



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

Dear Student,

We are enclosing two assignments (Both, Assignment - I & II) in each course, for **ALL** the courses of *Three Years* of MBA (3Year) Programme (for All the Backlog Batches). 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 the Six Courses

BOTH (FIRST AND SECOND) ASSIGNMENTS:

20.10.2020
(Sunday)

[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 those pending 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 Study Centre to which you are attached.
10. The *first page* of your response sheet should be in the following format.

Student's Admission No. :

Student's Name :

Student's Address :

Course Code :

Course Title :

Assignment No. :

Question No(s). :
Study Centre Code :
Study Centre Name :
Date of Submission :
Student's Signature :

11. Please go through the relevant course units thoroughly before you answer assignments.
12. 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.
13. Before submitting the assignment, check it up carefully to make sure that you have attempted all the main points of the question.
14. 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.
15. You have to answer the assignments in your own words. Kindly do not borrow sentences or paragraphs directly from the course material.
16. Do not copy from the response sheets of other students. If any copying is noticed in assignments, such students' assignments will be rejected.
17. Start each assignment on separate sheets of paper.
18. You can consult your counsellors and clarify your doubts, if any, while answering the assignments.
19. The assignments should be neatly hand written. **Typed or Computerized (Hard/Soft Copies) assignments will not be accepted.**
20. You have to prepare your responses in duplicate, submit the original at your study centre and file with yourself the second copy with you as a record and for your further examination preparation/revision.
21. You can collect back the evaluated assignments from your study centre, if you want by duly following University rules/procedures for the same.
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 effects the change of the 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. Telangana State. India.**

**HEAD
DEPARTMENT OF BUSINESS MANAGEMENT**

FIRST YEAR SIX COURSES

DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 1: ORGANISATION AND MANAGEMENT PROCESS

(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. The contemporary managerial roles have widened, become more complicated, active and creative. Managers, who are to administrate enterprises in a pertinent way, must be up to the professional standards, fulfill more and more functions and play on many 'stages'. Elucidate validity of the above statements in the present-day context.
2. a) What is meant by MBO? Explain its need and the process involved in it.
b) "MBO is a base to bring organizational changes effectively." – Offer your comments in brief.
3. a) A strong organizational culture is one that encourages and rewards 'risk-taking'. – Do you agree the statement? Substantiate your view about the same.
b) Define organizational conflict. Explain the various modes of conflict management.

ASSIGNMENT – II

(MARKS: 15)

ANSER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Discuss briefly the various issues involved in structuring an organization of your choice.
2. Explain the Meaning, Purpose, Importance and Process of 'effective managerial communication'.
3. Analyze the case and answer the questions given below:

SUNDER'S DILEMMA

Sunder is the Sales Manager of a reputed firm. He has 30 employees in his team. All the employees are paid commission on the basis of sales in their territories. For the past three years, the market for the firm's goods has been steadily growing and the majority of Sunder's staff has met this growth with increased sales. However, one employee in specific, Prem Raj, has not kept up with the pace.

Prem Raj has been with this firm for over 20 years and is now 55 years old. Prem Raj is a friendly man and is liked by his peers and those to whom he sells the firm's

production on a regular basis. The firm has always considered Prem Raj dependable and Loyal. Through the years Prem Raj has been considered as an asset to the firm. But at the age of 56, he has gone into state of semi-retirement. Prem Raj's sales have not increased as the other employees have in the organization, and he does not have determination to achieve a significant increase in sales. Sunder wishes to change this situation. He wants to motivate Prem Raj to increase his sales to match the sales of his younger peers. To accomplish this Prem Raj must begin to do more than put in his time, but Sunder is not sure as to how to go about trying to motivate him. Unlike, the majority of the new employees, Prem Raj is an old man, who within five years will retire. If you were Sunder, what would you do?

Questions:

- i.* Would you threaten to fire Prem Raj?
- ii.* Does your solution involve the feeling of others in your staff?
- iii.* Would you increase Prem Raj's commission?
- iv.* Would you offer to increase Prem Raj's retirement benefit rather?
- v.* Would you offer Prem Raj higher status in the way of a new designation or a new car from the firm?
- vi.* Is there some way in terms of appraisal and reward to motivate Prem Raj? Give any other motivational measure you would feel appropriate.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 2: MANAGERIAL ECONOMICS

(BACKLOG BATCH: 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Lucidly explain the following three fundamental concepts of managerial economics.
i) Welfare, ii) Pricing and iii) Distribution.
- b. How does the study of managerial economics help a manager in decision making and forward planning?
2. a. Explain the law of demand in brief. List out its exceptions.
- b. Write about 'Veblen Effect'.
3. Define an 'Isoquant'. Write the properties of Isoquant. Distinguish between Isoquant curves and Indifference curves.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Explain the profit-maximizing price-volume relationship of a monopolistic (Imperfect competition) firm in the short-run.
2. "In theory, we assume perfect competition and profit maximization in reality, we find neither." – Comment.
3. M/s. Vishnu Info (I) Pvt. Ltd. Develops customized software and general utility software viz., 'VIL'. The company normally generates 3,000 units of 'VIL' per month at a total cost of Rs. 27.50,000. However, it can support at full capacity the clientele of 3,500 units per month at a total cost of Rs. 30,00,000.
 - a. You are required to calculate the following:
 - i) Average cost per unit of 'VIL' under normal working conditions;
 - ii) Average variable cost per unit;
 - iii) Total fixed cost, and
 - iv) Average fixed cost per unit under normal working conditions.
 - b. A small company from Andaman and Nicobar Islands offers to purchase 500 units per month at a price of Rs.750 per unit of 'VIL' under a brand name of 'INDVIL'.
 - i) What would you advice, whether the offer be accepted or not?
 - ii) What minimum price should M/s. Vishnu Info (I) Pvt. Ltd. quote under this situation?

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DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 3: MARKETING MANAGEMENT

(BACKLOG BATCH: 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. “The Marketing activities have to change in consonance with environment to be continuously effective.” Elucidate the statement with few latest examples.
2. What is product positioning? Explain the various positioning strategies and the steps involved in product positioning
3. a. Enumerate the various buying decision behaviours.
b. Explain the steps involved in buying decision process.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. What is branding? Explain the various branding strategies available to management.
b. What is packing? Explain its importance and the attributes of good packing.
2. Define ‘pricing’. Explain its importance. Explain briefly the factors affecting pricing decision.
3. Analyze the case given below and answer the questions following it.

M/S. ALOKYA BISCUITS COMPANY - A CASE STUDY

M/s. Alokya Biscuits, Bengaluru, are in the field for little over six years. During this time, they have consistently increased their sales. This was possible mainly due to good quality of biscuits, a good distribution network and promotion policy. The company has shown innovative ability by bringing out variety of biscuits to cater to various tastes in the consumer market.

A study made on the biscuit industry by the Indian Biscuit Manufacturers’ Association highlighted that, out of the total consumption of biscuits, almost 21% are consumed by children below the age of 11. The management of company decided to develop special biscuits to cater to this market segment. After working out different possibilities, it was finally decided that biscuits made in different animal shapes would be introduced which would certainly appeal to the younger generation. As such, samples were prepared. The company carried out a small exercise in test marketing the biscuits in their home town. A sample size of 200 was selected for this purpose. Majority of the sample consumers showed their interest and informed that the children have liked the products.

With a lot of publicity, the company introduced this new range of biscuits in all the four metropolitan cities and its home town. The results for first six months were encouraging. The results from the seventh month, the sales started declining. In the twelfth month the total sales of this type of biscuits were reported only at 25 per cent of the peak reached. The

quality was maintained. The price right from the beginning was 10 per cent higher than the other types of same weight.

Questions:

- i) What caused the downward trend of sales for animals shaped biscuits?
- ii) What remedial actions would you suggest to maintain the sales at a particular level?

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 4: QUANTITATIVE METHODS
(ALL BACKLOG BATCHES IN 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. “Statistics is the science of averages.” – Comment.
b. A car was purchased for Rs. 4,00,000/-. Depreciation is charged @ 6% p.a. for the first 4 years and 12% p.a. for the next 4 years.
Find the money value of the car after a period of 8 years showing clearly your workings (Need not draw a Ledger Account).
2. a. Find the derivative of $\sqrt{4x+6}$ from first principles.
b. Differentiate *w.r.t.* ‘x’:

$$y = \frac{x^3 + 3x^2 - 4}{x}$$

3. a. Calculate Mode from the following data:

Daily Lottery Winning	100	200	300	400	500	600	700	800	900
No. of Winners	40	60	240	460	670	860	960	990	1000

- b. An Arts College has to select a Head Examiner from a select list of 75 persons, 45 of them are men and rest women, and 15 of them know ‘Sanskrit’ and the rest do not. Out of them, 25 persons are teachers and the remaining 50 persons are not. What is the probability of the college selecting a Sanskrit-knowing Women Teacher?

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Three training methods were compared to see whether they lead to higher effectiveness post training. The effectiveness data for the six trainees is quantified and given below:

Method	Effectiveness Measured					
A	56	51	61	50	64	55
B	70	54	58	62	50	60
C	52	48	54	51	63	48

Do these methods differ in terms of effectiveness? Test and Comment on their effectiveness, taking 5% (α) level of significance.

2. In a bakery, the average number of burgers sold is 20 per day. Due to starting a new college in the vicinity, the sales increased during first 27 days and these we found to be:

21	22	22	22	23	24	24	25	25
26	22	24	24	20	22	22	23	24
19	18	21	17	19	22	22	23	21

Discuss that the sales of burgers have increased.

3. From the data given below, find:
- the Karl Pearson's coefficient of correlation between the marks in Financial Management (QM) and Quantitative Methods (FM);
 - the two regression equations;
 - the covariance between the two subjects, and
 - the most likely marks in FM when marks in QM are 42.

Marks in QM (X)	24	27	34	31	30	35	28	37	34	33
Marks in FM (Y)	42	45	48	40	35	31	30	29	33	40

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

MBA-5: ACCOUNTING FOR MANAGEMENT
(BACKLOG BATCH: 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Explain the usefulness of financial accounting to the management in decision making process and in the creation of policies.
 b. Bring out the clear distinction between financial accounting and management accounting.
2. You are required to prepare cash flow statement, as per Indian Accounting Standard – 3 for the year ended 31st March, 2019 under: (i) Direct Method and (ii) Indirect Method.

Income Statement

For the year ended 31st March, 2019

Particulars	Rs. (Lacs)	Rs. (Lacs)
<i><u>Income:</u></i>		
Sales		40,00
Add: Closing Stock	16,00	
Less: Opening Stock	12,00	4,00
Income from Shares in Z Ltd.		4,80
		<u>48,80</u>
<i><u>Expenditure:</u></i>		
<i><u>Raw Material Consumed:</u></i>		
Opening Stock	8,00	
Add: Purchases	20,00	
Less: Closing Stock	(6,00)	22,00
Wages and Salaries		10,00
Other Operating Expenses		8,00
Depreciation		2,00
		<u>42,00</u>
<i><u>Profit:</u></i>		
Profit Before Interest and Taxes (PBIT)		6,80
Interest		(3,20)
Profit Before Tax (PBT)		3,60
Provision for Taxation		(40)
Profit After Taxes (PAT)		3,20
Last year balance of Profit and Loss A/c		40
		<u>3,60</u>
<i><u>Appropriations:</u></i>		
Transfer to General Reserve		1,00
Proposed Equity Dividend		2,40
Balance carried to Balance Sheet		20
		<u>360</u>

BALANCE SHEET

As on 31st March, 2019

Rs. (in Lacs.)

Liabilities	31 st March		Assets	31 st March	
	2019 Rs.	2018 Rs.		2019 Rs.	2018 Rs.
Share Capital	16,00	12,00	Fixed Assets (Gross)	32,00	24,00
General reserve	4,00	3,00	Less: Depreciation (Gr)	(6,00)	(4,00)
Profit & Loss A/c	20	40	Fixed Assets (Net)	26,00	20,00
Loans	24,00	16,00	Investments (Long Term)	4,80	3,20
Sundry Creditors	17,40	19,20	Investments (Marketing)	1,20	80
Provision for Taxes	40	60	Stock	22,00	20,00
Proposed dividend	2,40	1,80	Trade Debtors	8,00	6,00
			Cash & Bank Balance	2,00	2,40
			Advance Tax	40	60
Total	64,40	53,00	Total	64,40	53,00

3. From the following Trail Balance of M/s. Bharathi Enterprises as at 31st March, 2019, you are requested to prepare Trading & P&L Account for the year ended 31st March, 2019 and a Balance sheet as at that date, after making the necessary adjustments.

TRAIL BALANCE AS ON 31ST MARCH, 2019

	Debit Rs.	Credit Rs.
Ms. Bharathi's Capital		8,00,000
Ms. Bharathi's Drawings	60,000	
Plant & Machinery (Balance on 01-04-2018)	2,00,000	
Plant & Machinery (Additions made on 01-10-2018)	50,000	
Stock (01-04-2018)	1,50,000	
Purchases	8,20,000	
Returns Inwards	20,000	
Debtors & Receivables	2,06,000	
Furniture & Fixtures	50,000	
Freight & Duty	20,000	
Carriage Outwards	5,000	
Rent, Rates & Taxes	46,000	
Printing & Stationery	800	
Trade Expenses	400	
Creditors & Payables		1,00,000
Sales		12,00,000
Return Outwards		10,000
Postage & Telegram	8,000	
Provision for Doubt Debts		4,000
Discounts		8,000
Annual Rent on Subletting (Received up to 30-09-2019)		12,000
Insurance paid	7,000	
Salaries and Wages	2,13,000	
Cash Balance	62,000	
Bank Balance	2,05,000	
Total	21,34,000	21,34,000

Adjustments:

- (i) Stock on 31st March, 2019 was Rs. 1,46,000/-.

- (ii) Write off Rs. 6,000/- as further bad-debts.
- (iii) The provision for doubtful debts is to be maintained at 5% on debtors and receivables.
- (iv) Create a provision for discount on debtors and reserve for discount as creditors at 2% each.
- (v) Provide depreciation on furniture and fixtures @5% per annum and on plant and machinery @20% p.a.
- (vi) Insurance prepaid was Rs.1000/-.
- (vii) A fire occurred on 25th March, 2019 in the warehouse and stock valued Rs. 50,000/- was destroyed. It was fully insured and the Insurance Company admitted the claim in full.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. The given below transactions in respect of material 'Two' occurred during the half year ended March 31.

Month	Receipts (Kg)	Price per kg Rs. p.	Issues (Kg)
Oct. 31	220	5.00	250
Nov.30	250	4.00	220
Dec.31	240	5.20	200
Jan. 31	220	4.60	240
Feb. 28	260	5.00	210
Mar.31	200	4.55	210

- i) The opening stock on Oct., 1 was 240 kg at Rs. 4.80p per kg.
- ii) The closing stock on March 31 was 300 kg at Rs. 4.70p per kg.

Do you consider the value of closing stock shown above to be justifiable one? Give reasons and show the Stores Ledger under the same method applied.

2. Write the meanings and explore the distinctions of the terms:
- a. Reserves and Provisions;
 - b. Capital Expenditure and Revenue Expenditure, and
 - c. Capital Reserve and Reserve Capital.
3. A company was registered with a nominal capital of Rs. 30,00,000/- in equity share of Rs. 100/- each, 10,000 of those were issued to the public at a premium of Rs. 25 per share payable as to Rs. 20 on application Rs. 50 on allotment including premium. Rs. 20 on first call and the balance on final call.

Applications were received for 14,000 shares and allotment was made pro-rata to the applicants of 12000 shares. Money overpaid on application was employed on allotment dues. Mr. Praneeth holding 200 shares paid the whole of the amount due on first call along with allotment, but failed to pay the final call. Mr. Akbar holding 300 shares failed to pay two calls and Mosses holding 400 shares failed to pay the final call only. These shares were forfeited after the final call. Of the shares forfeited 200 shares belonging to Mosses were sold to Mr. Surjeet as fully-paid at Rs. 90/- per share. Show the journal entries (including cash) in the books of the company.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 6: INFORMATION MANAGEMENT AND COMPUTERS
(BACKLOG BATCH: 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Explore the role of computer-aided decision-making in the management of any organization of your choice. Give out the advantages and limitations of proper handling of information system through computers.
2. Explain the specific role of computer-based information system in:
 - i) Financial Management;
 - ii) Inventory Management, and
 - iii) Human Resource Management.
3. A poultry farm is breeding chic and hen. The birds are fed on variety of products grown on the farm. With a desire to ensure certain nutrient constituent viz., M, N and O, it is found to be necessary to buy two extra products, viz., 'P' & 'Q'. One unit of 'P' contains 18 unit of M, 2 units of N and 10 units of 'O'. One unit of 'Q' contains 3 units of M, 6 units of N and 5 units of O.

The minimum need of M, N, and O is 54 units, 18 units and 50 units respectively. 'P' costs Rs. 2 per unit and 'Q' Rs. 4 per unit. Formulate the above as a Linear Programmable Problem (LPP) to minimize the total cost and solve the problem by using Graphic Method.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. A senior accountant has four juniors working under her as trainees, and four tasks to be executed. The juniors differ in efficiency and the tasks differ in their intrinsic difficulty. Her estimate of the time in minutes each junior would take to perform each task is tabulated below:

Tasks	Juniors			
	Ms. A	Ms. B	Ms. C	Ms. D
T1	10	17	25	16
T2	25	12	27	13
T3	14	37	18	17
T4	9	18	25	23

How should the tasks be allocated, one to each junior, so as to minimize the total work-time (minutes)?

2. A certain project companies of activities A to G for which the required data are given below:

Activity	Proceeding Activities	Activity Duration (Hours)
A	----	3
B	----	6
C	----	5
D	A, B	4
E	A, B	6
F	C, D, E	5
G	C, D & E	4

You are required to:

- i) Draw the network diagram;
 - ii) Identify critical path, and
 - iii) Find the total project duration.
3. a. What do you understand by Management Information System (MIS)? Explain briefly.
- b. Explain the different frameworks for effective creation and successful implementation of MIS in an organization of your choice.

SECOND YEAR SIX COURSES

DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

MBA – 7: FINANCIAL MANAGEMENT

(FOR BACKLOG BATCHES: 2019-20)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Explain the three decisions that are dealt within the finance functions.
b. Explain the three approaches that are employed as the financing mechanisms of current assets.
2. Using the given ratios and related information, you are required to prepare a Trading and Profit and Loss Account and a Balance Sheet of a Proprietary Concern.

(i)	Inventory Velocity	10 times
(ii)	Gross Profit Ratio	25%
(iii)	Net Profit Ratio	20%
(iv)	Net Profit to Capital	20%
(v)	Fixed Assets to Capital	1.25 times
(vi)	Fixed Assets to Current Assets	5/7
(vii)	Capital to Total Liabilities (Outside Lenders)	50%
(viii)	Closing Stock	10 Lakhs
(ix)	Fixed Assets	1 Crore
3. A business house has fixed costs of Rs. 12,00,000/-, variable costs of Rs. 84,00,000/- and sales of Rs. 1,50,00,000. It has 9% Debentures worth Rs. 90,00,000/- and equity shares worth Rs. 1,10,00,000/-.
 - i. What is the ROI in this case?
 - ii. Does the business house have favourable financial leverage?
 - iii. If the business belongs to an industry whose asset turnover is 3, does it have high or low asset leverage?
 - iv. Compute the operating, financial and composite leverages from the above given data.
 - v. If the sales drop to Rs. 1,00,00,000/-, what will be the new EBIT?
 - vi. At what sales level, the EBT of the business house be equal to 'Nil'?

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Prepare Cash Flow Statement from the following summarized Balance Sheets of M/s. ZED Co. Ltd as on 31st March 2018 and 2019:

[Rs. In Lakhs]

<i>Liabilities</i>	2018 Rs.	2019 Rs.
Share Capital	17,00	18,35
Reserves	40	84
Profit and Loss Appropriation Account	1,00	1,30
Provision for Dividends	70	50
Creditors	1,00	95
Bank Over Draft	8	18
Bills Payable	14	13
Loan on Mortgage	10	70
Total	20,42	22,95
<i>Assets</i>	Rs.	Rs.
Goodwill	3,00	3,44
Buildings	8,00	10,00
Plant and Machinery	2,50	3,70
Fixtures and Fittings	8	6
Investments	1,64	1,70
Inventory	4,00	3,47
Debtors	1,00	45
Bills Receivables	8	9
Cash	2	2
Preliminary Expenses	10	2
Total	20,42	22,95

Adjustments:

- i. Depreciation is charged on Buildings @3% p.a. of cost Rs. 9,00,00,000/-; on Plant and Machinery at 8% p.a. of Cost Rs. 4,00,00,000/-; and on Fixtures and Fittings at 5% p.a. of cost Rs. 8,00,000/-.
 - ii. Investments were purchased and interest received Rs. 3,00,000/- was used in writing down the book value of investments.
 - iii. The declared dividend for 2018 was paid and interim dividend for Rs. 20,00,000/- paid out of profit and loss appropriation account.
2. M/s. Genetic Limited has a total capitalization of Rs. 20,00,000/- comprising only of ordinary shares of Rs. 100/- each. It wishes to raise another Rs. 10,00,000/- for expansion through one of its two possible financial plans:
- (i) All ordinary shares of Rs. 100/- each, and
 - (ii) All debentures carrying 9% tag rate.
- The present level of EBIT is Rs. 2,80,000/- and the corporate tax rate is 50%.
- You are required to calculate EBIT level at which EPS would remain the same irrespective of raising of funds under either of the plans.
3. Discuss the concept, objectives, and measures of assessing effectiveness of:
- a. Cash Management,
 - b. Credit Management, and
 - c. Inventory Management.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 8: HUMAN RESOURCE MANAGEMENT
(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. “Manpower planning affects organisation strategies and vice versa.” – In the context briefly review the concept of manpower planning and discuss the objectives and reasons for current interest in manpower planning.
b. Enumerate the three stages in manpower planning process along with the techniques and special problems of manpower supply and demand at organisation level.
2. a. Explain briefly the various aspects of ‘Career Planning’. Differentiate career planning from man power planning and succession planning.
b. Examine the process, advantages and disadvantages of career planning.
3. a. What is ‘Motivation’? What are the various assumptions and types of motivation? Distinguish between motivation and morale.
b. Explain the ‘Deficient Theory of Motivation’.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. “A well-designed and properly administered salary system acts as a motivating factor too, apart from pertinently rewarding the employees.” Discuss. Explain the systems and procedures of salary administration.
2. Explain the concepts ‘Discipline’ and ‘Indiscipline’. Identify the various dimensions of discipline and also the factors leading to indiscipline. Write a note on ‘Disciplinary Action’.
3. Assume that you are the H R Manager for a service organization. Your boss recently read that most employees underestimate the value of the benefits provided to them by their employer. He has therefore, instructed you to develop a plan for communicating the costs of benefits to the firm’s employees. You agree that communicating this information is a good idea; however, he has instructed that you should manipulate the figures so that it looks better than the reality.

For example, your firm offers 10 sick days pre year. The average employee taken only eight days per year and forfeits the unused number of days. Your boss wants you to talk about this benefit as though everyone took their full allotment. Your firm offers two health insurance options: a basic or standard plan and a premium plan. Both the firm and the individual pay more if the premium plan is

chosen. He wants you to quote only the cost for the more expensive plan, even though more than half of your employees have chosen the standard plan.

When you questioned his ideas, your boss simply said, “These are the potential costs that we could incur for everyone. Just because people don’t take all their sick days if they select the basic insurance plan, that’s their choice. The company is willing to pay for ten sick days and for the high-end insurance. So, we should get credit for being generous.”

Questions:

- a. What are the ethical issues in the situation?
- b. What are the basic arguments for and against what your boss is instructing you to do?
- c. What do you think most manager would do? What would you do?

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 9: PRODUCTION MANAGEMENT
(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Define the term 'Production'. Explain the concept of 'Production System' and also the strategic role of 'Production Management'.
2. "Product selection (process) is one of the key strategic decisions of any organisation, wherein the organisation attempts to match its production with changes in environment, changes in consumer taste and changes in technology." – Explain the statement.
3. Aqua Plastics manufactured 2,00,000 units of thermos flasks in the last financial year. It utilized 10 workers and 5 machines working for 8 hours per day (h/d) during 200 working days of the year in the production of these flasks. What is the productivity of the company with respect to labour and machine inputs taken together?

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. The table given below gives details about the various activities of a project.

Activity	Node	Optimistic Time (t_o)	Most Likely Time (t_m)	Pessimistic Time (t_p)
A	1-2	10	11	12
B	2-3	6	10	14
C	2-4	5	8	11
D	2-5	1	5	9
E	3-6	3	7	5
F	4-6	4	9	14
G	5-7	1	2	3
H	6-7	3	7	11
I	7-8	9	12	15
J	7-9	3	5	7

Find: (a) the critical path of the project and its expected duration, and (b) the probability that the project will be completed within 50 days.

2. a. The following figures show the number of defective items discovered in 10 samples taken on 10 consecutive days in a month.

Date (January)	1	2	3	4	5	6	7	8	9	10
No. of defectives p.u. of samples	1	2	4	16	4	3	5	20	16	4

Construct a control chart for the number of defectives per unit from the above data.

- b. Ten castings were inspected in order to locate defects in them. Every casting was found to contain certain number of defects as given below. It is required to plot a C-chart and draw the conclusion.

Castings:	1	2	3	4	5	6	7	8	9	10
No. of defects found on inspection	2	4	1	5	5	6	3	4	0	7

3. M/s. Zen Bicycles Ltd. Sources 3,000 seat covers for its bicycles from an outside supplier. The ordering cost is Rs. 10/- per order and the carrying cost is Rs. 6 per unit per annum. The company has 300 working days per year.

Find:

- i. EOQ,
- ii. Number of orders per year,
- iii. Total inventory cost,
- iv. Number of inventory cycles in a year, and
- v. Duration of an inventory cycle.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 10: BUSINESS ENVIRONMENT
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Explain the term 'Business' and its scope. Enumerate the contemporary business objectives.
b. What do you understand by 'Business Environment'? Discuss briefly the objectives, uses and process of business environmental analysis.
2. "Understanding legal environment of any business in India basically encompasses the areas of knowledge like, Judicial Activism, the Constitution of India, the Preamble, the Fundamental Rights and Directive Principles of State Policy." Comment.
3. a. Explain the concept, advantage and disadvantages of 'Privatization' in brief.
b. Explain what a 'small-business' is, and its increasing importance in the present Indian economy.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Explain briefly the monetary and fiscal policies which deal with the Reserve Bank of India and finances of the Indian government respectively.
2. What is your understanding about recent trends in Trade and Current Account Balances in India's Balance of Payments? Also explain few factors behind such trends.
3. Give briefly the definition and characteristics of 'Multi National Companies'. Explain the process of internationalisation of a firm.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 11: CORPORATE POLICIES AND PRACTICES
(FOR BACKLOG BATCH: 2019-2020)

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. a. Discuss briefly the tasks of a Board of Directors of a company in terms of strategic management?
b. Explain lucidly the four basic styles of corporate strategic management.
3. a. Highlight the necessity and importance of competitive Analysis in the context of effective corporate strategies and corporate management. How would you differentiate ‘*Strategic Competitive Advantage*’ from ‘*Operational Competitive Advantage*’?
b. 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. GE Planning Grid, and
 - ii. 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. a. Briefly explain the importance of structure for the evaluation and control of strategy.
b. What is ‘Turnaround Management’? Give the major causes for corporate decline. Explain the process and strategies for turning around sick companies

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THIRD YEAR COMMON COURSES

DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 12: BUSINESS COMMUNICATION

(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. “No business organisation exists in the absence of communication.” – In the light of this statement, discuss the need, importance, role, methods and effectiveness of both formal and informal communication in organizations.
2. Distinguish between:
 - a. Inter-Personal and Intra-Personal Communication; and
 - b. Verbal and Non-Verbal communications.
3. Explain briefly the various cultural theories of communication.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. “Any communication serves its purpose only when it is effective.” – Discuss this statement with respect to Visual Media and Mass Media Communication Channels.
2. Highlight the role and prominence of telecommunication in present day business communication processes.
3. Explain the prospects of communication in government sector as well as private sector.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 13: OPERATIONS RESEARCH
(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. “Model building is the essence of operations research approach.” Discuss.
 b. What are the characteristics of a good operations research model?
2. Solve the linear programming problem given here below using graphical method to find the minimum value of:

$$Z = -x_1 + 2x_2$$

Subject to constraints that

$$-x_1 + 3x_2 \leq 10,$$

$$x_1 + x_2 \leq 6,$$

$$x_1 - x_2 \leq 2,$$

and that $x_1, x_2 \geq 0$.

3. Determine the initial basic feasible solution (IBFC) to the following transportation problem using:
 - i. North-west corner method;
 - ii. Least-cost method, and
 - iii. Vogel’s Approximation Method (VAM).

	<i>W</i>	<i>X</i>	<i>Y</i>	<i>Z</i>	<i>Supply</i>
<i>S1</i>	13	11	15	20	2000
<i>S2</i>	17	14	12	13	6000
<i>S3</i>	18	18	15	12	7000
<i>Requirement</i>	3000	3000	4000	5000	

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. An oil company has 8 units of money available for exploration of three sites. If oil is present at a site, the probability of finding it depends upon the amount allocated for exploiting the site, as given below:

Sites	Units of money allocated								
	0	1	2	3	4	5	6	7	8
1	0.0	0.0	0.1	0.2	0.3	0.5	0.7	0.9	1.0
2	0.0	0.1	0.2	0.3	0.4	0.6	0.7	0.8	1.0
3	0.0	0.1	0.1	0.2	0.3	0.5	0.8	0.9	1.0

The probability that oil exists at the sites 1, 2 and 3, is 0.4, 0.3 and 0.2 respectively. Find the optimal allocation of money.

2. A certain part of equipment used in various workshops of a company has a requirement of 750 units on an average per month. The cost of procurement each time is Rs.100.00 p. and the carrying cost per unit per annum of Rs. 2.40p. The replacement is instantaneous and no shortages are allowed.

Determine:

- i.* the economic lot size,
 - ii.* the number of orders per year,
 - iii.* the time between orders, and
 - iv.* the total cost per year if the cost of one unit is Rs.10/-.
3. In a trading firm, if the number of sales per day is Poisson with mean 5 and such number of sales may range from 0, 1, 2, 3, through 12 (Max), per day, generate a fortnight sale by Monte Carlo Technique.

[Use Random Numbers: 42, 38, 06, 15, 24, 26, 82, 92, 51, 65, 73, 59, 64, 81]

DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 14: PROJECT MANAGEMENT
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. What is a Project Life Cycle? Explain the different phases in to which a project life cycle is divided.
b. Discuss briefly the concept of Project Management and the tasks and responsibilities of a Project Management.
2. Write a brief note on Production Technology and the factors involved in conducting Technical Analysis in project formulation process.
3. Explain the process of determining the financial requirements for a project. List out the various sources of project financing, and also explain the recent trends in project financing.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Give briefly the rationale behind a Social Cost Benefit Analysis (SCBA). Also explain the different approaches to SCBA with special reference to UNIDO approach with its five stages.
2. Discuss the various techniques of project management and their application in any illustrative project of your choice.
3. M/s. EXE Company Pvt. Ltd. Is examining two mutually exclusive proposals for a new project to invest in, during this financial year. The data on the proposals are as follows:

<i>Particulars</i>	<i>Proposal One</i>	<i>Proposal Two</i>
Net cash outlay (Rs. in Lacs)	40	50
Salvage value	Nil	Nil
Estimated life (in years)	4	5
Depreciation (method)	Straight Line	Straight Line
Corporate Income-tax (rate in %)	50	50
Cut off rate used for appraisal (in %)	10	10
Earnings before depreciation and taxes:	(Rs. in Lacs)	(Rs. in Lacs)
Year 1	12	14
Year 2	14	16
Year 3	16	18
Year 4	22	22
Year 5	-	20

Using both: (i) Net Present Value and (ii) Internal Rate of Return methods of investment appraisal, you are asked to suggest as to which proposal would be financially preferable and why?

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 15: MANAGEMENT OF INFORMATION SYSTEMS
(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. What is Management Information Systems (MIS)? What are the characteristics of a good MIS?
b. Explain the structure, operating elements and types of Information Systems.
2. a. Define 'System', and give its classifications with pertinent examples. Also outline the characteristics of a system.
b. What do you understand by 'Systems Analysis'? Explain the need and importance of Systems Analysis, and Give a brief overview of 'System Design'.
3. a. What are expert systems and their benefits? Explain the role played by expert systems in decision making process.
b. What do you mean by LAN and what are its characteristics? Give a brief note on network topologies.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Define:
 - i. DSS,
 - ii. DBMS,
 - iii. RDBMS,
 - iv. DDL and
 - v. SQL.
2. Discuss the impact of computers on individuals, organizations and society at large, giving briefly their relative pros and cons.
3. Write about the legal aspects, including 'Tortious Liabilities', involved in use of computers.

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THIRD YEAR THREE SPECIALISATION COURSES

[FINANCIAL MANAGEMENT]

DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 31: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(FOR BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Define 'Investment'. Explain the nature of investment decisions and also the steps involved in the process of investment.
2. a. Write in detail the three-step valuation process, with an example.
b. A 10%, Rs. 10,000, bond has still 20 years to mature. What would be the intrinsic value of the bond if the current market yield is 9%. Interest is payable on the bond half yearly. Show your calculations and workings clearly.
3. What do you think are the basic constituents of the securities market? In the context of present Indian scenario, explain the roles and functions of different types of securities markets. Is OTCEI different from other stock exchanges? Substantiate your answer.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. What do you know about 'market efficiency'? Explain the various forms of market efficiency and the empirical test of market efficiency hypothesis (EMH).
2. What are the inputs to portfolio analysis? Explain any three portfolio selection models.
3. Presented below are forecasts of two companies' (viz., Company A and Company B) anticipated returns from their respective equity shares:

<i>Equity Share of Company A</i>		<i>Equity Share of Company B</i>	
<i>Return (%)</i>	<i>Probability</i>	<i>Return (%)</i>	<i>Probability</i>
12	0.06	5	0.04
18	0.19	11	0.21
22	0.48	21	0.51
27	0.20	27	0.18
32	0.07	35	0.06

- i. Calculate the average rate of return and standard deviation of individual security.
- ii. Comment on the consistency of the above securities with your reasons there for.
- iii. Calculate the combined average, if the investment portfolio proportion is 60% and 40% for the equity shares of companies A and B respectively.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 32: FINANCIAL INSTITUTIONS AND MARKETS
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. “The financial system should facilitate the transfer process.” – Discuss the statement with relevance to the evolution of financial system in India.
2. a. Enumerate the objectives and functions of development banks. Explain their role in the development of Indian economy.
b. Write a brief note on the Narasimham Committee recommendations.
3. Give a brief analysis of the recommendations of Dahejia Committee and Tandon Committee to regulate bank credit to industry.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Briefly explain the contribution of commercial banks in the development of business firms in India.
b. Explain briefly the various forms of industrial finance provided by the commercial banks in India.
2. Discuss the objectives and workings of:
 - i.* ICICI,
 - ii.* IDBI,
 - iii.* UTI and
 - iv.* SIDCs.
3. Give a brief account of contemporary developments in financial markets and their implications on the Indian economy.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 33: MANAGEMENT CONTROL SYSTEMS
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. What is 'Management Control System'? What are the characteristics of management control systems? Give the general considerations in designing a management control system.
2. What is a 'responsibility centre'? What are its characteristics? Explain the steps involved in establishing responsibility centres and how do you evaluate the performance of responsibility centres.
3. Write short notes on:
 - i. Responsibility Accounting,
 - ii. Zero Base Budgeting, and
 - iii. Profit Centre as a Motivational Tool.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. What do you mean by 'transfer pricing'? Explain the necessity of transfer pricing and the various methods of transfer pricing.
2. Write about:
 - i. Performance Budgeting,
 - ii. ROI and RI Approaches of Performance Evaluation, and
 - iii. Report Preparation.
3. A factory is currently running at 50% capacity and produces 1,00,000 units at a cost of Rs.180/- per unit as per below details:

Material	Rs. 100
Wages	Rs. 30
Factory Overheads	Rs. 30 (40% Fixed)
Administration Overheads	Rs. 20 (50% Fixed)

The current selling price is Rs.220/-per unit. Material cost per unit, at 60% capacity, increases by 2% whereas selling price per unit falls by 2%. However, material cost per unit increases, at 80% capacity working, by 5%, and selling price per unit falls by 5%.

Prepare an absorption cost statement and a marginal cost statement showing for the three capacity levels, the total cost and total profit. Also comment on the profitability at these levels of performance.

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THIRD YEAR THREE SPECIALISATION COURSES

[MARKETING MANAGEMENT]

DR. B. R. AMBEDKAR OPEN UNIVERSITY

DEPARTMENT OF BUSINESS MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION PROGRAMME

MBA – 41: CONSUMER BEHAVIOUR AND MARKETING RESEARCH

(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Bring out the differences between individual consumer buying behavior and organizational buying behavior. Also discuss the various influences on both individual and organization buyings.
2. Define and compare and contrast between:
 - i. Consumer Attitude and Alternative Evaluation.
 - ii. Consumer Behaviour and Life Style.
3. Give any five well-known products or services or their types, for which knowledge of demographics would be more needed than knowledge of psychographics. Also specify to what types of products or services would psychographics be more relevant and why?

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Explain the two-step flow of communication and also indicate how and why it has been modified.
b. What are the major weaknesses of marketing research and suggest any pertinent ways to overcome them, which you may deem fit.
2. Write the meaning and importance of research design. Explain briefly the four types of research design, namely – the explanatory, the descriptive, quasi-experimental and the experimental designs.
3. Analyse the case given below and answer the questions following it:

M/s. Vaishnavi Manufacturing Company made and sold silver articles from 1901. Silver business has been aristocratic. It emphasized design, craftsmanship and aimed its products at the Wealth Patrons of exclusive stores. In 1995, it acquired another Company named Lakshmi Silver Company. Mr. Narayana Murthy, the self-made entrepreneur of Lakshmi Silver Company became the chairman of Vaishnavi Manufacturing Company. Vaishnavi's strong financial position allowed Mr. Narayna Murthy to borrow for the

acquisitions that have changed it from merely a silver manufacturer to a giftware concern selling china, crystal, cutlery and silk flowers. With diversification came the spectacular growth. The Sales in 2001 were around Rs.200 Crores compared to Rs.68 Crores in 1998. The Sales turnover by 2002 was expected to rise at the rate of Twenty Percent. Mr. Narayna Murthy firmly believed that middle class house wives want to live like rich, well-to-do wives. With this in mind, he began mass merchandising of Silver to the general public. As the prices of silver rose the competitors found themselves selling luxury products to a privileged group whose members were thinning at an alarming rate. Meanwhile, Vaishnavi Manufacturing Company with its inexpensive and attractive silverware was making steady in road into mass markets. Today, Vaishnavi Manufacturing Company is the acknowledge company for leadership in silver sales. It has near monopoly in the market for silver plated dishes - known as hollow-ware. Selling of silver-plated flatware at affordable prices to general population was the key to Vaishnavi's success. The Competitors constantly claim that Vaishnavi's products are shoddy – that plating on the hollow – ware is thin, and the polishing and welding crude. The competitive products were believed to stand up 100 years of Polishing and were and tear. However, the general public desiring to enjoy silverware is not interested in 100 years life. If they can afford it and use t for a few years that is all they cared for. So the sales of Vaishnavi went on growing. Vasihnavi used a policy of deep discounts on its sliver products. Its advertisement emphasized intricate workmanship and long history of designs. The Recent promotional campaigns of the company offered silver products at a 60% suggested discount with a free microwave oven with a purchase of an entire set of silver ware. The rest of the industry decried the practice but grudgingly followed Vaishnavi's footsteps.

Questions:

- i. What factors of Consumer Behaviour were taken into consideration by M/s. Vaishnavi Manufacturing Company? Discuss.
- ii. What is your Opinion and evaluation of Vaishnavi's Marketing Strategy?

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 42: PRODUCT AND ADVERTISING MANAGEMENT
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Explain the meaning need and process of Product Management System.
b. Explain briefly the meaning, constituents and process of product planning system.
2. Compare and Contrast:
a. 'Adoption' and 'Diffusion';
b. 'Diffusion in the consumer field' and 'Diffusion in the industrial field'.
3. Bring out the rationale behind the test-marketing. Discuss briefly the major test-marketing strategies and the process of new product launch.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a. Discuss the role of packaging in today's competitive marketing environment.
b. Explain the prominence and rationale of branding in present day marketing.
2. a. Discuss the rationale, inputs and process for the promotional media selection in India.
b. Describe the concept, role and process of marketing communication.
3. Analyse the case-let given below:

Shri Manikdas is a famous Paanwala in Kali Temple Area in Kolkata. He has been keeping a close relationship with his customers and has developed the practice of offering specific Paan to the customer, according to their specific requirement and preferences.

As he is running his Paan shop in a city like Kolkata, he has a profound sense of modernity. This is reflected in the display of his Paan-shop, his promotion methods, ultra-cleanliness, packing of Paan, etc.

Now, he is thinking of creating a unique website of his businesses on internet. His marketing ideas are always creative and innovative as his profile is far different from other Paanwalas elsewhere. He is fond of reading English Books. He had completed his M.A. (English) twenty-one years ago. Besides, it is his practice to discuss and confirm his marketing ideas with a professional consultant, also his client.

Shri Manikdas would like to get your suggestions on using website for marketing. Offer your suggestions to Manikdas about display of information and how he can use internet as business opportunity.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 43: INTERNATIONAL MARKETING
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. What is the meaning and nature of International Marketing? Also compare and contrast: 'Global Marketing' and 'Domestic Marketing'.
2. How do the following affect international marketing decisions? Explain.
 - i. GATT,
 - ii. Political Analysis, and
 - iii. International Law.
3. Name and write about the important 'Principal' and 'Auxiliary' documents used in export transactions. Also discuss in brief the role of banks in export transactions.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Write short notes on the following:
 - a. International Advertising Strategy, and
 - b. International Product Life Cycle.
2. Describe briefly the scope and techniques of international marketing research.
3. Analyse the below given case-let and do the required there-in.

Mr. Bhadur Shah is a famous 'Pagriwala' (Traditional Hindu Turban Binder and Merchant) in Golconda Fort Area of Hyderabad. He has been keeping a close - relationship with his customers and has developed the practice of offering specific turbans/pagris to the customers, according to their specific religious customs, practices and preferences.

Many of his customers were NRI's in U.K., U.S.A., Australia, Canada, and such other countries. In their feedback they had said that they would like to have his turbans available in their respective countries.

Mr. Bhadur Shah is faced with a *catch-22 situation*. The Export of turbans is lucrative business but not as lucrative that warrants setting up of turbans' shops in individual countries. Fear of loss of quality cloth and binding techniques meant that franchising as a mode of entry was ruled out.

Mr. Bhadur Shah hit on a very bright idea. His wish was to create a website of his on the internet. He wants to discuss and confirm his marketing ideas with a professional consultant.

You are selected as his professional consultant and asked to do the following:

- i. Give a brief plan for Mr. Bhadur Shah about how he can use internet as business opportunity.
- ii. Do you foresee any distribution and logistics problems? If so, what solutions do you offer to solve these problems?
- iii. Explain very clearly the merits and demerits of using the 'internet' as a medium to reach overseas customer?

THIRD YEAR *THREE* SPECIALISATION COURSES

[HUMAN RESOURIRCE MANAGEMENT]

**DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 51: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES
(BACKLOG BATCH: 2019-2020)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Define and Differentiate between and interse the concepts ‘needs’, ‘values’, and ‘ethics’. Discuss how management of values and ethics are adhered to and oriented in organisations.
2. What is the rationale behind the present day organisations giving emphasis on the understanding human behavioural aspects like attitudes, values, personality differences, etc.? Give some pertinent examples to substantiate your answer.
3. Explain the importance of communication and the process of feedback for an effective performance of individuals in an organisation.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Write short notes on:
 - i. Group Values and Norms,
 - ii. Group Cohesiveness,
 - iii. Group Performance and Effectiveness, and
 - iv. Group Dynamics.
2. How do you perceive the value of conflict (competition) and collaboration? Also explain how to manage conflicts and the dynamics of collaboration.
3. Explain what an organizational climate is, and its importance in motivating employees.

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DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 52: HUMAN RESOURCE DEVELOPMENT
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Explain the concept of Human Resources (HR) and its relevance to economic development of a country.
2. “Employee motivation is determined both by the employee’s orientation and the external factor in the organizational role and the organizational climate” - Discuss.
3. Explain briefly the concept, objectives and processes of counseling and mentoring.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Enumerate the various components of HRM that need to be simultaneously attended to for facilitating the social and family welfare programmes.
2. Explain how HRD climate is an integral part of organizational climate. Also explain the elements of HRD climate.
3. Analyse the case and answer the questions following it:

Vêtements Ltée is a chain of men’s retail clothing stores located throughout the province of Quebec, Canada. Two years ago, the company introduced new incentive systems for both stores managers and sales employees. Store managers receive a salary with annual merit increases based on sales above targeted goals, store appearance, store inventory management, customer complaints, and several other performance measures. Some of this information (e.g., store appearance) is gathered during visits by senior management, while other information is based on company records (e.g., sales volume).

Sales employees are paid a fixed salary plus a commission based on the percentage of sales credited to respective employee over the pay period. The commission represents about 30 percent of a typical pay cheque and is intended to encourage employees to actively serve customers and to increase sales volume. Because returned merchandised is discounted from commission, sales staff are discouraged from selling products that customers do not really want.

Soon after the new incentive systems were introduced, senior management began to receive complaints from store managers regarding the performance of their sales staff. They observed that sales employees tended to stand near the store entrance waiting for customers and would occasionally argue over ‘ownership’ of the customer. Managers were concerned that this aggressive behavior intimidated some customers. It also tended to leave some parts of the store unattended by staff.

Many managers were also concerned about inventory duties. Previously, sales staff would share responsibility for restocking inventory and completing inventory reorder forms. Under the new compensation system, however, few employees were willing to do these essential tasks. On several occasions, stores experienced stock shortages because merchandise was not stocked or reorder forms were not completed in a timely manner. Potential sales suffered from empty shelves when plenty of merchandise was available in the back store room or at the warehouse. The company's new automatic inventory system could reduce some of these problems, but employees must still stock shelves and assist in other aspects of inventory management.

Stores managers tried to correct the inventory problem by assigning employees to inventory duty, but this has created resentment among the employees selected. Other managers threatened sales staff with dismissals if they did not do their share of inventory management. This strategy has been somewhat effective when the manager is in the store, but staff members sneak back on to the floor when the manager is away. It has also hurt staff morale, particularly relations with the store manager.

To reduce the tendency of sales staff to hoard customers at their store entrance, some managers assigned employees to specific areas of the store. This also created some resentment among employees stationed in areas with less traffic or lower priced merchandise. Some staff openly complained of lower pay cheques because they were assigned to a slow area of the store or were given more than their share of inventory duties.

Questions

- i.* What symptoms exist in this case to suggest that something has gone wrong?
- ii.* What are the root causes that have led to these symptoms?
- iii.* What actions should the organization take to correct these problems?

* * *

DR. B. R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
MBA – 53: HUMAN RESOURCE PLANNING
(BACKLOG BATCH: 2019-2020)

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Define ‘Human Resource Development’ (HRD). Explain the need of HRD to an organisation. Explain the processes and outcomes of HRD mechanisms.
2. Write short notes on:
 - i.* Job Analysis,
 - ii.* Job Description,
 - iii.* Job Rating, and
 - iv.* Job Classification.
3. Explain briefly the below mentioned concepts:
 - i.* Selection, *ii.* Recruitment, *iii.* Proper Induction, and *iv.* Placement.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. Explain the need and importance of performance appraisal of employees in improving the overall organizational effectiveness.
2. “Definition of a clear promotion policy is invariably needed to ensure employees’ confidence in securing their foreseeable future in the organisation.” Comment.
3. Analyse the case and answer the questions following it:

Mr. Badal Singh, Personnel Manager of M/s. The Indian Oxygen Ltd., prepared a job evaluation plan after a thorough study of all the jobs in the company, in similar organizations and job evaluation plans in various other companies. Mr. Singh and his colleagues in the Personnel Department concluded that a general job evaluation plan will meet the requirements of the company, and satisfy the needs of the employees. Mr. Singh has submitted the plan (given below) to the General Manager of the company. The trade union leaders readily accepted the plan, whilst all the line managers totally rejected the plan.

The plan prepared by Mr. Singh and his colleagues is as follows:

<i>Sl. No.</i>	<i>Job Requirements</i>	<i>Point Range</i>
1.	Education: Up to graduation ... Beyond graduation ...	0-10 11-20
2.	Training: Technical ...	0-30

	Commercial ... Apprenticeship (Two points per year)	0-20 0-10
3.	Previous experience: Technical (4 points per year of experience) Commercial (3 points per year of experience)	0-40 0-30
4.	Nature of Work (depending on the complexity of work) Low, Medium and High	0-15
5.	Dexterity (considering unusual speed, deftness, close co-ordination of eye and muscles) Low, Medium and High	0-10
6.	Observation (depending upon the alertness) Low, Medium and High	0-20
7.	Executive ability (depending upon ability to secure co-operation) Low, Medium, High and Very High	0-60
8.	Analytical ability (depending upon obtaining and interpreting relevant data) Low, Medium, High and Very High	0-40
9.	Development (depending upon job requirements and facilities offered by the organization) Low, Medium and High	0-30

Questions

- i.* Why did the trade unions accept the plan?
- ii.* Why did the line managers reject the plan?
- iii.* What changes do you suggest that would make the plan acceptable to the line managers also?

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