. 3
C) Give names of any six Data types used in MS-Access. 3
4. A) Explain any four features of MS-Dos 4
B) Explain Auto correct feature in MS-Word. 3
C) Explain Custom Animation in MS-Powerpoint. 3
5. A) What is extension of MS-Excel File ? Explain Auto sum feature with example. (1+3=4)
B) Explain slide transition with example in MS-Powerpoint. 2
C) Give difference between dial up and broadband connection in Internet. 2
D) List any two advantages of DBMS. 2



[4678] – 501

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – V) Examination, 2014
501 : SPECIALIZED FOOD PRODUCTION
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- Instructions :** 1) Answer **any four** questions.
2) **All** questions carry **equal** marks.
3) Assume suitable data **wherever** necessary.

1. Explain the culinary terms (**any ten**) : **10**
- a) Pretzel
 - b) Quiche
 - c) Vol-au-vent
 - d) Marzipan
 - e) Club Sandwich
 - f) Pate
 - g) Force meat
 - h) Truffle
 - i) Gravlax
 - j) Zakuski
 - k) Baconnaisse
 - l) Zaatar.
2. A) Give difference between haute cuisine and nouvelle cuisine. **3**
- B) Write the function of Icing. Give the filling used in confectionery. **4**
- C) What are the characteristics of convenience foods ? **3**
3. A) Give difference between mousse and mousseline and name any four savoury mousse. **5**
- B) Define short crust and flakey pastry. State the do and don't while preparing the same. **5**
4. A) Explain the types of breads used for making sandwiches and care to be taken while storage of bread. **5**
- B) What are classical salad ? Write the principles of making of a good salad. **5**
5. A) Classify appetizers with one example. **5**
- B) Explain the various types of cookies. **5**



[4678] – 505

Seat No.	
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B.Sc. H.S. (Semester – V) Examination, 2014
505 : MARKETING MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.
2) Attempt **any five** questions from remaining Q. 2 to 9.
3) Figures to the **right** indicate **full** marks.
4) **Draw** the figure **wherever** necessary.

1. Write short notes on **(any four)** : **20**
 - a) Branding
 - b) Telemarketing
 - c) Duties of Marketing Manager
 - d) Location of services
 - e) Internal Environment
 - f) Additional 3p's of services.
2. Define product explain New Product Development Stages in brief. **10**
3. Discuss any four general pricing methods. **10**
4. Define distribution. Explain importance of distribution. Enlist channel levels of distribution. **10**
5. Discuss various tools of public relations. **10**
6. Discuss Fire GAP model or Service Quality. **10**
7. Draw Consumer Behaviour model. Explain, in brief, cultural factors affecting it. **10**
8. Define market segmentation. Discuss demographic segmentation in brief. **10**
9. Explain : **10**
 - a) Measuring customer satisfaction
 - b) Relationship marketing.



[4678] – 101

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – I) Examination, 2014
101 : BASIC FOOD PRODUCTION
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : 1) Attempt **any four** questions.
2) **All** questions carry **equal** marks.

1. A) Explain the following terms (**any five**) : 5
- 1) Mireepoix
 - 2) Sieving
 - 3) Slitting
 - 4) Folding
 - 5) Meringue
 - 6) Beating
 - 7) Emulsification.
- B) Answer in short : 5
- 1) Name the pigment found in Cauliflower and beetroot.
 - 2) Write the difference between herbs and spices.
 - 3) What do you call to a incharge of Larder Section and Pastry Section ?
 - 4) Write two advantages of wood as fuel in catering establishment.
 - 5) What do you mean by first aid ?
2. A) Give four functions of fats and oils. 4
- B) Write **two** examples of the following types of vegetables. 4
- 1) Bulbous roots
 - 2) Flowers
 - 3) Fruits
 - 4) Stem.
- C) What are the various types of fruits. 2
3. Attempt **any five** of the following : 10
- 1) Essentials of continental cooking
 - 2) Condiments and Seasoning.
 - 3) Qualities of professional chef.
 - 4) Responsibilities of chef de cuisine.
 - 5) Methods of sugar cooking.
 - 6) Precautions and care in handling of equipments.

P.T.O.



4. A) Write four examples of cereals and four examples of pulses. **4**
B) List and explain four methods of mixing. **4**
C) What are the different types of milk available in local market. **2**
5. A) Give the local equivalents for the following : **5**
1) Cluster beans.
2) Maize.
3) Custard apple.
4) Kidney beans.
5) Split red gram.
6) Sponge gourd.
- B) Write two by product of following : **5**
1) Wheat.
2) Rice.
3) Milk.
4) Tomato.
5) Maize.
-



[4678] – 103

Seat No.	
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B.Sc. Hospitality Studies (Semester – I) Examination, 2014
103 : BASIC ROOMS DIVISION
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : 1) Attempt **any two** questions from **each** Section.
2) Draw **neat** diagrams **wherever** necessary.

SECTION – I

1. Explain the following terms (**any 10**) : **10**
- a) Suite room
 - b) Floor Pantry
 - c) Job description
 - d) Laundry department
 - e) Chamois leather
 - f) Cabana
 - g) Front areas
 - h) Dutch wife
 - i) Dustette
 - j) GRA
 - k) Repeat business.
2. a) Explain the different functions performed by House Keeping Department. **5**
- b) Write down the selection criteria for purchasing of cleaning agent. **5**
3. a) Write short notes on (**any two**) : **5**
- 1) Cleaning equipments.
 - 2) Attributes of House Keeping Staff.
 - 3) Control Desk.
- b) Draw an organization structure of House Keeping Department in large hotels. **5**

SECTION – II

4. Explain the following terms (**any 10**) : **10**
- a) SIT
 - b) Suburban hotel
 - c) MAP
 - d) Pent House

P.T.O.



- e) Corporate rate
 - f) Scanty baggage
 - g) Walk In
 - h) Bell Desk
 - i) OOO
 - j) Check In
 - k) Twin room.
5. a) Write down the co-ordination of Front Office Department with 5
- i) House keeping
 - ii) Sales.
- b) What are the different rules of the house for guest ? 5
6. Write short notes on **(any 4)** : 10
- i) Classification of hotels on the basis of location
 - ii) Equipments used at Front Office
 - iii) Types of room rates
 - iv) Key control
 - v) Black list.
-



[4678] – 105

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – I) Examination, 2014
105 : CATERING SCIENCE – I
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.
2) Attempt **any four** from Q. No. 2 – 7.
3) Draw diagrams **wherever** necessary.

1. Define the terms (**any five**) : **10**
- a) Foam
 - b) pH
 - c) Boiling under pressure
 - d) Smoking point
 - e) Density
 - f) Sanitation
 - g) Food adulteration.
2. A) Explain concept of HACCP in the catering industry. **5**
- B) Define cross-contamination. Give any three ways to prevent it. **5**
- C) Why protective display of food is important ? Give any three ways to display the food protectively. **5**
3. A) List any two spoilage indicators in the following food stuffs : **5**
- i) Milk
 - ii) Fenugreek leaves
 - iii) Fish
 - iv) Egg
 - v) Ground nut
- B) Explain any two ways to control the growth of micro-organisms in food. Give any two uses of yeast and one use of mould in food industry. **5**
- C) Why are additives added to the food ? Explain any three food additives with one example of each. **5**

OR

Explain Direct transmission of disease. Give names of any two intestinal parasites.

P.T.O.



4. A) Discuss 'Botulism' on the basis of :
- i) Responsible micro-organism 1
 - ii) Any two foods involved 2
 - iii) Any one symptom and one preventive measure. 2
- B) Explain the importance of hygiene and sanitation in food industry. State any two sanitary practices to be followed by a food handler. 5
- C) Explain any five Non-bacterial Metal Poisoning in food. 5

OR

Why is pest control necessary ? Give any two control measures for each :

- i) House flies
 - ii) Ants.
5. A) Why personal hygiene is necessary ? Write in brief about the importance of protective clothing. 5
- B) Give any three general guidelines for all types of food stuffs. List any four requirements to store food in a refrigerated storage area. 5
- C) Explain any three factors affecting the growth of micro-organisms. State any two differences between food poisoning and food infection. 5

6. Short notes (**any three**) : (3×5=15)

- A) Importance of rest, recreation and exercise for a food handler.
- B) Five natural toxins occurring in food.
- C) Food standards in India.
- D) Concept of Danger-Zone in catering industry.

7. A) Define undesirable browning reactions in food. Give any three ways to prevent it. 5
- B) State S.I unit of Area and Weight. Convert 12 °c to °F. 5

OR

Explain the morphology of Bacteria.

- C) Mention the food adulterant and the test to detect them in the following food stuffs : 5
- i) Coffee
 - ii) Milk
 - iii) Sugar
 - iv) Ghee
 - v) Red chilly powder.



[4678] – 301

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – III) Examination, 2014
301 : QUANTITY FOOD PRODUCTION
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- Instructions :** 1) Solve **any four** questions.
2) **All** questions carry **equal** marks.
3) Draw **neat** diagrams **wherever** necessary.

1. a) What are the duties and responsibilities of a Larder Chef ? 5
b) Classify fish with suitable examples. 5
2. a) With the help of a neat diagram show the cuts of Lamb. 5
b) Write down the selection criteria for poultry. 5
3. a) Enlist any five case making methods and explain any two in detail. 5
b) Write catering consideration for **any one** of the following : 5
 - 1) Industrial canteen
 - 2) Hospital catering.
4. a) Explain the physical and chemical composition of meat. 5
b) Write short notes on **(any 2)** : 5
 - a) Ham
 - b) Bacon
 - c) Force meat.
5. Explain the following terms **(any ten)** : 10
 - 1) Adipose tissue
 - 2) Butterfly fillet
 - 3) Pound cake
 - 4) Cephalopods
 - 5) Corned Beef
 - 6) Marinades
 - 7) Rigor Mortis
 - 8) Angel cake
 - 9) Pennsylvania Ham
 - 10) Dum cooking
 - 11) Veloute
 - 12) Trussing.



[4678] – 302

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – III) Examination, 2014
302 : BEVERAGE SERVICES
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

Instructions : 1) Answer **any four** questions.
2) **All** questions carry **equal** marks.

1. Explain the following terms (**any ten**) : **10**
- 1) D.O.M.
 - 2) Grand Champagne
 - 3) Flor
 - 4) Feints
 - 5) El cucracon
 - 6) Sekt
 - 7) Angel share
 - 8) Absinthe
 - 9) V.D.Q.S.
 - 10) Racking
 - 11) Vin Mousseux
 - 12) Feni
2. A) List 2 wine producing regions each of the following countries. **5**
- a) Italy b) France c) Spain d) Portugal e) Germany
- B) Explain the following in brief : **5**
- a) Grappa b) Pastis c) Ouza d) Silvovitz e) Calvados
3. A) Explain the following terms : **4**
- a) BOB b) Cremant c) Eau-de-vie d) Chaptalisation
- B) Distinguish between : **6**
- a) Dark Rum and Light Rum **3**
- b) Pot still and Patent still **3**

P.T.O.



- 4. A) List base, Flavour and country of the origin of the following liqueurs. 4
 - a) Midori
 - b) Drambuie
 - c) Tia Maria
 - d) Benedictine
 - B) Differentiate between Cognac and Armagnac with 2 brands each. 4
 - C) Give 2 international brands of Vodka and Rum. 2
 - 5. A) List and explain the types of Gin. 3
 - B) Define Aperitif. List 2 wine based and 2 spirit based aperitifs. 4
 - C) Classify Cigar on its sizes and color. 3
 - 6. A) Explain Solera system. 3
 - B) Answer the following :
 - a) Name 4 brands of cigar. 2
 - b) Name 4 Indian sparkling wines. 2
 - c) Name 4 brands of Tequilo. 2
 - d) Name 2 brands American Whisky. 1
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[4678] – 304

Seat No.	
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B.Sc. (HS) (Semester – III) Examination, 2014
304 : PRINCIPLES OF MANAGEMENT
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Q. 1 is **compulsory**.
2) Solve **any five** from Q. 2 to Q. 8.

1. Write short notes on **(any 4)** : **(4×5=20)**
 - a) External factors affecting management (any 3 factors). 5
 - b) Programmed decisions. 5
 - c) Advantages of planning function. 5
 - d) Line and staff. 5
 - e) Departmentalization. 5
 - f) Types of motivation. 5
 - g) Need for coordination. 5
2. Define communication. How will you make communication more effective ?
(2 m – definition, 4 ways – 8 m). 10
3. Explain Theory X and Theory Y of motivation. 10
(5 m for each theory).
4. Explain the Managerial Grid of leadership with the help of a diagram. 10
(Grid explain – 8 m) (diagram – 2 m).
5. Explain the process of staffing in brief. 10
6. Differentiate between : 10
 - a) Formal and informal organizations.
 - b) Centralized and decentralized organizations **(5 m each)**
7. Explain the advantages and disadvantages of planning function. 10
8. Explain Henry Fayol's classical management theory. 10



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Seat No.	
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B.Sc. (Hospitality Studies) (Semester – III) Examination, 2014
305 : BASIC PRINCIPLES OF ACCOUNTING
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

- N.B. :** 1) Attempt **any six** questions including question no. **1** which is **compulsory**.
2) Figures to the **right** indicate **full** marks.
3) Use of pocket calculator is **allowed**.

1. Following is a Trial Balance of Amit Caterers as on 31st March 2013.

20

Trial Balance

Debit Balances	₹	Credit Balances	₹
Stock	40,000	Capital	5,00,000
Kitchen Equipments	1,70,000	Sales	3,75,000
Cash	2,000	Creditors	1,30,000
Debtors	20,000	Returns outward	15,000
Stationery	65,000	Commission	12,000
Purchases	2,20,000	Interest	18,000
Advertisement	62,000		
Utensils	1,10,000		
Furniture	35,000		
Vehicles	70,000		
Glass and China	45,000		
Wages	52,000		
Carriage	12,000		
Drawings	50,000		
Bank Balance	38,000		
Gas and Fuel	30,000		
Bad debts	4,000		
Investments	25,000		
Total	10,50,000	Total	10,50,000

Adjustments :

- 1) Closing Stock was valued at Rs. 65,000.
- 2) Depreciate Furniture @ 5%, Kitchen Equipments @ 10%, Vehicles @ 15% and Glass, China was revalued at Rs. 38,000.

P.T.O.



- 3) Outstanding wages Rs. 8,000.
4) Accrued Commission Rs. 18,000.

Prepare Trading A/c, Profit and Loss A/c for the year ended 31st March 2013 and a Balance Sheet as on that date.

2. Write short notes on **(any two)** : **10**
- a) Utility of Journal.
b) Going concern concept.
c) Contra Entry.
3. From the following information prepare Narendra's A/c in the books of Amit Shah. **10**
- June 1 Amount due from Narendra Rs. 70,350.
June 4 Sold goods to Narendra of Rs. 30,000 @ 10% trade discount and 5% cash discount terms within one month.
June 11 Purchased furniture from Narendra of Rs. 75,000 and paid $\frac{1}{3}$ rd amount by cheque.
June 22 Received from Narendra Rs. 50,000 and allowed him discount of Rs. 350.
July 4 Received $\frac{1}{3}$ rd of the amount due from Narendra against goods sold to him on June 4th and allowed him discount as per terms decided on June 4th.
July 12 Delivered the goods to Virendra of Rs. 40,000 on behalf of Narendra.
July 20 Paid by Cheque to Narendra for furniture purchased from him on June 11th.
July 26 Narendra purchased goods from Amit Shah of Rs. 30,000 on credit.
4. a) Explain the following terms. **5**
Voucher, Transaction, V.P.O., Account, Journal.
- b) State whether the following are capital or Revenue Expenditure. **5**
- i) Expenses incurred to obtain Licence for starting Bar in a hotel
ii) Repairs to purchases of second hand furniture
iii) Labour welfare expenses
iv) Wages spent on installation of machinery
v) Legal fees paid to acquire hotel building.
5. Prepare an analytical petty cash book maintained on Imprest system. An imprest amount is Rs. 2,000. **10**
- 2014
- July 1 Cash in hand Rs. 570
July 1 Received float amount by cheque from head cashier to make up the imprest.
July 2 Purchased postal stamps Rs. 250
July 5 Paid for stationery Rs. 120



- July 9 Paid for carriage Rs. 210
- July 12 Paid to Mohan Rs. 450
- July 15 Repairs to furniture Rs. 370
- July 19 Paid for conveyance Rs. 205
- July 24 Received from sale of scrap Rs. 290
- July 26 Paid for printing charges Rs. 325

6. Answer the following. 10
- a) Why are business and proprietor of business treated as two separate entities ?
 - b) Explain the objectives of Hotel Accounting.
7. a) Prepare a Trial Balance as on 31 March 2011 5

Particulars	₹	Particulars	₹
Capital	1,20,000	Sales	2,25,000
Purchases	83,000	Machinery	2,12,000
Audit fees	35,000	Stock	20,000
Bills payable	50,000	Investments	1,25,000
Loan from Bank	1,40,000	Drawings	60,000

- b) From the following prepare necessary subsidiary books of Rajendra Furnitures. 5
- 2014

- June 1 Sold 25 chairs @ Rs. 550 per chair to Neeta Travels @ 10% trade discount. Invoice No. 415.
- June 7 Purchased goods of Rs. 10,000 @ 10% trade discount and 7% cash discount from Virendra Bill No. V-1134.
- June 14 Sold one dining table for Rs. 6,450 and six chairs @ Rs. 300 per chair to Meen @ 5% cash discount within one month. Invoice No. 423.
- June 21 Neeta Travels returned two chairs which were damaged in transit. Credit Note No. 149
- June 28 Sold furniture worth Rs. 12,000 @ 10% trade discount to Vikrant Sales Invoice No. 438.

8. Distinguish between **(any two)** : 10
- a) Trade Discount and Cash Discount.
 - b) Debit Note and Credit Note.
 - c) Trial Balance and Balance Sheet.



[4678] – 502

Seat No.	
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B.Sc. (Hospitality Studies) (Semester – V) Examination, 2014
502 : FOOD AND BEVERAGE SERVICE AND MANAGEMENT
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- N. B :** 1) Solve **any four** questions.
2) **All** questions carry **equal** marks.
3) Draw **Neat** sketches **wherever** necessary.

1. A) List five important rules of mixing cocktails. 5
B) Describe Gueridon service procedure of following Dishes. 5
(i) Cre'pe Suzette (ii) Steak Tartare.
2. A) Plan a cocktail dinner for 100 pax. Draw the function prospectus with necessary information and prepare checklist of equipments. 8
B) Write the detailed recipe and ingredients of following cocktails (**any one**) 2
(i) Bloody Mary (ii) Pina Colada.
3. A) Explain three elements of cost. 3
B) Describe the Planning Phase of F & B control cycle in detail. 4
C) List and Explain three major equipments used on Gueridon Trolley. 3
4. A) Write short notes on : 10
(i) Off Premises catering
(ii) Railway catering
(iii) Re-order level
(iv) ABC analysis.
5. A) With help of a neat diagram, explain the break even point. Assume suitable data. 5
B) Describe post-operational phase of F & B control cycle. 3
C) Explain basic concept of Profits. 2
6. A) Explain the term Cobler and Daisy. 2
B) Describe EOQ in context of catering Industry. 2
C) List any four types of trolleys used in F & B service. 2
D) Describe any two methods of mixing cocktails. 2
E) Write in short about banquet booking procedure. 2



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Seat No.	
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B.Sc. (Hospitality Studies) (Semester – V) Examination, 2014
503 : ACCOMMODATION OPERATIONS – II
(2008 Pattern)

Time : 2 Hours

Max. Marks : 40

- N.B. :** 1) Answer **any four** questions, **two** from **each** Section.
2) **All** questions carry **equal** marks.
3) Draw **neat** formats **wherever** necessary.

SECTION – I

1. a) Explain the following terms (**any five**) : 5
- a) Bin card
 - b) Focal point
 - c) Renovation
 - d) Bonsai
 - e) Capital Budget
 - f) Complimentary colour scheme.
- b) What are 'Principles of Design' ? Explain any three in detail. 5
2. a) Discuss the procedure for Re-dicoration. 5
- b) Describe in length, what care needs to be taken for indoor plants. 5
3. a) Write short notes on (**any two**) : 5
- a) Snag list
 - b) Operating Budget
 - c) Five types of purchasing.
- b) What is a Budget ? What are the factors to be considered while calculating cost per room. 5

P.T.O.



SECTION – II

4. a) Explain the following terms (**any five**) : 5
- a) Credit limit
 - b) Overbooking
 - c) Suggestive selling
 - d) Rule of Thumb
 - e) Graveyard shift
 - f) Guest Folio.
- b) Discuss the duties and responsibilities of a night auditor. 5
5. a) Explain the importance of repeat guest and upselling at the Front Desk. 5
- b) Describe the 'Market Approach' method for establishing room rate. 5
6. a) With the help of a format, explain 10 day forecast. 5
- b) Write short notes (**any two**) : 5
- a) Hubbarts Formula
 - b) High Balance Report
 - c) Benefits of Forecasting.