



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 the core and specialization courses of Finance, Marketing and Human Resource Management areas of II Year - **Fourth Semester of our MBA Programme (2019-20 Batch)** (Note: Assignments relate to **Operations Management specialization area will be uploaded after sending the course material to the students**). You should submit the assignments of core course, i.e., Innovation and Knowledge Management, and of all the four courses in the specialization area opted by you. Please note the following points while answering these assignments:

1. Writing and submitting these given 'Assignments' are compulsory for the students of MBA Programme. They have a weightage of 30% in each course.
2. You have to submit both the assignments compulsorily. You will not be allowed to appear for the semester-end examinations of any course, unless you submit the specified number of assignments in time, for that course.
3. Each assignment carries a maximum of 15 marks and you have to score a minimum of 40% marks, i.e., 6 out of 15, to qualify in that assignment. If you fail to score the minimum marks in any assignment, you have to necessarily resubmit that particular uncleared assignment along with the regular/current batch. Repetition of the same assignment will in no case be allowed.
4. The maximum marks for each course at the semester-end examination are 70 and you have to score a minimum of 40% marks, i.e., 28 out of 70 marks.
5. Division will be awarded on the basis of the aggregate marks obtained in assignments as well as in the semester-end examinations.
6. Dates of submission for the assignments are:

All the Five Courses

FIRST AND SECOND ASSIGNMENTS:

15.07.2022

ASSIGNMENTS SUBMITTED AFTER THE DUE DATE WILL NOT BE ACCEPTED.

7. If, under unavoidable circumstances, you fail to submit the assignments within the stipulated time, your results will be declared only after the submission and evaluation of all the assignments.
8. If any student fails to submit all the assignments within the stipulated time, he/she has to answer the set of assignments that are sent to the batch-in-progress at that time.

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

Student Enrolment No. :
Name of the Student :
Address :
Mobile No. :
E-mail Id. :
Name of the Programme :
Course Code & Title :
Assignment No. :
Study Centre (Name & Code) :
Date of Submission :
Signature of the Student :

11. Please go through the relevant course units thoroughly before answering your assignments.
12. In case the assignment is in figurative / problem & solution model, you have to answer it in the required / pertinent format. You should give working notes also wherever necessary.
13. Before submitting the assignments, check them carefully to make sure that you have attempted all the main points of all the questions.
14. You are required to use only foolscap paper for your responses. Allow some margin on the left, in order to facilitate the evaluator to record his comments.
15. You have to answer the assignments in your own words.
16. Do not copy from the response sheets of other students. If copying is noticed, the assignments of all such students will be rejected.
17. Start each assignment on separate sheets of paper.
18. You can consult your Counselors and get clarification on your doubts, if any, while answering the assignments.
19. The assignments should be neatly hand written. **Typed or Computerized assignments will not be accepted.**
20. You have to prepare your responses in duplicate, submit the original at your study centre and retain the second copy with yourself as a record.

21. You can collect back the evaluated assignments from your study centre, if you want.
22. In case you request for a change of study centre, you should submit your assignments only to the original study centre until the University gives effect to such request for change of study centre.
23. 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 (T.S.)**

**Sd/-
HEAD
DEPARTMENT OF BUSINESS MANAGEMENT**



DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-401: INNOVATION AND KNOWLEDGE MANAGEMENT
(Second Year - Fourth Semester)

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

1. a) “Innovations are considered as the powerful tools to stimulating the economy of country” - In the light of the above statement discuss the new innovations in 21st century and status of innovation environment in India.
b) Analyze the different types of innovative models with one example to each model.
2. a) “To reach the changing customer expectations new product development is necessary” - Examine the statement and discuss the various steps involved in the new product development.
b) Discuss the key points in diffusion theory and explain the different factors influencing the diffusion theory.
3. a) “Knowledge helps in achieving organizational goals” – Comment. Also briefly discuss different types of knowledge management cycles.
b) Distinguish between the codification and personalization. Also explain the concept of strategic vision and its importance in Knowledge Management.

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

1. a) Explain the concepts of ‘Knowledge Capture’, ‘Knowledge Creation’, and ‘Knowledge Transformation’. Also describe Nonaka’s Model of Knowledge Creation and Transformation.
b) Explain Tiwana’s seven level knowledge management structures.
2. a) Write a brief note on ‘Ergonomics’ at work place. Discuss the different factors affecting ergonomics at workplace with one example for each factor.
b) What is Knowledge Transfer? Explain the process of KT. Also state the challenges to knowledge transfer.

3. Analyse the following case-let and answer the questions asked at the end:

In all knowledge-based industries, people, processes and technology are the three primary levers for the predicting and managing organizational and individual capability. Today, the IT industry is maturing and coping with a faster change in technological business environment. And managing people who are the key assets in the organization is a tough challenge. The People Capability Maturity Model (P-CMM) was conceptualized at the software engineering institute of Carnegie Mellon University, US and belongs to the stable of SEI – software processes improvements programmes and methodologies. The principal architect of P-CMM is Bill Curtis. Knowledge is the raw material of software development. Although software tools can help record and manage knowledge, they do not create and apply it. Perhaps no industry in history has been as knowledge intense as software development, an industry whose only product is proceduralized knowledge. Not surprisingly, the level of talent in a software project is often the strongest predictor of its results, and personnel shortfalls are one of the most severe project risks.

P-CMM is an organizational change model designed on the premise that improved workforce practices will not survive unless an organization's behavior changes to support them. It provides a road map for transforming an organization by steadily improving its workforce practices. P-CMM characterizes the maturity of the people practice, provides process orientation to people programmes, improve the capability of organizations by increasing the capability of the workforce and helps an organization to become an “employer of choice”.

In August 2001, Mr. Curtis released P-CMM v 2.0 in Bangalore. This was to address areas like knowledge management, Six Sigma and bring out clarity in concepts like coaching and monitoring. It also aimed at using similar nomenclature as CMMI and focused with a view to establishing, deploying, supporting, reusing, improving the competency framework which is critical for managing individual and organizational capability.

P-CMM has five levels of maturity through which organizations progress and establish systems and processes. The relationships between these key processes are the themes of P-CMM: developing capability, managing and motivating performance, shaping the workforce, building work groups and culture.

One of the important features of P-CMM is that it encourages and makes it compulsory to have proper measures and metrication programme. These measurements quantitatively demonstrate the HR health of the organization. These measures could be climate surveys scores and their variations over the years, hiring measures also help to provide a cost effective channel of staffing, impact of training on individual performance and savings incurred thereby. Verification processes like audits and mini assessments support all the measures. P-CMM follows a CMM Appraisal Framework (CAF) to determine maturity of peoples practices. P-CMM assessments are team training, comprehensive documents review, and interviews with various categories of employees. The entire process covers over 35% of the workforce strength.

People–CMM assessments are regarded and valued by clients across the world as they are the hall mark of sound people processes and can be used as interventions with adopting excellence models like Malcolm Baldrige and EFQM. A few organizations that have undertaken People–CMM assessment include Wipro, TCS, Datamatics, PCS, SSI, SISL,

Techspan and Mastek. Ajay Batra, consulting partner QAI, SW-CMM and People-CMM lead assessor believes “intent based diligent focus on people is People-CMM”.

At TCS the P-CMM assessment has helped in terms of acceptability and comfort levels. This is seen especially in terms of offshore and outsourcing work.

Questions:

- (i) Discuss the importance of PCMM keeping in view the recent rapid changes in the technologies and organizational forms.
- (ii) Do you really think that the PCMM address the issues of people management? Explain with proper justification.
- (iii) “Having knowledge in technologies may not be sufficient in personnel management”
- Comment.



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DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-11: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Second Year - Fourth Semester – Finance Specialization)

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

1. a) What do you understand by money market instruments? Explain briefly about various instruments of money market.
b) Write a brief note on securities market and also the role of SEBI in regulating securities market.
2. a) Discuss the different risks associated with securities market.
b) A company is required to pay Rs. 36,560.78/- in 7 years. Show that this liability will be immunised with Rs.20,000/- of 10-year maturity 9 percent coupon value bonds, even if interest rates were to change immediately to:
(i) 8%, (ii) 10%, (iii) remains at 9%, and stay at these assumed levels for 7 years.
3. a) “Ratio analysis helps in determining strengths and weakness of a company” – Comment. Also discuss the different types of ratios used to measure the performance of a company.
b) Explain various forms of Efficient Market Hypothesis.

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

1. a) Write a note on portfolio analysis and discuss the theories of portfolio analysis.
b) As an investment manager you are given the following information:

	Investment in Equity Shares of Companies	Initial Price (Rs.)	Dividends (Rs.)	Market Price (Rs.)	Beta Risk Price (Rs.)
A	Cement Ltd.	25	2	50	0.8
	Steel Ltd.	35	2	60	0.7
	Liquor Ltd.	45	2	135	0.5
B	Government of India bonds Risk free return may be taken at 14%	1000	140	1,005	0.99

You are required to calculate the:

- i) Expected Rate of Return of each security in the portfolio using the Capital Asset Pricing Model (CAPM); and
 - ii) Average Expected Return of the Portfolio.
- 2.a) “Portfolio formula plans used to exploit the price fluctuations in securities market” - Discuss the different types of formula plans.
- b) What do you understand by ‘Managed Portfolios’? State the reasons to consider them. Also explain how to do performance evaluation of managed portfolios.
3. Analyze the case given below and answer the questions asked at the end:

UTI Infrastructure Fund is an open-ended equity fund launched on 9th March, 2004. It is one of the largest mutual fund schemes under UTI Ltd. The objective of this fund is to provide capital appreciation through investment in the stocks of companies engaged in various sectors such as Metals, Building Materials, Oil and Gas, Power, Chemicals, Engineering, etc. The fund invests in the stocks of the companies which form part of infrastructure industries.

The portfolio of UTI Infrastructure Fund as on 31.12.2008 given in the following table:

Equity	Market Value	% NPV
Bharthi Airtel Ltd.	7,512.75	6.36
Bharat Heavy Electronic Ltd.	6,813.00	5.76
Reliance Industries Ltd.	6,163.75	5.21
Larson& Turbo Ltd.	5,416.25	4.58
India Oil Corporation Ltd.	3,834.00	3.24
NTPC Ltd.	3,612.00	3.06
Oil & Natural Gas Corporation Ltd.	3,335.50	2.82
Tata Power Company Ltd.	2,996.60	2.54
Reliance Communication Ltd.	2,726.40	2.31
ABB Ltd.	2,042.10	1.73
Infrastructure Development Finance Company Ltd.	2,004.00	1.70
Jindal Steel & Power Ltd.	1,822.50	1.54
Voltas Ltd.	1,689.80	1.43
Crompton Greaves Ltd.	1,553.65	1.31
Grasim Industries Ltd.	1,524.81	1.29
Jyothi Structures Ltd.	1,311.86	1.11
Idea Cellular Ltd.	1,316.25	1.11
IVRCL Infrastructure & Project Ltd.	1,293.75	1.09
Everest Kanto Cylinder Ltd.	1,261.40	1.07
Others	16,209.50	13.73
Net Assets	43,767.51	37.01

Fund Positioning: UTI Infrastructure fund is positioned to follow a top down approach keeping in mind the economic scenario. The funds endeavour is to pick sectors which are expected to perform better and select fundamentally strong companies in those sectors. The

scheme's performance is highly linked with the overall economic growth of the country as the sectors in which the scheme invests are directly linked to the GDP of India.

Performance Comparison: The performance comparison of the scheme with the benchmark index is given in the following table:

Performance Comparison as on 31.12.2008

Compound Annualised Returns	NAV (%)	BSE 100 (%)
1 year	(-)56.32	(-)55.28
2 year	6.64	0.23
Since inception	19.75	10.63

The past dividends for the first four years are given in following table:

Dividend	Declaration Date	Record Date
12	February, 2005	10 th March, 2005
20	August, 2005	15 th September, 2005
30	July, 2006	3 rd July, 2006
35	June, 2007	22 nd June, 2007

Question: Analyze and comment on the UTI Infrastructure Fund portfolio based on the above facts.



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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COURSE – MBA-12: FINANCIAL MARKETS AND SERVICES
(Second Year - Fourth Semester – Finance Specialization)

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

1. a) What do you mean by financial service? Critically examine the present position of the financial service sector in India and state the challenges it has to face in the years to come.
b) State the reasons for bank mergers. What are the advantages, and disadvantages of bank mergers? Explain with the help of examples.
2. a) Present the classification of financial markets. Who are the participants in capital markets? Also explain the instruments in capital market.
b) Explain these concepts: Foreign Exchange Market; Derivatives Market; Grey Market; Commodities Market; Spot Market; and Commodities Futures Market.
3. a) “Technology has impacted every aspect of the society” – Examine the statement with special focus on the technology enabled banking services in India.
b) Narrate the meaning and importance of Financial Inclusion. Also discuss the recent initiatives through which financial inclusion is achieved in India.

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

1. a) “Role of Merchant Banking Services in India is indispensable” – Comment on the statement with proper justification.
b) Explain the concept of Credit Rating. Examine the advantages and disadvantages of credit rating.
2. a) Explain the concepts of lease, hire purchase and instalment system. Also elaborate various types of lease.
b) Distinguish between factoring and forfaiting. Explain the advantages of these two.

3. Analyse the following case-let and answer the questions asked at the end:

PTR is a venerable restaurant of Bangalore set up decades ago by Prakash Naik. Despite its phenomenal success, Prakash Naik was unwilling to set up branches because he was concerned about the dilution of quality. In the last decade, however, alluring business opportunities and competitive compulsion persuaded Prakash Naik to set up a few branches of PTR at select locations in Bangalore and Chennai. This initiative, financed mainly through internal accruals, turned out to be quite profitable. Buoyed by this success, the Naik family, which owns 100 percent equity of PTR Limited, has chalked up an ambitious plan to set up a nation-wide chain of PTR restaurants and to support this initiative, it has to raise 100 Crore through an initial public offering.

Prakash Naik has approached you to brief the family members on various issues associated with the move by answering the following questions.

Questions:

- i) What are the pros and cons of going public?
- ii) What conditions should a company satisfy to make an IPO?
- iii) What are the principal steps in an IPO?
- iv) Why under-pricing of IPO is a universal phenomenon?



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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COURSE – MBA-13: MANAGEMENT CONTROL SYSTEMS
(Second Year - Fourth Semester – Finance Specialization)

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

1. a) Explain the concept, functions and organizational context of Management Control Systems.
b) What is 'Goal Congruence'? Explain the linkage between the various stakeholders towards goal congruence.
2. a) Elaborate the structural dimensions of organizational design.
b) Define the term "Profit Centre". How do you evaluate performance of an entity?
3. a) Differentiate between a profit centre and an investment centre. Division-J of Johnson Ltd. produced the following during the last financial year:

Net Profit:	Rs. 7,20,000
Capital Employed in Fixed Assets:	Rs.30,00,000
Capital Employed: Net Current Assets:	Rs. 2,00,000

For performance appraisal purposes, all divisional assets are valued at original cost. The division is considering a project which will increase annual net profit by Rs.50,000 but will require average stock levels to increase by Rs.60,000 and fixed assets in increase by Rs.2,00,000.

Johnson Limited imposes a 16% capital charge on its divisions. Given these circumstances, will the appraisal criteria Return on Investment and Residual Income motivate division-J management to accept the project?

- b) Why transfer pricing is considered as an important managerial function in multi-entity companies? Explain in detail.

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

1. a) Define Variance analysis. Evaluate different approaches to variance analysis.
b) Define Management Audit. What are the objectives of management Audit? Discuss the types of Management Audit.

2. a) Distinguish between manufacturing and service organizations. State the special characteristics of financial service organizations. Also explain management control process in financial service organizations.
- b) What do understand by exchange rate? Examine the factors affecting exchange rates. List some 15 countries and compare their exchange rates with Indian currency.
3. Analyse the following case-let and answer the questions asked at the end:

It was an eventful day for Amman Engineering Company, a small machinery manufacturer in Coimbatore, when their owner, Shakhthivel got an export order for \$ 50,000 from Indonesia for supply of machines by the end of six months. He had even succeeded in getting a demand draft for \$ 10,000 by way of interest free advance from them. As the buyer was very quality conscious, they had insisted that one critical component of the machinery should be of a particular German make. He has now called you, their bright young finance manager, to discuss the matter in some detail. Being very cautious by nature he was very particular on getting full forward cover from their bank on all forex exposures. He has asked you to gather all the needed information and advise him to the best of your knowledge, on the following in the next hour or so:

Questions:

- i) How many rupees would the bank pay on the demand draft?
- ii) What premium / discount on the dollar would be indicated by the 6 month forward fare that would be obtained by the bank?
- iii) How fair or otherwise would be the forward buying rate given by the bank as compared to the rate indicated by the prevailing market interest rates.
- iv) What would be the overall estimated profit margin from this export?

Rates obtained from the bank:

USD/INR spot	: 61.62/61.65
3 Months Swap Points in Paise	: 132/133
6 Months Swap Points in Paise	: 230/235
EUR/USD Spot	: 1.2788/1.2790
3Months Swap Points	: 35/32
(1 Point =1/1000 Euro)	

TT Buying rate in INR for USD: 61.19TT selling rate in INR for USD: 62.98

USD sight / demand bills discounting charges: 1 Percent (all inclusive)

Forward contract booking charges: Nil

Information gathered from the product management:

Estimated net cost of sales of the goods ready for the export at the end of six months, expecting the imported cost of the German component: Rs.12,63,000

Rates Ascertained from the market:

Risk free interest rate: In India 8.60% p.a., in the US 3.70% p.a.



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-14: INTERNATIONAL FINANCIAL MANAGEMENT
(Second Year - Fourth Semester – Finance Specialization)

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

1. a) “Global financial system is dynamic and changing every day” - In light of the above statement, discuss the various components of international financial management.
b) Explain briefly the following theories of foreign exchange rates with their formulas:
i) Purchasing Power Parity; (ii) Interest Rate Parity; and (iii) Fisher Effect.
2. a) Distinguish between forex market and stock market. Also explain various types of forex transactions.
b) Calculate the future value at the end of the five years of the following series of payments at 9% rate on interest.

At the end of the Year	Amount Deposited
1	1,000
2	2,000
3	3,000
4	4,000
5	5,000

3. a) Discuss forecasting techniques of foreign exchange in detail. Also identify the problems involved in exchange rate forecasting.
b) Discuss the different strategies adopted for managing Real Operating Exposure.

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

1. a) “International investment decisions are complex in nature” – Examine the statement and also discuss the different strategies adopted for FDI.
b) A firm has a capital budget of \$100 which must be spent on one of two projects, each requiring a present outlay of \$100. Project A yields a return of \$120 after one year, whereas Project B yields \$201.14 after 5 years. Calculate:
(i) the NPV of each project using a discount rate of 10%; and
(ii) the IRR of each project.

What are the project rankings on the basis of these two investment decision rules? Suppose that you are told that the firm's reinvestment rate is 12%, which project should the firm choose?

2. a) Discuss the functions and activities of IMF and Asian Development Bank. Write latest five development programmes supported by ADB.
 - b) What are the different types of financial instruments available for international markets? Also discuss the types of bonds and procedure for issue of bonds in international markets.
3. Analyse the following case-let and answer the questions asked at the end:

The U.S. tire industry illustrates the troubles faced by multinational firms that have lost their source of differential advantage. Although Europe once was a profitable market for the Big Four U.S. tire makers – Goodyear, Firestone, Goodrich, and Uniroyal – each of these firms has, by now, partially or completely eliminated its European manufacturing operations. The reason is the extraordinary price competition resulting from a lack of unique products or production processes and the consequent ease of entry into the market by new firms. Moreover, these firms then faced well-financed challenges in the U.S. market by, among others, the French tire maker Michelin, the developer of the radial tire and its related production technology. Uniroyal responded by selling off its European tire-manufacturing operation and reinvesting its money in businesses that were less competitive there (and, hence, more profitable) than the tire industry. This reinvestment includes its chemical, plastics, and industrial-products businesses in Europe. Similarly, Goodrich stopped producing tires for new cars and expanded its operations in polyvinyl chloride resin and specialty chemicals. In 1986, Uniroyal and Goodrich merged their tire units to become Uniroyal Goodrich Tire, selling only in North America. Late in 1989, its future in doubt, Uniroyal Goodrich sold out to Michelin. The previous year, in early 1988, Firestone sold out to the Japanese tire maker Bridgestone. Goodyear is now the only one of the Big four tire makers that is still a U.S. company.

Goodyear, the world's number one tire producer before Michelin's acquisition of Uniroyal Goodrich, has maintained its leadership by investing more than \$1 billion to build the most automated tire-making facilities in the world and is aggressively expanding its chain of wholly owned tire stores to maintain its position as the largest retailer of tires in the United States. It has also invested heavily in research and development to produce tires that are recognized as being at the cutting edge of world-class performance. Based on product innovation and high advertising expenditures, Goodyear dominates the high-performance segment of the tire market; it has captured nearly 90% of the market for high-performance tires sold as original equipment on American cars and is well represented on sporty imports. Geography has given Goodyear and other American tire manufacturers a giant assist in the U.S. market. Heavy and bulky, tires are expensive to ship overseas.

Questions:

- i) What barriers to entry has Goodyear created or taken advantage of?
- ii) Goodyear has production facilities throughout the world. What competitive advantage might global production provide Goodyear?
- iii) How do tire manufacturing facilities in Japan fit with Goodyear's strategy to create shareholder value?
- iv) How will Bridgestone's acquisition of firestone affect Goodyear? How might Goodyear respond to this move by Bridgestone?



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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COURSE – MBA-21: CONSUMER BEHAVIOUR AND MARKETING RESEARCH
(Second Year - Fourth Semester – Marketing Specialization)

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

1. a) What do you mean by consumer behaviour? Discuss the applications of consumer behaviour.
b) Distinguish between the consumer buying process and the organizational buying process. Also explain any one model of organizational buying process along with its applicability in the present day situation.
2. a) “Information search plays an important role in consumer decision making process” – Analyze the statement. Take any product or service of your choice and identify what sort of information is required before taking a final decision whether to buy it or not.
b) Describe briefly the following three concepts of consumer behaviour, with suitable examples:
(i) Neuro-Marketing; (ii) Cybermediaries; and (iii) Heuristics.
3. a) Explain the meaning and types of personality. Also examine the influence of personality on consumer behaviour. Give an example of your personal life.
b) Explain various forms of cultural values and their influence on consumer behaviour.

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

1. a) Define ‘Marketing Research’. Discuss its applications. Also examine the ethics to be followed while conducting marketing research.
b) Explain the problems encountered by the researchers while conducting marketing research in India. Also examine the future of marketing research in India.
2. a) Distinguish between market research and marketing research. Discuss the various steps involved in marketing research process.
b) “Reliability and validity increase transparency, and decrease opportunities to insert researcher bias in qualitative research.” Justify this statement.

3. Analyse the following case-let and answer the questions asked at the end:

See and Shop is a Delhi based retailer founded in 1990 to cater to that segment of clients who have been exposed to international shopping and are looking for a wide range of products under one roof. Originally the company was started as a mail order company and slowly moved to retailing after 10 years of mail order operations. The first move into retail from mail order started in 1990 with a huge store setup in a major commercial area of the capital.

At present the company has about six stores in four cities. The mail order business still exists and has grown to contribute about 25 per cent of total sales revenue. The company has an annual sales turnover of nearly Rs. 4 Crores and has massive expansion plans for the next two years.

The stores have been developed and established as one of the best retail stores in the country and cater to upper middle and upper class sections of cities, sections which have exposure to international shopping and a desire for getting the best available products in an attractive and plush environment. The stores have excellent displays, sales and entertainment facilities, trained staff and sections such as kid's play room or cafe.

Management of See and Shop views the whole plan as a grand building exercise and stresses on its commitment to bring world class retail standards to India. The management is always innovating, finding new products and trends and makes elaborate plans to take the concept further. According to their Vice-President (Marketing), role of marketing research is vital for their business. "Continuous market research is a way of life for us, considering the fact that our customers are high profile individuals, who have tested the best and thus it's important that they perceive us as the last in retailing. We use research for a variety of reasons - what customer segments we should focus on, for direct feedback on some of our merchandise and concepts, to understand what our customers want from us instead of making any assumptions about their needs and expectations from us. For this purpose we ask them a number of questions such as; are they aware of a particular brand, what's their perception of its value and do they expect us to keep the brand with us. We then map out the responses and look for brands with high awareness, which customers perceive as valuable and expect to find in our stores."

The two basic principles of market research used at See and Shop are emphasis on consumer preferences, attitudes and service. Another aspect is of getting a feel of their stores and observing customers. The experts feel that this way they can anticipate consumer preferences and expectations. The marketing research at the company is integrated into an information system linked with strategic planning and development. The research must be closely linked to strategic aspects of business and none of our business planning is completed without doing a comprehensive research" observes the Vice-President, Mr. Anant Kumar.

Questions:

1. Prepare a small questionnaire for See and Shop to use in identifying new products for its women's' section.
2. What major advantages does See and Shop have after linking market research with strategic planning? Explain.
3. What kind of information do you need about consumers to launch a loyalty programme where high and frequent shoppers can win prizes and other things?



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**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)**

**COURSE – MBA-22: ADVERTISING AND SALES MANAGEMENT
(Second Year - Fourth Semester – Marketing Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define the concept of Advertising. Discuss the socio-economic and legal implications of advertising.
- b) State various types of advertisement. A corporate hospital in Hyderabad is introducing new method of treatment for cancer patients. Which type(s) of advertisement you suggest to the hospital to reach the target group? Why?
2. a) Explain the following terms:
(i) Advertising Message; (ii) Advertising Appeal; (iii) Media Planning; and
(iv) Media Scheduling.
- b) 'Elimination of unproductive elements in advertisement increases effectiveness of the advertisement' – Comment. Also elaborate the methods for measuring advertising effectiveness.
3. a) Discuss the role of sales management in marketing. Also explain the emerging trends in sales management.
- b) Examine the role of sales force automation in business growth. Also narrate various types of sales force automation modules.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Elaborate the factors affecting the sales planning. Also identify the challenges to sales planning. How to overcome them?
- b) Explain the 'brand' with examples. Also explain the meaning, importance and essential components of brand strategy.

2. a) Discuss the different sources of recruitment. When are internal sources of recruitment preferred? Why?
b) Explain the quantitative and the qualitative performance standards. Of them, which one do you prefer? Why?
3. Analyze the following case-let and answer the questions asked at the end:

There was a time when Dodge cars were the big winners in NASCAR events. But the 1970s and 1980s were not kind to Chrysler Motors and its Dodge division, and in 1981 a decision was made not to participate in NASCAR. Then in October 2000, Chrysler top management decided that there were good reasons to reenter the fray of racing. Most notably, the popularity of NASCAR and the Winston Cup circuit had skyrocketed during the 1990s. Also, Chrysler engineers had designed a turbo-charged vehicle that could compete with the current racing teams.

With only 250 days until the 2000 Daytona 500, the creative team at Chrysler's media agency, PentaCom, had the task of producing a campaign that would not only announce the reentry of Dodge cars into the circuit, but also position Dodge properly. Initial research conducted by PentaCom showed that two consumer groups were particularly excited about Dodge's return to NASCAR racing: NASCAR enthusiasts and current Dodge owners.

The team of 25 started with a "teaser" campaign asking readers to guess the name of the driver of the first Dodge factory team. Over 60,000 people responded to the message delivered through magazine ads, newsletters, and the NASCAR and ESPN Web sites (Bill Elliott was the correct answer). The next phase of the campaign used a very unusual ploy. If you've ever attended a Winston Cup race or viewed one on television, you know that the race cars and the track are covered with ads. Dodge decided that an integrated sponsorship would be more effective than covering the car with ads. They signed on over 50 co-sponsors to leverage their marketing message. General Mills agreed to put a die-cast car from the Dodge race team in a window on the front of 14 million cereal boxes. Bill Elliott was also on the front of 3.5 million Wheaties boxes. In turn, these cereals added a new level of excitement to their products.

The final phase of the campaign occurred just a few days before the race. In addition to print ads appearing in magazines such as Sports Illustrated and Field & Stream, and newspapers such as USA Today, PentaCom also created an eight page insert featuring the new Dodge team and placed it in several car-buff magazines. Finally, a 64-page custom published booklet was attached (Polybagged) to the March issue of Automobile. By all standards, the campaign was a total success, creating a 78 percent level of awareness and an increase in positive attitude scores of nearly 30 percent.

Questions:

1. What other print media alternatives could Dodge have used?
2. What are the advertising strategies used by PentaCom?



DR. B.R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-23: RETAILING MANAGEMENT
(Second Year - Fourth Semester – Marketing Specialization)

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

1. a) Explain the following terms:
(i) Retail; (ii) Wheel of Retailing; (iii) e-tailing; and
(iv) Visual Merchandising.
- b) “Retail market in India is dynamic and volatile.” In light of the statement discuss the trends in Indian retail market.
2. a) Discuss the concept of retail strategy. Also explain the different growth strategies in retail market with examples.
- b) “Layout of a store influences shopper engagement and satisfaction.” In light of the statement elaborate the types of layout designs. Select any one retail layout in your area and comment on its layout planning.
3. a) Discuss the concepts of brand equity and brand extension. Also explain various types of brands.
- b) Explain various pricing strategies and approaches with examples.

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

1. a) Define service gap. Explain briefly the ways and means to improve retail customer service quality.
- b) Discuss the various social media platforms. Think that you are the owner of one business entity, based on your business what are the social media platforms useful for your business? Why? Justify your answer.
2. a) What do you understand by ‘atmospherics’? Discuss the role of colour in retail atmospherics. Also examine the role of atmospherics in the context of internet retailing.
- b) Discuss importance and applications of technology in retailing.

3. Analyze the following case-let and answer the questions asked at the end:

Research conducted by faculty at the Wharton School at the University of Pennsylvania tracked and studied consumers' behavior as they were food shopping. The study was conducted at a West Coast supermarket where the bottoms of grocery carts were equipped with radio frequency identification (RFID) devices that allowed the travel pattern of individual shoppers to be recorded. The RFID tags helped to track how long customers spent shopping, where they went in the store, and how many items they purchased. The results of the study showed that shoppers move through the store in a different way than retailers had expected. People do not weave sequentially up and down through every aisle but instead move in a clockwise direction, stick to the perimeter of the store, and skip entire sections. Therefore, many customers never see merchandise in the center of the aisle, and end-of-aisle displays are especially important promotional tools more time should be spent on store layout in the grocery store industry to meet shoppers' needs and purchasing patterns. Customers are making more quick trips to the food store. They are deciding what to serve for dinner on the way home from work and only purchasing what they need for the next day or two. The once-per-week stock-up trip, which takes 55 minutes or more, accounts for only 10 percent of all grocery store visits. Based on the Food Marketing Institute's annual US Grocery Shopper Trends report, Americans go to food stores on average 2.2 times a week. Nearly two-thirds of shoppers visit the grocery store three or four times per week. On average, each U.S. household spends \$92.50 per week at the food store. More than half of those surveyed shop multiple channels, including discounters and warehouse clubs for groceries. The report also found that 54 percent of shoppers make a list. Lastly, younger shoppers felt that self-checkout is an important feature when selecting a food store. Grocery retailers have seen the following key trends affecting the industry, which call for related improvements in the store:

- Time-strapped customers grouping items together, offering meal solutions, and improving checkout speed and convenience.
- Competition for customer loyalty-offering bonus programs and private-label brands.
- Increased pressure from discounters differentiating the store on benefits other than price.
- Growing interest in nutrition providing health information, fresh produce and meat, and organic options.
- Internet shopping giving technologically savvy shoppers the opportunity to place orders and shop online.

Questions:

- i) How the supermarket that you shop at most frequently is laid out? Describe the store's entry, departments around the perimeter, dry goods, frozen foods, special displays, and checkout.
- ii) Based on the information in the case and your own shopping behavior, what store layout and design features would improve the supermarket and make the experience more enjoyable and convenient for shoppers and more profitable for retailers?



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DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-24: INTERNATIONAL MARKETING MANAGEMENT
(Second Year - Fourth Semester – Marketing Specialization)

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

1. a) What is 'International Marketing'? Explain various stages of internationalization. Also examine the barriers to international marketing.
b) Write a brief note on the following market entry strategies:
(i) Direct Exporting; (ii) Contract Manufacturing; and (iii) Strategic Alliances.
2. a) Explain the importance of packaging in international marketing, along with the factors that may force a company to modify its package for overseas markets. Discuss both mandatory and optional modifications.
b) Explain briefly the direct and indirect channel intermediaries.
3. a) Discuss the criteria for global market segmentation.
b) Discuss the challenges associated with marketing of services globally. Also describe briefly the factors facilitated the expansion of international retailing.

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

1. a) Explain about Edward Hall's High-Context and Low-Context Cultures.
b) Describe the ethical issues relating to the following areas in international marketing:
i) Product Counterfeiting, Piracy and Smuggling; and
ii) Environmental Pollution and Sustainability.
2. a) List out the international trade regulatory and promotional organizations. Discuss the role played by the international trade promotional organizations in promoting international trade.
b) Discuss the impact of country risks, marketing mix related risks, and technology related risks on global marketing.

3. Analyze the following case-let and answer the questions asked at the end:

Cultural barrier is one of the most talked about in international business problems. It is however, very interesting to note that the cross-border transmission of culture is very rampant. Many politicians, sociologists and others are highly critical of the invasion of the Western culture in the developing countries. The export of American culture is interpreted as a means to spread American imperialism. The Coca Cola culture or the corn flakes culture or the pop culture, the term which has come to be very broadly used to include, besides the pop music and associated thing, the Western products and styles such as foreign jeans, cola drinks, fast foods, Hollywood movies and the like the youth, particularly, are crazy about, has fast spread to the developed and developing countries. The emergence of culture as economic goods that can be traded-crafts, music, films, TV programmes, software, books, tourism, etc.- has contributed very substantially to the globalisation of culture. A UNESCO study shows that world trade in goods with cultural content-printed matter, literature, music, visual arts, cinema and photographic, radio and television equipment-has grown tremendously. For the United States the largest single export industry is not aircraft, computers or automobiles – it is entertainment, in films and television programmes. Hollywood films grossed more than \$ 30 billion worldwide in 1997, and in 1998 a single movie, Titanic, grossed more than \$ 1.8 billion.

As the Human Development Report, 1999 points out, the vehicles for this trade in cultural goods are the new technologies. Satellite communications technology from the mid-1980s gave rise to a powerful new medium with a global reach and to such global media networks as CNN. The development of the Internet is also spreading culture around the world, over an expanded telecommunications infrastructure of fibre optics and parabolic antennas.

The Report referred to above points out that the global market for cultural products is becoming concentrated, driving out small and local industries. At the core of the entertainment industry-film, music and television there is a growing dominance of US products, and many countries are seeing their local industries wither. Although India makes the most films each year, Hollywood reaches every market, getting more than 50 per cent of revenues from overseas, up from just 30 per cent in 1980. It claimed 70 per cent of the film market in Europe in 1996, up from 56 per cent in 1987-and 83 per cent in Latin America and 50 per cent in Japan. By contrast, foreign films rarely make it big in the United States, taking less than three per cent of the market there.

Questions:

1. In the light of the above account, evaluate the view that culture is a highly difficult barrier to international business.
2. What are the implications of the spread of pop culture for business?
3. What could be the reasons for the adoption, particularly by the youth, of the pop culture?
4. Can pop culture encourage achievement motivation?
5. Discuss the impact of pop culture on the domestic business. What strategies they should adopt to fight the adverse impact of the pop culture on their business?



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-31: PERFORMANCE MANAGEMENT
(Second Year - Fourth Semester – HR Specialization)

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

1. a) Examine various phases of performance management cycle. Also discuss briefly the guiding principles of effective performance management.
b) ‘In order to achieve organisational objectives planning for performance management is necessary’ – Elucidate.
2. a) What is performance analysis? Evaluate the facilitating and hindering factors of performance.
b) Narrate the meaning and significance of performance audit. Also explain various types of performance audit.
3. a) “Performance appraisal is doubted due to technical and psychological reasons.” Explain. Do you really think that 360⁰ performance appraisal method will ensure transparency in appraisal and achieve its objectives? Justify your answer.
b) Distinguish between potential appraisal and performance appraisal. Explain the categories of potentials and also the role of potential appraisal in the present day organizations.

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

1. a) “Improving professional and interpersonal competence by counsellor is known as counselling” - In light of the statement discuss the meaning, importance and various approaches to counselling.
b) Write a brief note on: (i) Balanced Score Card; (ii) Benchmarking; and (iii) Performance - Potential Matrix.
2. a) How do you design PLR system for a large organization? Analyze the reward system of any organisation of your choice and examine to what extent it is helpful to boost the performance of its employees.
b) Present the models of team performance. Also state the parameters of high performance teams.

3. Analyze the following case-let and answer the questions asked at the end:

It is common knowledge that establishing a company's Performance Management System (PMS) is a significant task. But how can you ensure that you get it right from the start? HR practitioners have struggled with this issue for decades. Academic and professional journals are full of ideas and approaches to meet this challenge. Yet the task of designing and implementing a global PMS is amongst the most perplexing and challenging tasks for a global HR team.

The global HR team at Samtronics Limited within its first year of going global quickly realized that assessing work now required more knowledge and skills than ever before, its dependence on human capital as an intangible asset at each of its eighteen locations globally. They looked to the PMS to help them in optimizing the way this asset is managed, after all, a great deal of theory concerned with human motivation and human development argues that an effective PMS should be a key building block of every organization's Human Capital Management System. To tie performance to rewards (the key to motivating performance), organizations need to have accurate measures of individual performance. To develop, individuals need feedback about their strengths and weaknesses. Organizations, meanwhile, need performance information to direct their training and development resources to those individuals who can gain the most by them. Finally, organizations need performance information to correct performance problems and assess the effectiveness of their improvement efforts."

Samtronics management had unanimously agreed that pay for performance can play a strategic role in attracting and retaining key employees, and this philosophy needed to be deployed globally and across teams. The first step for the HR team was to have a thorough understanding of the business in order to align performance and the pay programmes accordingly. This required a different effort for different location as the nature of work in each location was different, while some were cost centers focused entirely on the design and development of the suite of telecom products, others were purely sales offices focused on selling the product and services and still others were sales and support offices, focused on sales and providing support. Operating in the highly competitive tele-communication industry, Samtronics is an Indian company that had overnight expanded its presence globally under the leadership of a professionally managed group of entrepreneurs. The 18 offices included 10 sales offices, five sales and support offices and three design and development centers totaling to staff strength of 320 employees globally. Though still small in and about one year and half old, they foresaw the need to get the performance management process right from the start.

Some key business considerations for the HR team in designing a global PMS were:

- Employees to perform well across the board, and be remunerated in proportion to the results
- Focus on grooming key talent globally-those critical few employees who, by virtue of their skills, will and do play an important role in creating shareholder value for Samtronics globally.

- Measure and reward pivotal relationships with customers (internal and external), local market novation and creativity.
- Work towards fulfilling the global vision for the organisation,
- Respect, support and value peers, lead and motivate others, and
- Feel empowered to remove obstacles, identify resources, tools and processes that can make the difference with reference to market competition.

And while ensuring the above objectives, the PMS had to also ensure that:

- It is sensitive to the local cultural differences with reference to quantum of pay for performance. periodicity of review and feedback mechanism,
- Provide for measuring the interdependent roles across locations, i.e. carry out appraisals across global locations,
- Groom leaders in India, who can manage global teams and guide entire projects
- Provide for dual reporting assessment.

Questions:

- i) What are the key building blocks of every organization's Human Capital Management System?
- ii) What are the strategies followed by the Samtronics to global PMS.
- iii) Assume that you are the HR manager of Samtronics. What are the HR strategies you will take into consideration in retaining the employees? Further, bring out the factors you should consider in designing a global PMS.



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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COURSE – MBA-32: LABOUR LAWS
(Second Year - Fourth Semester – HR Specialization)

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

1. a) How do you differentiate Directive Principles from Fundamental Rights? Also discuss their importance in framing labour legislations.
b) To facilitate the ease of doing business in India, the Government of India has consolidated (29) Labour Laws into (4) labour codes. What are these four labour codes? Explain them briefly.
2. a) Define ‘Apprenticeship’. Explain its importance. Also discuss the obligations and duties of the employers and apprentices under the Apprentices Act, 1961.
b) Narrate the grievance redressal machinery under the Industrial Disputes Act, 1947. When disputes will be referred to Boards, Courts and Tribunals?
3. a) Define the term ‘Wage’ under the Payment of Wages Act, 1936. Also explain different methods of computation and fixing of wages.
b) “It was the gender discrimination in the payment of wages to workers that necessitated the need for enactment of the Equal Remuneration Act, 1976” - Justify the statement.

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

1. a) Define the term compensation under the Employees Compensation Act, 1923. How to calculate compensation? Also explain the provisions relating to half-monthly payments.
b) Distinguish between provident fund and gratuity. Discuss the need for the enactment of both the Employees’ Provident Funds and Miscellaneous Provisions Act, 1952 and Payment of Gratuity Act, 1932. When is an employee entitled to receive gratuity under the Payment of Gratuity Act, 1972?
2. a) Why there is a need to enact the Child Labour (Prohibition and Regulation) Act, 1986? How does the Act protect the right of the child?

b) Write a brief note Visakha Judgement. Also explain the anti-sexual harassment laws/guidelines enacted by the Government of India.

3. Analyze the following case-let and answer the questions asked at the end:

Indian General Navigation and Railway Co. Ltd. carries on a business of inland water transport and maintain a huge number of wharves, jetties, godowns, etc., at different river stations in India. One such set is at Dhubri in Assam, where many workmen are employed. These men load and unload the Company's vessels and help to transship goods from railway wagons to vessels and vice versa. The company was a public utility concern and the persons employed therein were "workmen" under the Industrial Disputes Act, 1947. There were two unions of workmen in the establishment.

On 31.10.1986 both the unions gave a notice demanding 20 percent bonus and two months average total wages as ex-gratia for the accounting year 1984-85. The Company rejected the demand. Thereupon workmen resorted to various acts of indiscipline, go-slow and persistent refusal to work overtime. As a result of which the Company dismissed eight employees, after framing charges against them and after giving each an opportunity to be heard.

On 15.11.1986 both unions served strike notices on the company. The Conciliation Officer interfered but no settlement was arrived at between the company and the Unions. He accordingly sent a failure report to the appropriate government. In the meantime during the tendency of conciliation before the Conciliation Officer, a large number of workmen went on strike on 26.11.1986. They forcibly entered the Company's jetties and other working places, and obstructed the work of loyal workmen. On 27.11.1986, the District Magistrate issued an order under the Code of Criminal Procedure to maintain law and order. The Company declared a lockout in the same day. On 10.12.1986, the Unions called off the strike. The Company lifted the lockout on 15.12.1986. The Company dismissed those workmen whom it claimed to have obstructed the loyal workmen during the strike. On 21.12.1986, 37 workmen were convicted for violation of the order of the District Magistrate. On 22.12.1986 the Company dismissed them.

Questions:

- a) Can the company legally dismiss workmen for adopting go-slow tactics? If so, briefly state the procedure.
- b) Is the strike declared by the workmen on 26.11.1986 legal?
- c) Are the workmen entitled to wages for the period of strike and lock-out?
- d) Is the order of dismissal made by the Company on 22.12.1986, a day after the conviction by the District Magistrate, legal?
- e) What is the remedy open to workmen aggrieved by the order of dismissal by the Company under the Industrial Disputes Act, 1947?



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MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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COURSE – MBA-33: MANAGEMENT OF INDUSTRIAL RELATIONS
(Second Year - Fourth Semester – HR Specialization)

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

1. a) Define the concept of Industrial Relations. Discuss the role of government and trade unions in the maintenance of industrial relations.
b) Distinguish between Blue-Collar and White-Collar Employees. Discuss the growth of white-collar unions in India and present position.
2. a) Explain the meaning, objectives and functions of employers' organizations. Also examine the statutory protection extended to the employers' organizations in India.
b) What do understand by Industrial Disputes? Discuss the machinery for prevention and settlement of industrial disputes.
3. a) Why it is important to maintain discipline among employees in an organization? Discuss the disciplinary procedures followed in India. Also explain various approaches to discipline.
b) Define 'Collective Bargaining'. Narrate various forms of collective bargaining. Also comment on the status of collective bargaining in India.

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

1. a) "Participative management has become one of the most powerful tools of industrial relations" – Comment. Also discuss the advantages of participative management with suitable examples.
b) Define the concept of Employee Empowerment. Discuss the employee empowerment process. Choose any organisation of your choice and comment on their employee empowerment process.

2. a) Write a note on the following in the management of industrial relations:
 - (i) Artificial Intelligence; and
 - (ii) Business Process Outsourcing.
 - b) What is workforce diversity? Explain the techniques adopted for workforce diversity management. Also examine the workforce diversity management practices in Indian business organisations with suitable example.
3. Analyze the following case-let and answer the questions asked at the end:

Totaram Banarasidas of Ajmer was a shrewd businessman and an astute planner. He strategically and slowly captured the public transport business in the Indore-Bhopal belt of Madhya Pradesh. Indore stood at the crossroads since traffic from the east to the west and from the north to the south of India had to go through Indore. The Madhya Pradesh State Road Transport Corporation (MPSRTC) was a public sector monolith, which was laid back and traditional in its approach to business. Consequently, a number of smaller companies mushroomed and ate into its market. Totaram, who was a highly successful stockbroker, observed this and floated a company that had the financial muscle to buy out a number of these smaller companies under the umbrella of Totaram Transport Company (TTC). For this he took a whopping Rs. 10 crore loan from the State Bank of Indore and added an equal amount from his own funds to make a corpus to run the business. Totaram had one daughter and one son who were given the charge of the company as Directors. Strategic planning, finance and investment were functions that he retained with him.

Under the able guidance of Totaram, TTC managed its business interests professionally and treated its workers with dignity. His daughter Jaya was a postgraduate scholar who had specialized Logistics and Operations at IIM (Kolkata) and thereafter in Organizational Behaviour for her Fellowship at IIM (Bangalore). She was the Director who was in-charge on the public relations and human resources fronts. The son Pyarelal who had an M.Tech.in Mechanical Engineering from IIT (Powai) looked after the maintenance and operational fronts, while it was Totaram who as the Chairman and Managing Director laid down the strategy and overall work values.

There was a team of engineers who ran a maintenance shop off Rajender Naka in Indore, which was also bought out, and Totaram's son took over as its Director. The engineers immediately received a monthly pay rise of Rs. 3,000 each, were fitted in a proper scale of pay and assured certain benefits such as Mediclaim Insurance up to a limit of Rs. 2 lakhs and a Life Insurance of Rs. 5 lakhs each. The work environment was both physically and sociologically improved and a good canteen was added to the premises. Caterers from Pune were given the contract to run the canteen professionally as well as manage small food outlets at every major point of the bus route throughout Madhya Pradesh. Leave rules were introduced and a sense of belongingness was inculcated in every employee. To begin with, every bus that was bought out when Totaram Transport bought out the smaller companies was given an overhaul, refurbished and repainted. Every bus would, as a rule, come to the now named Totaram Maintenance Shop for monthly servicing and for all major breakdowns. Pyarelal tied up with all Indian Oil outlets so that the buses could be refueled en-route. Jaya did the same with all major hospitals en-route so that both employees and passengers could get immediate aid in case of accidents. In both cases the bills could be settled by the company on a monthly basis.

Every bus had a driver, a conductor and a helper who all possessed driving licenses and basic knowledge of bus repairs. They were all covered by a Mediclaim Insurance of Rs. 1

lakh and a Life Insurance of Rs. 2 lakhs. It also had a mobile phone, a first aid box and a fully equipped tool kit. In addition every bus had a contingency kitty of Rs. 3000 which could be used only during an emergency. Pay scales for each category were:

Driver	Rs.4500-100-6500
Conductor	Rs. 3500-50-5500
Helper	Rs.2500-50-4000

There was only one union for all Totaram Transport Employees controlled by the Party in power and the industrial relations climate was peaceful. Relationship with the State bureaucracy was also congenial and officialdom was never an impediment to the company. The Press also was favourable since the employees were treated professionally and received a better deal than any state or privately owned organisation could offer.

During the one-year period before the 2004 elections, however, leaders from the INTUC started making trouble and started harassing the employees of Totaram Transport. The Opposition Party used its influence to get the Police to also harass the bus crews. The MPSRTC also put pressure on the Government to limit the expansion of Totaram Transport's business. Many politicians from the Opposition Party applied for and received licences to ply mini-buses, which offered fares that were cheap for the passengers. Of course, the company over-worked and underpaid employees operating these mini-buses. Fringe benefits were virtually non-existent and everyone was on a daily or hourly wage.

This presented a threat to the business interests of Totaram Transport Company since the Indian masses were generally uncaring about safety and comfort as long as the fares were low. The employees of the mini bus companies were contract labour and non-unionized. Totaram went into action at once and contacted his friends in the trade union. He told them to make inroads into the unorganized mini-bus employees.

The Trade Union controlled by the Party in power slowly took over the control of these mini-bus employees and championed their cause. They went on a public awareness campaign using the press to show the difference between the benefits given to the employees of Totaram Transport Company and the employees of others. The owners of the mini-buses cried foul and filed a case against both the union and owners of Totaram Transport on grounds of inciting workers and causing willful hindrance to free trade. The Government supported the mini-bus owners and the Indore Bench of the M.P. High Court placed a stay on the union propaganda. The mini-bus business began afresh and the owners summarily dismissed the workers' leaders of the workers were by The Press took up the case of the dismissed workers and top leaders in all major political parties in MP distanced themselves from the issue.

Questions:

- i) What should Totaram Transport Company do?
- ii) What should the trade union do?
- iii) What can the press do to help the cause of the contract workers?



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DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2019-20)

COURSE – MBA-34: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(Second Year - Fourth Semester – HR Specialization)

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

1. a) Explain the process and the drivers of internationalization of a business.
b) Define the concept of Cross Culture. Discuss the various cross cultural theories.
2. a) Write a note on the following:
(i) Emigration and Immigration; and (ii) Brain Drain and Job Exporting.
b) Identify the key challenges faced in training expatriate managers. Why do some MNEs appear reluctant to provide basic pre-departure training?
3. a) What do you understand by Learning Organization? Discuss various strategies to build a learning organization.
b) ‘Global HR Professionals address the issues emerging from dynamic changes’ – Discuss the environmental differences in global markets.

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

1. a) Discuss briefly the HR practices in European countries. Of them, the practices of which country, in your opinion, are best? Why?
b) “Japanese principles of management concerned with gaining mutual commitment of people and the cooperation”. In light of the above statement, examine the Japanese style of HR practices and their implications.
2. a) What is HRIS? Explain the HRIS models. Also write a note on organizational structure of HRIS.
b) Discuss, in detail, the role of social media in International Human Resource Management.

3. Analyze the following case-let and answer the questions asked at the end:

The Office Equipment Company (OEC) must identify a manager to help set up and run a new manufacturing facility located in the Palestinian-controlled Gaza Strip. The position will have a minimum duration of three years. OEC manufactures office equipment such as photocopying machines, recording machines, Mailscales paper shredders in eight different countries. OEC products are distributed and sold worldwide.

Currently OEC has no manufacturing facility in the Middle East, but has been selling and servicing products in Israel since the early 1970s. OEC sells its products in Israel through independent importers, but now it is convinced that it needs to have a local manufacturing facility in order to take full advantage of the new, more peaceful situation in the region. Despite occasional turmoils that interrupt new moves towards peace, OEC's sales in Israel have been improving, with an increase in profitability. OEC has recently been contacted by distributors in Jordan and Egypt about possible sales of OEC products. Incentives for Foreign direct investment in the Gaza Strip could help OEC develop extensive operations in the region at considerably reduced cost.

OEC hopes to begin constructing a factory in the Gaza Strip within the next six months. This factory would import products and assemble them. The construction of the assembly plant would be supervised by a US technical team and a US expatriate would be assigned to direct the production. This expatriate manager would report directly to the headquarters of OEC at US.

The option of filling the position of managing director with someone from outside the organisation is alien to OEC's policy. Otherwise, the options are fairly open. OEC uses a combination of home-country, host entry and third-country nationals in top positions in foreign countries. It is not uncommon for managers to rotate among foreign and domestic locations (in the US). In fact, it is increasingly evident that international Experience is an important factor in deciding the persons who will be appointed to top corporate positions. The sales and service operations in Israel have been controlled through OEC's European regional office located in Podemone, Italy. A committee at the European regional office has quickly narrowed its choice to the following five candidates.

Tom Zimmerman: Zimmerman joined the organisation 30 years ago and is well-versed in all the technical tasks required for the job. Zimmerman is a specialist in start-up projects and has supervised the construction of new manufacturing facilities in four countries. He has never been assigned to work abroad permanently. His assignments have usually been in developed countries and for periods of less than six months. He is considered to be extremely competent in the duties he has performed during the years, and will retire in about four-and-a-half years. Neither he nor his wife speaks any language other than English; their children have grown and are living in the US. Zimmerman is currently in-charge of an operation about the size that the one in Gaza Strip will be after the factory begins operating. However, as that operation is being merged with another, this present position will become redundant.

Brett Harrison: At age forty, Brett has spent 15 years with OEC. He is considered highly competent and capable of moving into upper-level management within the next few years. He has never been based abroad but has frequently travelled to Latin America. Both he and his wife speak Spanish adequately. Their two children, aged fourteen and fifteen, are just

beginning to study Spanish, His wife is a professional as well, holding a responsible marketing position with a pharmaceutical company.

Carolyn Mayer: Carolyn joined OEC after getting her BS in engineering from Purdue University and an MBA from the prestigious Bond University in Australia. At the c of 37, she has already moved between staff and line positions of growing responsibility. For two years, she was the second-in-command of a manufacturing plant in Texas, about the size of the new operation in Gaza Strip. Her performance in that post was considered excellent. Currently, she works as a member of a staff production planning team. She joined OEC, she had indicated her eventual interest in international responsibilities because of a belief that it would help her advancement in career. She speaks French well and is not married.

Francis Abhram: Francis is currently one of the assistant managing directors in a large Mexican operation, which produces for and sells to the Mexican market. He is a Jewish New Yorker who has worked for OEC in Mexico for five years. He holds an MBA from New York University and is considered to be one of the likely candidates to head a Guatemalan operation when the present managing director retires in four years. He is 35, married with four children (aged two to seven). He speaks Hebrew adequately. His wife does not work outside the home and speaks only English.

Leon Smith: At 30, he is Assistant to the managing director at the Athens manufacturing facility, a position he assumed when he joined OEC after completing his under-graduate studies in the US seven years ago. He is considered competent, especially in production operations, but lacks in managerial experience. He was successful in increasing OECs production output in Athens during his tenure in Athens. Leon travelled extensively in the Middle East. He went to the college with a number of students from Saudi Arabia, Jordan and Egypt. These individuals came from prominent political and business families in their countries and Leon has visited them during his travels. He thus has the advantage of being reasonably well-connected, with influential families in the region. He is not married.

Questions:

- i) Whom should the committee choose for the assignment and why?
- ii) What problems might each individual encounter in the position?
- iii) How might OEC go about minimizing the problems that the chosen person would have in managing the Gaza Strip operations?
