



**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 six courses of Second 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 – 7: FINANCIAL MANAGEMENT**  
**(2016-17 & Earlier Batches)**

**ASSIGNMENT – I**

**(Marks: 15)**

ANSWER ALL QUESTIONS  
ALL QUESTIONS CARRY EQUAL MARKS

1. “The ultimate goal of Financial Management is to increase the real value of the firm in the long run. Payment of dividends is only secondary” – Comment.
2. The following data relates to the financial statements of RCK Limited for the year ended December 31, 2018:
  1. Current ratio 3:1
  2. Acid test ratio 1:5:1
  3. Quick Assets Rs.30,000
  4. Inventory turnover 10 times
  5. Fixed assets : Shareholders equity 0.875:1
  6. Total operating expenses to sale 90%
  7. Number of shares of Rs.10 each 25,000
  8. Earnings per share Rs.2
  9. Gross profit to sale 20%
  10. Creditors velocity 27 times
  11. Debt collection period 12 days
  12. Earning for the year as percentage of share capital 25%.

Closing Stock is Rs.6,000 lower than opening stock. There are no prepaid expenses, long-term liabilities and intangible assets. Prepare company’s Profit and Loss Account for the year ended December, 31, 2081 and Balance Sheet on that date. Assume year to be of 360 days.

3. Kiran & Co., has got Rs.20,000 to invest. The following proposals are under consideration:

Project	Initial Outlay Rs.	Annual Cash Flow Rs.	Life in Years
A	10,000	2,500	5
B	8,000	2,600	7
C	4,000	1,000	10
D	6,000	2,400	6
E	2,000	1,000	2

(a) Rank these projects under payback period; (b) Rank these projects under the Net Present Value Method. Cost of Capital is 10%; and (c) Discuss which project should be preferred according to the above two methods.

PV factor at 10% discount rate:

1	0.909	6	0.524
2	0.826	7	0.513
3	0.751	8	0.467
4	0.683	9	0.424
5	0.621	10	0.386

### ASSIGNMENT – II

(Marks : 15)

ANSWER ALL QUESTIONS  
ALL QUESTIONS CARRY EQUAL MARKS

1. The following are the Balance Sheets of Comfit Ltd., as on March 31: (Rs. in Lakhs)

	<u>2011</u>	<u>2012</u>		<u>2011</u>	<u>2012</u>
Equity Capital	3.00	4.00	Goodwill	2.00	2.30
8% Preference Capital	1.50	1.00	Land & Buildings	1.00	0.80
Capital Reserve	---	0.20	Machinery & Plant	0.80	2.00
P & L a/c	0.70	0.98	Investments	0.20	0.30
Proposed dividend	0.42	0.50	Sundry Debtors	1.40	1.70
Sundry Creditors	0.45	0.63	Stock	0.77	1.09
Expenses payable	0.30	0.96	Bills receivable	0.20	0.30
Provision for tax	0.20	0.25	Cash at Bank	0.25	0.18
Provision for dividend	0.20	0.25	Preliminary Expenses	0.15	0.10
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	6.77	8.77		6.77	8.77
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A piece of land had been sold during 2012 and the profit on sale has been credited to Capital reserve. Machine of w.d.v. of Rs.12,000 has been sold for Rs.10,000. Investments are trade investments. Rs.3,000 is received as dividend, (which includes Rs.1,000 from pre-acquisition profit, which has been credited to investment account). During 2012 Rs.10,000 depreciation is charged on plant. An interim dividend of Rs.20,000 depreciation has been paid in 2012. Prepare Funds Flow Statement.

2. Capital structure of M/s. Tejaswi & Company Limited is given below:

6% Debentures	:	Rs.3,00,000
8% Preference Shares	:	Rs.2,00,000
2000 Equity Shares	:	Rs.2,00,000
Retained Earnings	:	Rs.3,00,000
		-----
		Rs.10,00,000
		-----

The company wants to expand the production capacity and needs Rs.4,00,000 to purchase a new machine. So, the company desires to issue 10% debentures. The earning capacity of the company is 12%, on its old capital and 15% on new capital issued. Calculate EPS assuming a tax of 50%.

3. What is Working Capital? Explain the components of working capital. Assume that you are working in an MNC. What kind of cash management techniques do you apply? Why?

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**DEPARTMENT OF BUSINESS MANAGEMENT**  
**MASTER OF BUSINESS ADMINISTRATION PROGRAMME**

**MBA – 8: HUMAN RESOURCE MANAGEMENT**  
**(2016-17 & Earlier Batches)**

**ASSIGNMENT – I**

**(Marks: 15)**

ANSWER ALL QUESTIONS  
ALL QUESTIONS CARRY EQUAL MARKS

1. “Manpower planning affects organization strategies and vice versa” – In the context briefly review the concept of manpower planning and discuss the objectives and importance of manpower planning.
2. Explain briefly the various aspects of career planning. Examine the process, advantages and disadvantages of career planning.
3. What is motivation? What are the various assumptions and types of motivation? Distinguish between motivation and morale.

**ASSIGNMENT – II**

**(MARKS: 15)**

ANSWER ALL QUESTIONS  
ALL QUESTIONS CARRY EQUAL MARKS

1. Discuss the factors influencing wage and salary structure? Discuss the prevalent systems of wage incentives in India? What are the prerequisites of a good wage incentive scheme?
2. Explain the concepts ‘Discipline’ and ‘Indiscipline’. Identify the various dimensions of discipline and also the factors leading to indiscipline.
3. Analyze the following and answer the questions asked at the end:

Rupnagar Steel Mill had a big mechanized mine which supplied its iron ore requirement. The mining sites and crushing units were located at the hill top, and the beneficiation plant was located a few kilometers away in the valley.

The plant had a number of light and heavy vehicles. There were two garages; the one at the hill top was much bigger than the other one in the valley. The garage on the hill top had two main sections. Light and Heavy Vehicles Sections, and a small Auto-electric shop accommodated in one room attached to the LV Section. The Auto-electric Shop took care of all the electrical jobs of the garage.

A Deputy Manager was in charge of the hill top garage. He had under him one Assistant Manager and two Charge-men, one looking after the LV Section and the other the HV Section.

Shyamal, aged 40 years, was a Helper in the Auto-electric Shop. Shyamal joined the company as Khalasi when he was studying in Class VIII 20 years ago. He was a sincere and devoted worker and soon picked up the different kinds of jobs that were being done by the Auto-electrician and his Helper.

Previously Shyamal was working as a Helper to Lal, the Auto-electrician in the shop. But as Shyamal was quite competent in his job and Lal could not manage Shyamal effectively, a working arrangement was evolved whereby both Lal and Shyamal worked independently. Two months ago, Lal was transferred. The Deputy Manager told Shyamal to look after all the jobs in the Auto-electric Shop and gave him hope that he would be considered for promotion.

Now Sunil, aged 32 years, who was recruited three months ago as Auto-electrician and posted in the valley garage, was transferred to the Auto-electric Shop. Shyamal was extremely unhappy. Sunil was also dissatisfied to find that Shyamal, though a Helper, earned much more money than him. Moreover, Sunil had another cause for dissatisfaction; he appeared for a post at the N = 5 scale but was given the N=4 scale only. When Sunil came to the hill top garage, the relations between Sunil and Shyamal were strained initially but apparently became normal over time. On one occasion, Shyamal complained to the Assistant Manager that Sunil was delaying the jobs to get more overtime. In fact, the overtime for the Auto-electric Shop was going higher.

One day at 2.30 p.m., there was a hue and cry in the Auto-electric Shop, and people found Shyamal lying on the floor and crying. Shyamal complained that Sunil had given him a hard blow on the chest. Sunil explained that working by the side of Shyamal, a tool slipped and he lost his balance, so his hand merely touched Shyamal.

**Questions:**

- a) Identify the main problem in the case.
- b) Critically evaluate Shyamal's behaviour explaining possible causes of his dissatisfaction/frustration.
- c) How do you see the relationship between Sunil and Shyamal? Explain Shyamal's grievance vis-à-vis his competence and the company's promotion policy.
- d) As Deputy Manager how would you tackle the immediate problem? What would be your recommendations in the long run for checking recurrence of such problems?

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**MBA – 9: PRODUCTION MANAGEMENT**  
**(2016-17 & Earlier Batches)**

**ASSIGNMENT – I**

**(Marks: 15)**

ANSWER ALL QUESTIONS  
ALL QUESTIONS CARRY EQUAL MARKS

1. Explain the meaning, nature and scope of Production Management. Also discuss the latest trends in production management.
2. “Product Development and Design is basically a research and development activity” – Explain. Also discuss how does a good product design increase overall organizational efficiency.
3. An industrial engineer deputed to conduct a time study for a job, has after observation divided the job into 5 elements. He had noted the timings for four cycles of the job as below :

Element	Time in Minutes				Performance rating
	Cycle 1	Cycle 2	Cycle 3	Cycle 4	
1	1.246	1.328	1.298	1.306	90
2	0.972	0.895	0.798	0.919	100
3	0.914	1.875	1.964	1.972	100
4	2.121	2.198	2.146	2.421	110
5	1.253	1.175	1.413	2.218	100

- i) Are there any probable errors in reading or recording data which should not be included in the analysis?
- ii) Compute the basic time for the job and the standard time if a relaxation allowance of 12% and a contingency allowance of 3% are applicable for the job.

**ASSIGNMENT – II**  
**ANSWER ALL QUESTIONS**  
**ALL QUESTIONS CARRY EQUAL MARKS**

**(Marks : 15)**

1. A small project is composed of nine activities whose time estimates are given below:

Activity	Optimistic time	Most likely time	Pessimistic time
A	2	2	8
B	2	5	8
C	4	4	10
D	2	2	2
E	2	5	14
F	3	6	15
G	2	5	8
H	5	8	11
I	3	6	15

Activities A, B and C can start simultaneously. Activity D follows activity A while E follows B. Activities D and E are followed by activity G, while F is dependent on C, H depends on D and E, while I depends on F and G.

- i) Find the expected duration and variance of each activity.
- ii) Calculate the slack for each event.
- iii) What is the expected project duration? Determine the variance and standard deviation of the project.
- iv) If the project due date is 28 days, what is the probability of not meeting the due date.
- v) What should be the project duration, for the probability of completion of 95 per cent?

2. A patrolling inspector of ABC Company recorded the following day- wise output of slip rings in a work of six days. The data also gives the number of defectives found in the day's production:

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Day	:      1      2      3      4      5      6
Qty. produced	:      540    484    512    528    532    404
No. of defectives	:      20      13      11      15      19      12
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Using each day's output as the day's sample, construct a Control Chart for the fraction defectives and comment on the process.

3. A producer of photo equipment buys lenses from a supplier at Rs.100 each. The producer requires 125 lenses per year, and the ordering cost is Rs.18 per order. Carrying costs per unit-year (based on average inventory) are estimated to be Rs.20 each. The supplier offers a 6 percent discount for purchases 50 lenses and an 8 percent discount for purchases of 100 or more lenses at one time. What is the most economical amount to order at a time?

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**MBA – 10: BUSINESS ENVIRONMENT  
(2016-17 & Earlier Batches)**

**ASSIGNMENT – I**

**(Marks: 15)**

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

1. Describe briefly various components of business environment. Also discuss the possible impacts of technology on business.
2. What is Corporate Governance? Explain its role in running an organization successfully. Also discuss the factors that influence corporate governance.
3. Explain the objectives of Economic Planning in India. Do the goals of 12<sup>th</sup> FYP conform to the general objectives of economic planning? Critically examine.

**ASSIGNMENT – II**

**(Marks : 15)**

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

1. Discuss the impact of industrial policies on the industrial structure and growth of India. Do you think the present industrial policy is sufficient for industrial growth? Suggest the changes to be made in this regard, if any.
2. “Fiscal policy of a country determines the fate of the industries” – Comment. Also explain briefly the fiscal reforms introduced by the Government of India under liberalization environment.
3. What is Foreign Capital? Discuss the arguments for and against the foreign capital. Also analyze the Foreign Investment Policy of India and comment on it.

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**MBA – 11: CORPORATE POLICIES AND PRACTICES  
(2016-17 & Earlier Batches)**

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

1. Explain the concept of corporate strategy and the various kinds of strategies. Critically examine the McKinsey 7-S framework.
2. Discuss briefly the tasks of a Board of Directors of a company in terms of strategic management?
- 3) Explain Porter's three generic strategic approaches to gain competitive advantage.

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

1. Explain briefly: (i) BCG Matrix; (ii) GE Planning Grid; and (iii) PIMS Model.
2. What do you mean by strategic alternative? Give the classification of strategic alternatives based on growth and risk. Is a merger different from an acquisition? If so, distinguish them briefly.
3. Analyze the following case and answer the questions asked at the end:  
India's economy is going through a radical change. After initiation of many economic reforms, business environment in the country has changed a lot. We have definitely moved towards free market economy. As a result of this, many new opportunities have been created and at the same time, new challenges and threats have also arisen out of the change. There were more than half a dozen organizations engaged in the production and distribution of cold drinks under different brand names. In the mean while, two giant multi-nationals, U.B. Pepsi and Coca-Cola, also entered into the market. Consequently, the existence and survival of home organizations came into jeopardy due to cut-throat competition. Some of the local organizations have disappeared and some others are just surviving on border line.

**Questions:**

- a) How domestic or local organizations may cope with changing environment?
- b) What have been their strengths and weaknesses and how can they enter into cold drink market further?
- c) Suggest suitable strategies to be followed by them.

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

**MBA – 12: BUSINESS COMMUNICATION  
(2016-17 & Earlier Batches)**

**ASSIGNMENT – I**

**(Marks: 15)**

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

1. Explain the process of communication. How do personal opinions and prejudices of various individuals act as barriers to effective communication? Discuss in detail.
2. Explain the channels of communication. Discuss the significance of body language in formal meetings.
3. Distinguish between Lasswell's Basic Communication Model and Mathematical Model of Communication.

**ASSIGNMENT – II**

**(Marks: 15)**

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

1. "Clarity of thought and clarity of expression are important in communication process" – Discuss the importance of these principles in both oral and written communication with the help of examples.
2. Discuss in detail the role of Information Technology in business context and the evolutionary changes that took place in the field of Information Technology.
3. What is a Report? Explain briefly the different types of reports. Also state the importance of summary in a report.

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