

LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING (AUTONOMOUS)

R17

MBA (II-Semester)(R17) – Regular/Supplementary Examinations, November 2020

TIME TABLE

TIME : 10.00 AM to 01.00 PM

Date	Name of the Course
09-11-2020 (Monday)	17MB07 - Organizational Behavior
11-11-2020 (Wednesday)	17MB08 - Marketing Management
13-11-2020 (Friday)	17MB09 - Financial Management
16-11-2020 (Monday)	17MB10 - Human Resource Management
18-11-2020 (Wednesday)	17MB11 - Business Research Methods
20-11-2020 (Friday)	17MB12 - Operations Management

NOTE:

- (i) Any omissions or clashes in this time table may please be informed to the Controller of Examinations immediately.
- (ii) Even if government/JNTUK/College declares holiday on any of the above dates, the examinations shall be conducted as notified only.
- (iii) For any clarification in respect of the above examinations, please contact the Controller of Examinations.

Date : 21-10-2020

CONTROLLER OF EXAMINATIONS

PRINCIPAL

Copy to: 1. MBA HoD. for N.A.,
2. MBA Notice Boards

**LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING
(AUTONOMOUS)**

L.B. Reddy Nagar :: Mylavaram – 521 230 :: Krishna Dist.:A.P.

M.B.A (II Semester) Regular/Supplementary Examinations

17MB07-ORGANIZATIONAL BEHAVIOR

(MBA)

Time : 3 hours

Max. Marks : 60

All questions carry equal marks

Q.No	Questions	Marks	CO	BL
1(a)	What is Organizational behavior? Define and explain.	6M	CO1	L2
(b)	Why Organizational behavior is important in managing the organization? Explain.	6M	CO1	L2
(OR)				
2.	"Study of Organizational behavior is important while understanding human behavior. It facilitates achievement of organizational goals"- Discuss.	12M	CO1	L2
3(a)	Discuss various theories of Learning.	6M	CO2	L2
(b)	What is Perception? Explain the factors influencing Perception.	6M	CO2	L2
(OR)				
4(a)	What are the important determinants of personality?	6M	CO2	L1
(b)	What is motivation? Explain Alderfer's ERG theory.	6M	CO2	L2
5(a)	Describe the concept of Group Dynamics also state its importance and implications to management.	6M	CO3	L2
(b)	What are different types of groups?	6M	CO3	L1
(OR)				
6.	What are the functions performed by groups? How can groups be used a means of integration?	12M	CO3	L2
7.	"Power helps leaders in achieving their goals", comment on the statement.	12M	CO4	L2
(OR)				
8(a)	What do you mean by leadership? Discuss the various leadership styles.	6M	CO4	L2
(b)	Discuss the various barriers to effective communication. How to overcome them?	6M	CO4	L2
9.	<p>Case Study (Compulsory Question)</p> <p>Vineel is a new entrant in the organization. He is an MBA degree holder. His dream is to establish own enterprise. He decided to get industrial experience in order to know various issues and concerns with relation to industrial organization. He is specialized in retail marketing, but got placement in personnel department. Even at the time of interview itself Vineel argued about this but convinced with answers given by the interview panel. After completion of induction program, he entered the department to perform his job as HRD team member. With the time passage he realized that, he is not performing up to the mark. Now, he is in dilemma about what to do next?</p> <p>Questions:</p> <p>i) Advise Vineel how to proceed in this context.</p> <p>ii) Do you think Vineel has taken a right decision about his career management?</p>	12M	CO5	L2

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M.B.A (II Semester) Regular/Supplementary Examinations

17MB08-MARKETING MANAGEMENT

Time : 3 hours

Max. Marks : 60

Answer one question from each unit.

All questions carry equal marks

Q.No	Questions	Marks	CO	BL
1(a)	Describe the micro factors and its influence on marketing environment.	6M	CO1	L2
(b)	Explain the importance of marketing research.	6M	CO1	L2
(OR)				
2(a)	Examine the role of 4P's in marketing.	6M	CO1	L3
(b)	Distinguish between primary and secondary data methods.	6M	CO1	L2
(OR)				
3(a)	Identify the nature of market segmentation process.	6M	CO2	L1
(b)	Summarize the role of demographic factors in market segmentation process.	6M	CO2	L2
(OR)				
4(a)	Explain the relationship between targeting and positioning aspects.	6M	CO2	L2
(b)	Demonstrate the basis for segmentation process in the view of consumer markets.	6M	CO2	L2
(OR)				
5(a)	Describe the nature of product line in terms of width, length, and depth.	6M	CO3	L2
(b)	Discuss the nature and importance of branding.	6M	CO3	L2
(OR)				
6.	Bringout the objectives of pricing. Discuss the factors influenced on pricing.	12M	CO3	L2
(OR)				
7(a)	Identify the role and importance of channels of distribution in marketing.	6M	CO4	L1
(b)	Explain the role of advertising in marketing.	6M	CO4	L2
(OR)				
8(a)	Describe the role of digital marketing in marketing arena.	6M	CO5	L2
(b)	Discuss the nature of global marketing.	6M	CO5	L2

17MB08-MARKETING MANAGEMENT

9.	<p>Case study (Compulsory question)</p> <p>ROTOMATIC ELECTRONICS LTD. (Innovation for Leadership):</p> <p>Rotomatic Electronics Ltd. Was a small company offering accessories product for medium to large computers. The company specialized in the manufacture and sale of magnetic disc drives. The product, being: complex one, required extensive controls. As the product required high quality control, it had high unit cost and was manufactured to meet customer requirements.</p> <p>Rotomatic's business in computer industry was highly competitive. Many larger companies manufactured their own magnetic disc drives and also there were quite a large number of small manufacturers who had entered in the field recently. Rotomatic's disc drives offered large capacity and high speed and could interface with any existing computer system. The company had capacity to expand its operations due to attractive features and flexibility.</p> <p>However, as the company was not occupying leadership position in the market, the company had to constantly come up with innovation to increase sales. In order to attain more corporate ability, the management decided to diversify into new product areas. They asked the R&D department to design the single board efficient computer. As a result of six months' hard efforts, the R&D department gave the prototype.</p> <p>Questions:</p> <p>(i) Suggest the ways of positioning the new product in a highly competitive market.</p> <p>(ii) Advise the alternative to reach the customers with new and innovative computer product giving plausible reasons.</p>	12M	CO3	L4
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M.B.A (II Semester) Regular/Supplementary Examinations

17MB09-FINANCIAL MANAGEMENT

Time : 3 hours

Max. Marks : 60

Answer one question from each unit.

All questions carry equal marks

Q.No	Questions	Marks	CO	BL															
1(a)	“The profit maximization is not an operationally feasible criteria” Do you agree? Illustrate your views.	6M	CO1	L2															
(b)	What are the basic financial decisions? How do they involve risk return trade off?	6M	CO1	L1															
(OR)																			
2(a)	“Cash flows of different years in absolute terms are incomparable” Discuss.	6M	CO2	L2															
(b)	Despite the weaknesses, the payback period method is popular in practice? What are the reasons for its popularity?	6M	CO2	L2															
3	<div>The following is the Capital Structure of a firm.<table><tr><th>Source of Finance</th><th>Amount (Rs)</th><th>Cost of specific source of finance</th></tr><tr><td>Equity Share Capital</td><td>9,00,000</td><td>16 %</td></tr><tr><td>Retained Earnings</td><td>4,00,000</td><td>14%</td></tr><tr><td>Preference Share Capital</td><td>2,00,000</td><td>12%</td></tr><tr><td>Debt</td><td>5,00,000</td><td>14%</td></tr></table>Calculate the Weighted Average Cost of Capital, if tax rate is 50%.</div>	Source of Finance	Amount (Rs)	Cost of specific source of finance	Equity Share Capital	9,00,000	16 %	Retained Earnings	4,00,000	14%	Preference Share Capital	2,00,000	12%	Debt	5,00,000	14%	12M	CO3	L3
Source of Finance	Amount (Rs)	Cost of specific source of finance																	
Equity Share Capital	9,00,000	16 %																	
Retained Earnings	4,00,000	14%																	
Preference Share Capital	2,00,000	12%																	
Debt	5,00,000	14%																	
(OR)																			
4.	What are the various concepts of cost of capital? How is the weighted average cost of capital calculated?	12M	CO2	L1															
5.	Assume that firm Z uses 8% debt of Rs.6,25,000/-. Determine the degree of operating leverage, degree of financial leverage and degree of combined leverage, if the sales are 80,000 units. The selling price is Rs.8/-per unit. The variable cost is Rs.4/- per unit. The fixed cost is Rs.2,00,000/-.	12M	CO3	L3															
(OR)																			
6	What do you understand by venture capital? Describe briefly the main features of venture capital.	12M	CO3	L1															
7(a)	‘The MM Hypothesis is based on unrealistic assumptions’. Evaluate the reality of the assumptions made by M.M.	6M	CO3	L2															

17MB09-FINANCIAL MANAGEMENT

(b)	What is the concept of working capital cycle? Why is it important in working capital management?	6M	CO4	L1												
(OR)																
8(a)	What are the assumptions of Gordon's dividend model? Explain its short comings.	6M	CO5	L1												
(b)	Discuss the factors which effecting the dividend policy of a firm.	6M	CO5	L2												
9	<p>Case study (Compulsory question)</p> <p>XY Co. Ltd in contemplating to invest in a project that costs Rs4,00,000/- The estimated salvage value is zero . Tax rate is 55%. The company uses straight line method of depreciation and the proposed project has Cash Flows Before Tax (CFBT) as follows :</p> <table><tr><td>Year</td><td>CFBT Rs</td></tr><tr><td>1</td><td>1,00,000</td></tr><tr><td>2</td><td>1,00,000</td></tr><tr><td>3</td><td>1,50,000</td></tr><tr><td>4</td><td>1,50,000</td></tr><tr><td>5</td><td>2,50,000</td></tr></table> <p>Determine the following: Pay Back Period NPV (15% cost of capital) Profitability Index (15% cost of capital).</p>	Year	CFBT Rs	1	1,00,000	2	1,00,000	3	1,50,000	4	1,50,000	5	2,50,000	12M	CO2	L3
Year	CFBT Rs															
1	1,00,000															
2	1,00,000															
3	1,50,000															
4	1,50,000															
5	2,50,000															

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M.B.A (II Semester) Regular/Supplementary Examinations

17MB10-HUMAN RESOURCE MANAGEMENT

Time : 3 hours

Max. Marks : 60

Answer one question from each unit.

All questions carry equal marks

Q.No	Questions	Marks	CO	BL
1(a)	Describe the Functions of HRM.	6M	CO1	L2
(b)	Outline the principles of HRM.	6M	CO1	L1
(OR)				
2(a)	Define HRP. Bring out the factors influencing such a plan.	6M	CO1	L1
(b)	How are the personnel needs and personnel policies estimated?	6M	CO1	L1
3(a)	From HR manager's point of view. What are the uses of Job analysis?	6M	CO2	L2
(b)	Discuss the Hackman & Oldham's Job characteristics model.	6M	CO2	L2
(OR)				
4(a)	Define E-recruitment. Explain the barriers to effective selection.	6M	CO2	L2
(b)	State the techniques employed to select employees.	6M	CO2	L3
5(a)	Categorize the different elements of career planning.	6M	CO3	L2
(b)	Justify the role of employee commitment to an organization.	6M	CO3	L2
(OR)				
6(a)	Define the term 'training and development'. Bring out the importance of training and development.	6M	CO3	L2
(b)	Explain the various inputs required for a training and development programme.	6M	CO3	L2
7(a)	Compare and contrast with traditional methods and modern methods of performance appraisal.	6M	CO4	L2
(b)	Assess the different types of incentive plans in an organization.	6M	CO4	L3
(OR)				
8(a)	Illustrate the causes of Indiscipline. Evaluate the kinds of punishments/penalties.	6M	CO4	L2
(b)	Discuss the challenges of HRM.	6M	CO4	L2

17MB10-HUMAN RESOURCE MANAGEMENT

9.	<p>Case study (Compulsory question)</p> <p>Vinod Sethi was the manager of the system development department of Aerospace Company. During his fifteen years with the company, he trained many managers and encouraged their development, only to see many of them leave the firm after they had got their advanced degrees. The company had a liberal policy of educational reimbursement (75 percent of tuition costs and books) and many engineers (about 50 percent of them have a master's degree in a technical field) took advantage of these educational opportunities. Mrs. Geeta Kalra, an electrical engineer, came to see her boss, Vinod Sethi, who congratulated Mrs. Kalra for obtaining her Master's Degree in business administration, which she received through the assistance of the firm's educational programme. Mrs. Geeta Kalra, to the surprise of Vinod Sethi said that she was leaving the company to go to a competitor because she did not see any opportunities for advancement in the firm. Vinod Sethi was furious because this had happened several times before. He immediately went to see the Director operations and complained about the educational reimbursement policy and the lack of systems approach to staffing.</p> <p>Questions:</p> <p>(i) What might be the reason that employees left after receiving their degrees through educational reimbursement?</p> <p>(ii) If you were the Director, what would you do? How can the labour turnover be prevented?</p>	12M	CO3	L4
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M.B.A (II Semester) Regular/Supplementary Examinations

17MB11-BUSINESS RESEARCH METHODS

Time : 3 hours

Max. Marks : 60

Answer one question from each unit.

All questions carry equal marks

Q.No	Questions	Marks	CO	BL												
1.	Describe the different steps involved in a research process.	12M	CO1	L2												
(OR)																
2(a)	“Empirical research in India creates so many problems for the researchers”. State the problems that are usually faced by such researchers.	6M	CO1	L2												
(b)	Write short notes on: (i) Motivation in research (ii) Objectives of research	6M	CO1	L1												
(OR)																
3(a)	Give your understanding of a good research design.	6M	CO2	L2												
(b)	Is single research design suitable in all research studies? If not, why?	6M	CO2	L2												
(OR)																
4(a)	“Research design in exploratory studies must be flexible”. Justify.	6M	CO2	L2												
(b)	What are the guiding considerations in the construction of a questionnaire?	6M	CO2	L2												
(OR)																
5(a)	Why is it difficult to measure qualitative data?	6M	CO3	L2												
(b)	Discuss the criteria for good measurement.	6M	CO3	L1												
(OR)																
6(a)	What is a graphic rating scale? In what alternative forms can it be designed? What are its merits and demerits?	6M	CO3	L2												
(b)	Write short notes on itemized rating scales.	6M	CO3	L1												
(OR)																
7(a)	What is Hypothesis? Explicate the process of testing hypothesis.	6M	CO4	L3												
(b)	A simple random sampling survey in respect of monthly earnings of semi-skilled workers in two cities gives the following statistical information: <table border="1"><thead><tr><th>City</th><th>Mean monthly earnings (Rs.)</th><th>Standard deviation of sample data of monthly earnings</th><th>Size of sample</th></tr></thead><tbody><tr><td>A</td><td>695</td><td>40</td><td>200</td></tr><tr><td>B</td><td>710</td><td>60</td><td>175</td></tr></tbody></table> <ul style="list-style-type: none">• Test the hypothesis at 5% level that there is no difference between monthly earnings of workers in the two cities.• Table value of z is ±1.96.	City	Mean monthly earnings (Rs.)	Standard deviation of sample data of monthly earnings	Size of sample	A	695	40	200	B	710	60	175	6M	CO4	L3
City	Mean monthly earnings (Rs.)	Standard deviation of sample data of monthly earnings	Size of sample													
A	695	40	200													
B	710	60	175													
(OR)																

17MB11-BUSINESS RESEARCH METHODS

8(a)	"Report writing is more an art that hinges upon practice and experience". Discuss.	6M	CO5	L2
(b)	Clarify the precautions that need to be taken while writing research reports.	6M	CO5	L2
9.	<p>Case study (Compulsory question):</p> <p>Calling Up Attendance: TeleCenter System Users Forum</p> <p>Nashville-based TCS Management Group markets TeleCenter System, software used to forecast staffing needs for reservation centers, order centers, or customer service centers. Using TeleCenter System allows companies to have the correct number of people on duty at any given hour of the day or night, thereby optimizing the delivery of good service while holding costs as low as possible. TCS has an impressive list of customers, including American Express, British Airways, Sears, Amtrak, and Citicorp.</p> <p>TCS wanted to conduct a customer satisfaction research, given the limited time frame, it turned to Nashville-based Prince Marketing, who promised to design, conduct, and interpret survey results within 21 days. The main objective set for the <u>phone survey</u> was: Measure the level of user satisfaction.</p> <p>Respondents were asked to rate on a 7-point scale the software's ease of use, the usefulness of software-generated reports, and satisfaction with service. They were also asked whether they would recommend the software and why/why not. <u>Prince faxed the names and addresses of respondents to TCS, which sent promotional materials immediately.</u></p> <p>Prince surveyed 315 customers: 161 users and 154 managers. On customer service, 34 percent of respondents gave TCS a 7, the highest point on the rating scale. TCS received its lowest scores on ease of use, with 60 percent of respondents giving it a 5 or higher on the 7-point scale, while 16 percent refused to answer. The research confirmed unreliable evidence and reinforced internal initiatives to improve ease of use. 84 percent said they would recommend the TCS system to colleagues, <u>with 16 percent indicating they were too new to the software to form an opinion.</u> TCS plans to use this endorsement to attract new users.</p> <p>Questions:</p> <p>(i) Comment on the method of survey conducted in this research study.</p> <p>(ii) Discuss the advantages of closely linking marketing activities with research activities.</p>	12M	CO1	L4

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M.B.A (II Semester) Regular/Supplementary Examinations

17MB12-OPERATIONS MANAGEMENT

Time : 3 hours

Max. Marks : 60

Answer one question from each unit.

All questions carry equal marks

Q.No	Questions	Marks	CO	BL																										
1(a)	List out the Elements of production system.	6M	CO1	L1																										
(b)	Examine the Objectives of production management.	6M	CO1	L2																										
(OR)																														
2(a)	Describe the Scope of Production management.	6M	CO1	L2																										
(b)	Explain Value analysis concept.	6M	CO1	L2																										
3(a)	List out the Principles of properly planned layout.	6M	CO2	L1																										
(b)	Examine Line layout features, its advantages and dis advantages.	6M	CO2	L2																										
(OR)																														
4(a)	Summarize the Capacity planning strategies.	6M	CO2	L2																										
(b)	XYZ Company is considering an additional facility, the company is heavily depended on water transportation, and therefore it has choice of location to three part facilities in Mumbai, Karwar and Mangalore on the basis of following data which location is most preferable. <table><tr><th>Particulars</th><th>Mumbai</th><th>Karwar</th><th>Manglore</th></tr><tr><td>Variable Cost/Unit</td><td>18</td><td>20</td><td>19.5</td></tr><tr><td>Fixed Cost/Year</td><td>15 Lakhs</td><td>30 Lakhs</td><td>40 Lakhs</td></tr><tr><td>Price/Unit</td><td>300</td><td>300</td><td>300</td></tr><tr><td>Volume</td><td>3 Lakhs</td><td>2.5 Lakhs</td><td>3.25 Lakhs</td></tr></table>	Particulars	Mumbai	Karwar	Manglore	Variable Cost/Unit	18	20	19.5	Fixed Cost/Year	15 Lakhs	30 Lakhs	40 Lakhs	Price/Unit	300	300	300	Volume	3 Lakhs	2.5 Lakhs	3.25 Lakhs	6M	CO2	L3						
Particulars	Mumbai	Karwar	Manglore																											
Variable Cost/Unit	18	20	19.5																											
Fixed Cost/Year	15 Lakhs	30 Lakhs	40 Lakhs																											
Price/Unit	300	300	300																											
Volume	3 Lakhs	2.5 Lakhs	3.25 Lakhs																											
5(a)	Discuss about the Elements of production planning and control.	6M	CO3	L2																										
(b)	Explain Objectives and importance of scheduling	6M	CO3	L2																										
(OR)																														
6.	The Sevenjobs are processed on two machines, in the order first as Machine – 1 and then Machine – 2. The matrix gives the processing time in hours. Find the Optimal Sequence and Total Make Span and Idle time. <table><tr><th rowspan="2">Job</th><th colspan="2">Time in Hours</th></tr><tr><th>Machine-1</th><th>Machine-2</th></tr><tr><td>1</td><td>3</td><td>8</td></tr><tr><td>2</td><td>12</td><td>10</td></tr><tr><td>3</td><td>15</td><td>10</td></tr><tr><td>4</td><td>6</td><td>6</td></tr><tr><td>5</td><td>10</td><td>12</td></tr><tr><td>6</td><td>11</td><td>1</td></tr><tr><td>7</td><td>9</td><td>3</td></tr></table>	Job	Time in Hours		Machine-1	Machine-2	1	3	8	2	12	10	3	15	10	4	6	6	5	10	12	6	11	1	7	9	3	12M	CO3	L3
Job	Time in Hours																													
	Machine-1	Machine-2																												
1	3	8																												
2	12	10																												
3	15	10																												
4	6	6																												
5	10	12																												
6	11	1																												
7	9	3																												
7(a)	Discuss about work study objectives and benefits.	6M	CO2	L2																										
(b)	Illustrate the features of SQC in detail.	6M	CO4	L2																										
(OR)																														

8.	Calculate the earnings of three workers AMAR, AKBAR and ALI. From the following Particulars by using. (i) Time rate system. (ii) straight piece rate system (iii) Taylor differential piece rate system (iv) Merrick differential piece rate system. Standard time for piece is 20 min, Normal rate per hour (in an 8 hour a day) is Rs.9-00/-, AMAR produced 23 units, AKBAR produced 24 units, ALI produced 30 units.	12M	CO4	L3
9.	<p>Case study (Compulsory)</p> <p>Prasad, Anitha and other children along with another family traditionally celebrate New year at a prestigious hotel. This year as in the past Anitha called and made a reservation about two weeks prior to New year's day. Because the majority of party members had small children, they arrived 30 minutes prior to 11.30 am reservations to ensure being seated early. However, when they arrived the supervisor said they did not have reservation. However he promised that he would make available tables for them as early as possible. Prasad and Anitha were quite upset and insisted that they had made reservation and expected to be seated promptly. The supervisor told them "I believe that you made the reservation but I can't seat you until all the people who have come earlier and are waiting for seats are accommodated. You are welcome to go to the lounge and have complementary coffee and relax while you wait". When Prasad asked to see the manager, the supervisor replied "I am the manager" and turned to other duties. Prasad and his party members eventually seated at 11.45am but they were not at all happy with the experience.</p> <p>The next day Prasad wrote a letter to the manager explaining the entire incident. Prasad was in the executive MBA programme of a prestigious business school and taking a course on TQM. In his class, they had just studied the issues on customer focus and some of the approaches used at Ritz Hotel, a 1992 Baldrige award winner. Prasad concluded his letter with a statement, "I doubt that we would have experienced this situation at a hotel that truly believes in quality".</p> <p>About a week later, Prasad received the following reply "We enjoy hearing from our valued guest, But wish you had experienced the type of service and accommodations that we aim to achieve here at our hotel. Our restaurant manager received your letter and asked me to respond as TQ manager.</p> <p>"Looking back at our records, we did not confirm a reservation on the books for your family. I have discussed your comments with HOD concerned so that others will not have to experience the same inconveniences that you did.</p> <p>"Thank you once again for sharing your thoughts with us. We believe in the philosophy of continuous improvement and it is through feedback such as yours that we can continue to improve the service to our customers.</p> <p>Questions:</p> <p>(i) Were the party hall supervisor's actions consistent with customer focused quality philosophy? Comment. What might he have done differently?</p> <p>(ii) How would you have reacted to the letter Prasad received? Would the total quality leader responded properly?</p> <p>(iii) What does the fact that the hotel manager did not respond personally to the customer indicate you?</p>	12M	CO5	L4
