



Dr. B. R. AMBEDKAR OPEN UNIVERSITY
ROAD NO. 46, JUBILEE HILLS, HYDERABAD – 500 033

Dear Student,

We are enclosing two assignments in each course, for all the compulsory and specialization courses of the Third Year MBA Programme for 2016-17 & earlier batch students. Please note the following points while answering these assignments:

1. Assignments are compulsory for MBA Program. They have a weight age of 30% in each course.
2. You have to submit both the assignments compulsorily. You will not be allowed to appear for the year-end examination for any course if you do not submit the specified number of assignments in time for that course.
3. Each assignment carries a maximum of 15 marks and you have to get a minimum of 40% of marks, i.e., 6 out of 15, to qualify in that assignment. If you fail to get the minimum marks in any assignment, you have to resubmit that particular assignment. Repetition of the same assignment will not be allowed more than once.
4. The maximum marks for each course at the year-end examination are 70 and you have to get a minimum of 40% i.e., 28 out of 70.
5. Division will be awarded on the basis of the aggregate marks obtained in assignments as well as in the year-end examinations.
6. Dates of submission for the assignments are:

ALL ASSIGNMENTS IN ALL SIX COURSES:

30.04.2022

NOTE: Assignments submitted after the due date will not be accepted. Please remember that this is the last chance given to the students admitted during 2016-17 & earlier batches to submit their assignments and clear all backlogs, if any.

7. You have to submit your assignments in the Study Centre to which you are attached.
8. The first page of your response sheet should be in the following format:

Enrolment No. :
Name :
Address :
Course Code :

Course Title :
Assignment No. :
Question No. :
Study Centre :
Date of Submission :
Signature :

9. Please go through the relevant course units thoroughly before you answer assignments.
10. If the assignment is of a problem model, you have to answer it in the proper format. You should give working notes also wherever necessary.
11. Before submitting the assignment, check it up carefully to make sure that you have attempted all the main points of the question.
12. You are required to use only foolscap size paper for your response. Allow some margin on the left in order to facilitate the evaluator to record his comments.
13. You have to answer the assignments in your own words. Kindly do not borrow sentences or paragraphs directly from the course material.
14. Do not copy from the response sheets of other students. If copying is noticed, the assignments of all such students will be rejected.
15. Start each assignment on separate sheets of paper.
16. The assignments should be neatly hand written. **Typed or Computerized assignments will not be accepted.**
17. You have to prepare your responses in duplicate, submit the original at your study centre and file the second copy with you as a record.
18. In case you request for a change of study centre, you should submit your assignments only to the original study centre until the University effects the change of the study centre.
19. Further correspondence should be made to the following address:

**The Director (SSB)
Dr.B.R.Ambedkar Open University
Prof. G. Ram Reddy Marg
Road No.46, Jubilee Hills
Hyderabad – 500 033.**

**Sd/-
HEAD, DEPT. OF BUSINESS MANAGEMENT**



Dr. B.R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 13: OPERATIONS RESEARCH
(2016-17 & Earlier Batches)

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Define Operations Research. Discuss its usefulness in decision making process and also the role of computers in this field. Also explain the limitations of Operations Research.
2. Find the non-degenerate basic feasible solution for the following transportation problem using:
 - a) North-west corner Rule
 - b) Least cost Method
 - c) Vogel's Approximation method.

		To				
	From	3	12	5	19	Supply
						10
		10	20	5	7	20
Demand		13	9	12	8	30
		4	5	7	9	40
		14	7	1	0	50
		60	60	20	10	

3. A furniture manufacturing company plans to make two products-chairs and tables-from its available resources, which consists of 400 board feet of mahogany lumber and 450 labour hours. It knows that to make a chair requires 5 board feet and 10 labour-hours and yields a profit of Rs.45, while each table uses 20 board feet and 15 labour-hours and has a profit of Rs.80. The problem is to determine how many chairs and tables the company can make, keeping within its resource constraints, so that it maximizes its profit. State the problem in linear programming terms and solve it by the Simplex Method and verify graphically.

ASSIGNMENT – II**(Marks: 15)****ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. The owner of a chain of four grocery stores has purchased six crates of fresh strawberries. The estimated probability distribution of potential sales of the strawberries before spoilage differs among four stores. The following table gives the estimated total expected profit at each store when various numbers of crates are allocated to it. For administrative reasons, the owner does not wish to split crates between stores. However, he is willing to distribute zero crates to any of his stores. Find the allocation of six crates to four stores so as to maximize the expected profit.

Number of Crates	Stores			
	1	2	3	4
0	0	0	0	0
1	4	2	6	2
2	6	4	8	3
3	7	6	8	4
4	7	8	8	4
5	7	9	8	4
6	7	10	8	4

2. Customers arrive at a one window drive in bank according to Poisson distribution with mean 10 per hour. Service time per customer is exponential with mean 5 minutes. The space in front of the window including that for the serviced car can accommodate a maximum of 3 cars. Others can wait outside this space?

- What is the probability that an arriving customer can drive directly to the space in front of the window?
- What is the probability that an arriving customer will have to wait outside the indicated space?
- How long is an arriving customer expected to wait before starting service.

3. Solve the following game using the graphical method:

A's Strategy	B's Strategy	
	b_1	b_2
a_1	-7	6
a_2	7	-4
a_3	-4	-2
a_4	8	-6



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MBA – 14: PROJECT MANAGEMENT

(2016-17 & Earlier Batches)

ASSIGNMENT – I

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is a Project? Explain in detail the various stages of project formulation and the bottlenecks thereof. Also discuss the responsibilities of a Project Manager.
2. Enumerate the importance of market survey in project selection. What are the key steps involved in a typical market survey. Also discuss the methods of demand forecasting.
3. What is SCBA? Elaborate the differences between SCBA and Commercial Profitability. Give suitable examples.

ASSIGNMENT – II

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is meant by PERT & CPM? Explain the advantages of PERT & CPM techniques in project management with the help of an example.
2. “All agreements are contracts, if they are made by the free consent of the parties” – Discuss. What kind of preparation do you envisage for a negotiating team to be successful in its negotiating task? Explain in detail.
3. A company wants to install a new machine in the place of an existing old one which has become obsolete. The company made extensive enquiries and short-listed two offers. The two models differ in cost, output and anticipated new revenue. The estimated life of both the machines is five years. There will be only negligible salvage value at the end of the fifth year. Further details are as follows:

Machine	Cost Rs. in Lakhs	Anticipated After-Tax Cash Flow Rs. in Lakhs				
		Year 1	Year 2	Year 3	Year 4	Year 5
A	25	-	5	20	14	6
B	40	10	14	16	17	8

The company's cost of capital is 18%. You are required to make an appraisal of the two offers and advise the firm by using the following:

- i) Payback Period
- ii) Net Present Value
- iii) Profitability Index
- iv) Internal Rate of Return



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**MBA – 15: MANAGEMENT OF INFORMATION SYSTEMS
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is Decision-Making? Distinguish between structure and unstructured decisions. Also explain how the concept of Information System is related to decision-making. Give certain examples to explain the significance of Information System in business organization.
2. Explain the concept of the system Development Life Cycle. Give various steps of system analysis and design giving suitable examples.
3. What is Network? Explain how networks are classified? Also discuss the different types of switching.

ASSIGNMENT – II

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is DBMS? State the most important factors inhibiting an organization move towards a DBMS. Also explain the roles of the data base administration and manager in giving access to users.
2. Discuss in detail, the impact of computers in the context of Indian Society.
3. What is a multiplexer? What is its main job? Discuss Frequency Division Multiplexing (FDM), Time Division Multiplexing (TDM) and Statistical Time Division Multiplexing (STDM).



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MBA- 31: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(2016-17 & Earlier Batches)

ASSIGNMENT – I
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

(Marks: 15)

1. Discuss in detail, the concept and components of investment risk.
2. What is a stock exchange? Describe its functions. Analyze critically the principal weaknesses of Indian Stock Exchanges.
3. Distinguish between Fundamental Analysis and Technical Analysis. Are the technical analysis indicators presented useful for analyzing individual securities or market indexes or both? Explain.

ASSIGNMENT – II
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

(Marks: 15)

1. “In the Indian Context buy-and–hold is a better strategy compared to any of the portfolio revision strategies” – Comment.
2. What do you mean by an Investment Company? Discuss the various categories and problems faced by the Indian Investment Companies.
3. (a) The returns of security of SAIL and security of TATA steel for the past 8 years are given below:

Year	Security of SAIL Return (%)	Security of TATA Steel Return (%)
2005	8	9
2006	11	14
2007	13	10
2008	10	-4
2009	7	9
2010	6	7
2011	5	4
2012	9	11

Calculate the risk and return of Port folio consisting of SAIL and TATA Steel.

(b) You are a portfolio manager of a company. With the help of the following details, find out the securities that are over-priced and under-priced in terms of the Security Market Line (SML).

Security	Expected Return	β	σ
TCS	0.50	0.1	0.20
WIPRO	0.75	1.5	0.72
INFOSYS	0.33	1.3	0.43
HDFC	0.28	1.0	0.35
SBI	0.48	0.6	0.45
RIL	0.67	0.5	0.60
Nifty Index	0.79	0.4	0.10
T-Bills	0.06	0	0.0



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**MBA- 32: FINANCIAL INSTITUTIONS AND MARKETS
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is Financial System? State its objectives. “There is a close nexus between financial system and economic development” – Comment.
2. “Nationalization of major Commercial Banks in India has been a step in the right direction” – Do you agree or disagree with this statement. Discuss with reasons for the same. Also explain the challenges faced by the public sector banks in post-liberalization era.
3. Distinguish between Development Banks and Commercial Banks. State the functions of Development Banks. Also explain briefly the promotional activities undertaken by the Development Banks to accelerate the pace of industrialization of the Indian Economy.

ASSIGNMENT – II

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. “Industry specific funds and sectoral funds go against the principle of ‘High Return-Low Risk’” – Do you agree. Justify your answer.
2. What do you mean by Money Market and Capital Market? What are the segments of money and capital markets? Comment critically on the present state of the Indian Capital Market.
3. Explain the following concepts and explain role and importance in industrial financing:
 - a) Merchant Banking
 - b) Leasing
 - c) Hire Purchase
 - d) Factoring



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MBA-33: MANAGEMENT CONTROL SYSTEMS
(2016-17 & Earlier Batches)

ASSIGNMENT – I **(Marks: 15)**
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. What do you mean by Management Centers? How do you distinguish between Management and Operational Controls? Also discuss the significance of Management Control Systems.
2. Distinguish between Responsibility Centre and Expense Centre. How do you measure their performances?
3. What is Transfer Pricing? What are the circumstances under which the Transfer Price takes place? Discuss various methods of Transfer Pricing.

ASSIGNMENT – II **(Marks: 15)**
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. What is Divisionalization? Does it motivate the Managers? How do you evaluate the performance of a division?
2. Define service organization. List out the characteristics of a service organization. Select any service organization of your choice and design a management control system for it.
3. (a) Following information belongs to SITA Informatics which has two divisions viz., A & B, and both are profit centers. The sales and revenue are given for the month of March:

Division	Unit Sales		Unit Revenue	
	Budget	Actual	Budget	Actual
A	Rs.20,000	24,000	2,00,000	2,40,000
B	Rs.40,000	40,000	2,00,000	2,40,000

The standard unit controllable variable costs per unit are Rs.4/- and Rs.2/- for A and B divisions respectively. The company's budgeted fixed costs for the month is Rs.20,000 for Division A and B. The actual cost amounted to Rs.22,000 for division A and Rs.26,000 for division B. The attributable segment costs are: For division A Rs.40,000 (budgeted) and Rs.44,000 (actual), and for division B Rs.60,000 (budgeted) and Rs.64,000 (actual).

Assume that these concepts represent all manufacturing costs and no opening and closing stock inventories. The common expenditure is Rs.48,000 to be apportioned on the basis of segment sales revenue.

Evaluate profit centre performance, division-wise, and overall profit.

b) A single product manufacturing company is currently producing 12,000 units (at 60% capacity). The following particulars relating to its cost structure are available:

	Per Unit (Rs.)
Director Material	5
Director Labour	2
Manufacturing Overheads (60% fixed)	5
Administrative Overheads (fixed)	2
Selling and Distribution Overheads (40% variable)	3

	17
Profit	3

Selling Price	20

You have to prepare a flexible budget for 60%, 80% and 100% activity levels taking into account the following additional information:

- i) If activity exceeds 60%, a 5% quantity discount on raw materials on account of increase in the total quantity will be received.
- ii) The present fixed cost structure will remain constant up to 90% capacity, beyond which a 20% increase in cost is expected.
- iii) The present unit selling price will remain constant up to 75% activity level, beyond which a 2 ½ % reduction in original selling price for increase in activity by every 5% is contemplated.



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MBA-41: CONSUMER BEHAVIOUR & MARKETING RESEARCH
(2016-17 & Earlier Batches)

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Define Consumer Behaviour. Discuss the emerging trends in Indian market with special reference to changing consumer behaviour. Also explain the application of understanding consumer behaviour in marketing decisions.
2. “Post-purchase behaviour of consumer is more important for marketing manager than pre-purchaser behaviour” – Do you agree? Why or Why not? Justify your answer.
3. Discuss family influences on buying decisions. Which of the stages of the family life cycle would constitute the most lucrative segment(s) for the following products and services? Justify your answer.
 - a. Fast food
 - b. Mutual funds

ASSIGNMENT – II

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. What is meant by Questionnaire? What sort of marketing information can be collected with the help of a questionnaire? Assume that you are the Marketing Manager of a newly started electronic company interested in manufacturing TVs. How would you go about assessing the product demand to TVs in India and the forecast for the next five years?
2. Discuss the major reasons for growing importance of marketing research in India. Also explain the problems faced by the researcher in conducting marketing research.
2. Analyze the following case and answer the questionnaire asked at the end:

Vaishnavi Manufacturing Company made and sold silver articles from 1901. Silver business has been aristocratic. It emphasized design, craftsmanship and aimed its products at the Wealth Patrons of exclusive stores.

In 1995, it acquired another Company named Lakshmi Silver Company. Mr.Narayana Murthy, the self-made entrepreneur of Lakshmi Silver Company became the chairman of Vaishnavi Manufacturing Company. Vaishnavi's strong financial position allowed Mr.Narayana Murthy to borrow for the acquisitions that have changed it from merely a silver manufacturer to a giftware concern selling china, crystal, cutlery and silk flowers. With diversification came the spectacular growth. The Sales in 2001 were around Rs.200 Crores compared to Rs.68 Crores in 1998. The Sales turnover by 2002 was expected to rise at the rate of Twenty Percent.

Mr.Narayana Murthy firmly believed that middle class house wives want to live like rich, well-to-do wives. With this in mind, he began mass merchandising of Silver to the general public. As the prices of silver rose the competitors found themselves selling luxury products to a privileged group whose members were thinning at an alarming rate. Meanwhile, Vaishnavi Manufacturing Company with its inexpensive and attractive silverware, was making steady in road into mass markets.

Today, Vaishnavi Manufacturing Company is the acknowledge company for leadership in silver sales. It has near monopoly in the market for silver plated dishes known as hollow-ware. Selling of silver plated flatware at affordable prices to general population was the key to Vaishnavi's success. The Competitors constantly claim that Vaishnavi's products are shoddy – that plating on the hollow – ware is thin, and the polishing and welding crude. The competitive products were believed to stand up 100 years of Polishing and were and tear.

However, the general public desiring to enjoy silverware is not interested in 100 years life. If they can afford it and use t for a few years that is all they cared for. So the sales of Vaishnavi went on growing.

Vasihnavi used a policy of deep discounts on its sliver products. Its advertisement emphasized intricate workmanship and long history of designs. The Recent promotional campaigns of the company offered silver products at a 60% suggested discount with a free microwave oven with a purchase of an entire set of silver ware. The rest of the industry decried the practice but grudgingly followed Vaishnavi's footsteps.

Questions:

- a) What factors of Consumer Behaviour were taken into consideration by Vaishnavi Manufacturing Company? Discuss.
- b) What is your Opinion and evaluation of Vaishnavi's Marketing Strategy?



**Dr. B.R. AMBEDKAR OPEN UNIVERSITY
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**MBA-42: PRODUCT AND ADVERTISING MANAGEMENT
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. What is Product Life Cycle? How PLC can be used as an aid to design new product development strategies and also to plan market share strategies.
2. Trace the steps in the process of new product development. How do change factors affect this? Explain with examples of one successful and one failure product.
3. Explain the concepts of Branding and Brand Positioning. Choose a category basically dominated by two main brands. Evaluate the positioning of each brand. Who are their target markets? Have they defined their positioning correctly? How might it be improved?

ASSIGNMENT – II

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. A south based public sector company is engaged in manufacturing and marketing a wide range of steel utensils for domestic use. It now wants to tap the quality conscious market in North and Western India. It believes that promotion is the key to its growth. Suggest the most appropriate approach to promotion efforts, the ways to set the promotional budget and the methodology to measure its effectiveness.
2. Explain the concept of “Advertising Tasks” in detail giving examples. Also discuss the trends in Indian Advertising Companies.
3. Read the following case and answer the questions given at the end:

Edutech India Limited was established in 2006 at Bangalore with an aim of producing and marketing CDs relating to education. The company targeted mainly High School and Higher Secondary School students. They focused on Tamil Nadu marketing (both State and CBSE Syllabus) and made moderate success. They offered CDs covering all subjects with lot of

animations. Now, to improve sales and expand its market it has entered into technical collaboration with Universal Tech, U.S.A to produce quality CDs.

The company believed that it will be better if it built a brand privilege for its CDs through advertisement. It felt that advertising is an important tool in order to establish brand patronage. It wanted to arouse desire and induce action on the part of students for its CDs. So, it decided to create more awareness about its product by advertising.

Questions:

- a) What media would you select for advertisement of the CDs?
- b) On what criteria would you choose a particular media?
- c) What advertisement theme can be used for the same?



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**MBA-43: INTERNATIONAL MARKETING
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Distinguish between domestic and international marketing. Also explain the trends in international marketing. A readymade garment small scale Indian manufacturer is planning to enter US market. Suggest a suitable strategy for him.
2. Define culture. Explain the various elements of culture. Also examine the importance of cultural analysis in international marketing with the help of examples.
3. Explain the significance of documentation and related procedures in export-import transactions. Also comment briefly on the latest EXIM policy of India.

ASSIGNMENT – II

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Discuss the role played by branding, labeling and packaging in international product planning. Also discuss the problems and prospects of using Indian brands in foreign markets.
2. Discuss the factors that influence international market selection and segmentation. Also explain the rationale in segmenting markets with suitable examples.
3. Analyze the following case and answer the questions asked at the end:

Mr. Banarasidas is a famous “Paanwala” in Fort Area in Mumbai. He has been keeping a close relationship with his customers and has developed the practice of offering specific paans to the customers, according to their specific requirements and preferences.

Many of his customers were NRI’s in U.S.A. and many other countries. In their feedback they had said that they would like to have his paan available in their respective countries.

Mr. Banarasidas is faced with a catch 22 situation. The export of paan is lucrative business but not as lucrative that warrants setting up of paan shops in individual countries. Fear of loss of quality meant that franchising as a mode of entry was ruled out.

Mr. Banarasidas hit on a very bright idea. His wish was to create a web-site on the internet. He wants to discuss and confirm his marketing ideas with a professional consultant.

You are the professional consultant. You have to do the following:

- a) Give a detailed plan for Mr. Banarasidas about how he can use internet as business opportunity.
- b) Explain very clearly the advantages & disadvantages of using the “internet” as a medium to reach overseas customer?
- c) Do you foresee any distribution & logistics problems? If so, what solutions you offer to solve these problems?



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**MBA-51: SOCIAL PROCESSES & BEHAVIOURAL ISSUES
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Discuss the impact of the industrial organization on the average Indian workers and family environment. Give relevant examples.
2. What is Perception? Explain the mechanisms of perception. Also discuss, citing examples, why perception to a key factor in managerial effectiveness.
3. What do you mean by Helping? Describe the dynamics of helping in an organization. Also discuss how to create helping climate in an organization.

ASSIGNMENT – II

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Explain the terms 'Team' & 'Team Building'. Describe the process of building a team. Also discuss the importance of leadership in Team Building.
2. Explain the meaning of Integration and Control. Argue for their necessity in an organization.
3. Analyze the following case and answer the question asked at the end:

Panwi Chemicals Ltd., is a 700 crore company situated in a small town in Northern India, manufacturing paper, terry towels and chemicals. In this company the founder's vision was to create a culture where there is complete transparency, availability of state of the art technology, systems and structures. He also envisioned a state where people are reward driven and are willing to readily adapt to stretch targets set by themselves.

The issue came up when the organization created a cadre of people who can fit into the work culture from day one. The process started with selecting people who possess qualities defined

by the founder, as he felt that this would enable swift implementation of the tasks without the drag of training people or relying too much on leaders driving people to work.

After conducting a diagnostic study, the findings were that the company's extremely high growth was a result of high performers with a nature that best understood the importance of business, money, profits and cost. The organization was seen as a place where you work hard to make money, where the customer and work technology are regarded as the prime drivers of success. Besides, people were self-driven, as money was the prime motivator. Thus, it was suggested that a higher spiritual quotient will be definitely needed for long term sustainability.

Questions:

- a) Can spiritual quotient help organizations to realign their existing culture and policies?
- b) In your opinion, what should be the ideal organizational culture?

* * *



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**MBA-52: HUMAN RESOURCE DEVELOPMENT
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. What is Human Resource Development? Discuss the importance of human resource development approach in the changing economic scenario. Illustrate with examples.
2. “HRD is no doubt a staff function but continues to be a line responsibility” – Do you agree with this? Justify your answer.
3. What do you mean by Developmental Supervision? Discuss the various steps to be taken for managing dissatisfaction and frustration.

ASSIGNMENT – II

(Marks: 15)

ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. Discuss the role of Human Resource Development in the service industry with the help of relevant examples.
2. Distinguish between HRD Climate and Organizational Climate. State the elements of HRD climate. Also comment on the HRD climate in Indian organizations.
3. Analyze the following case and answer the questions asked at the end:

Kartar Singh joined Lakshmi Bank, Meerut branch as a clerk after obtaining a Post- Graduate Degree in Chemistry from Delhi University in 1986. He did his work diligently and was generally rate as a hard-working, ambitious young man. He obtained the professional qualification, CAIIB, in 1992. Thereafter he applied for the officers’ post under the promotion quota. He could not get the promotion as his scores in the written test were low. Meanwhile, he was transferred to the Delhi University, campus branch, Delhi. His attempts to scale the career ladder did not succeed and after several frustrating traits, so he decided to join the ranks of the union as an active member. Through his interpersonal skills he moved closer to most employees in the bank and was able to put out the fires between people

quickly. Of late, he is considered a tough union activist and management has developed a kind of negative attitude towards his career moves. Meanwhile, Kartar Singh started a business of dealership in automobiles using a dummy name. He also succeeded to a large extent, in diverting the deposits of nearby business community to other banks. Based on the recommendations of the new branch manager, management decided to promote Kartar Singh to the officer cadre in 1999. Kartar received the appointment order. The colleagues, along with the bank manager planned an evening tea party, congratulating his achievement. To their surprise, Kartar expressed his unwillingness to accept the offer and refused the promotion straight away, citing medical reasons.

Questions:

- a) Comment on the promotion policy of the bank, using inputs from the above case.
- b) Do you think management action of selecting Kartar as an officer after 13 years of service is in the right direction? Why? Why not?
- c) Why did Kartar refuse promotion?



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**MBA-53: HUMAN RESOURCE PLANNING
(2016-17 & Earlier Batches)**

ASSIGNMENT – I

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is Human Resource Planning? Describe its importance in organizations. Also enumerate the difficulties involved in it. How to overcome them?
2. Define Job Evaluation. Explain briefly the various methods of Job Evaluation. What methods of Job Evaluation are followed in IT industry in fixing compensation package to its employees? Why?
3. Define the term 'Transfer'. Explain the different types of transfers. Also discuss the implications of transfer in the Indian context with the help of examples.

ASSIGNMENT – II

(Marks: 15)

**ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS**

1. What is 'Training'? As a HR Manager, How do you assess the training needs in an organization? A corporate hospital recruited 100 nurses who did Bachelor of Nursing. Prepare a training programme for them.
2. What is Human Resource Accounting? Explain its significance. How do you measure the human resource value in the organizations?
3. Analyze the following case and answer the questions given at the end:

Powermat Co., has encountered difficulty over the last few years in filling its middle management positions. The company, which manufactures and sells complex machinery, is organized into six semi-autonomous manufacturing departments. Top management believes that it is necessary for the managers of these departments to know the product lines and the manufacturing process, since many managerial decisions must be made at that level. Therefore, the company originally recruited strictly from within. However, they soon found

that employees elevated to the middle management level often lacked the managerial skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from colleges with good industrial management programs. Through the services of a professional recruiter, the company was provided with a pool of well-qualified industrial management graduates. Several were hired and placed in lower management positions as preparation for the middle management jobs. Within two years, all these people had left the company.

Management reverted to its former policy of promotion from within and experienced basically the same results as before. Faced with imminent retirements of employees in several key management positions, the company decided to call in consultant who could suggest solutions.

Questions:

- a) What is the problem of recruiting in this company?
- b) If you were the consultant, what would you recommend? Why?
