



DR. B.R. AMBEDKAR OPEN UNIVERSITY
ROAD NO. 46, JUBILEE HILLS, HYDERABAD - 33. TELANGANA.

FACULTY OF COMMERCE

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Lr. No. 004/BRAOU/FC/2023-24

Date: 17.04.2023

To

The Director (SSB)
Dr. B.R. Ambedkar Open University
Jubilee Hills, Hyderabad – 33.

(THROUGH PROPER CHANNEL)

Sir,

Sub: Submission of Assignments of Fourth Semester of Second Year MBA Programme
(Batch: 2021-22) – Reg.

Please find enclosed the two assignments in each course, pertaining to the Academic Year 2021-22 batch of Fourth Semester of Second Year students of MBA programme along with a letter addressed (Guidelines) to the students, for onward action.

A copy of the above is also attached through your email Id: ssbunit3@gmail.com.

Thanking you,

Yours sincerely,

Sd/-

HEAD
Dept of Business Management

Encl: As above



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

SECOND YEAR – IV SEMESTER ASSIGNMENTS (2021-22 BATCH)

Dear Student,

We are enclosing two assignments in each course, for the core and specialization courses of Finance, Marketing, Human Resource and Operations Management areas of II Year - Fourth Semester of our MBA Programme (2021-22Batch). 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: 31.05.2023

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 counsellors 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: 2021-22)**

**MBA-401: INNOVATION AND KNOWLEDGE MANAGEMENT
(CORE COURSE)**

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 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:

It is, of course, not enough to create rich environments where people can share. Xerox provides lot of these environments: online knowledge universe with a catalogue of best

practices, chat rooms for CoPs, a company Yellow Pages and a section of the public website. Knowledge Street, which is devoted to promote knowledge sharing. Also required are good ideas, leadership and motivated people. A few years ago, Jack Whalen, a sociologist, spent some time in Xerox customer service call centre outside Dallas studying how people used Eureka. The trouble was that the employees were not using it. Management therefore decided workers needed an incentive to change. To this end, they held a contest in which workers could win points (convertible into cash) each time they solves a customer problem, by whatever means. The winner was an eight year veteran named Carlos, who had more than 900 points. Carlos really knew his stuff and everyone else knew this too. Carlos never used the software. The runner-up however was a shock to everyone. Trish had been with the company only a few months, had no previous experience with copiers and did not even have the software on her machine. Yet her 600 point doubled the score of the third place winner. Her secret was she sat right across from Carlos. She overheard him as he talked and she persuaded him to show her the inner workings of the copiers during the lunch breaks. She asked other colleagues for tips too.

Questions:

- i) What are the reasons for the success of Trish?
- ii) Is really the knowledge sharing the secret of Trish success or both technology and subject matter are also necessary?



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-411: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Finance Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) “The Purpose of investment is to maximise returns and minimizing risks” - in light of the above statement discuss different avenues available to investors.
b) “Trade Enriches Countries”- Write a brief understanding of mechanism of trading in India.
2. a) Write brief note on the following:
(i) Systematic Risk and Unsystematic Risk & (ii) Relationship between Bond Price and Time.
b) The earnings per share of a company is Rs 8 and the rate of capitalisation applicable is 10%. The company has before it an option of adopting (i) 50% (ii) 75%; and (iii) 100% dividend payout ratio. Compute the market price of the company's quoted shares as it can earn a return of (i) 15%, (ii) 10%, and (iii) 5% on its retained earnings.
3. a) “Financial statements helps in determining strengths and weakness of a company” - In light of the above statement explain the different types of ratios used to measure the performance of a company.
b) Discuss the different approaches to study the stock price behaviour.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is Portfolio Analysis? State its advantages. Also discuss the assumptions and limitations of Markowitz’s Modern Portfolio Theory?
b) Calculate the portfolio variance and standard deviation for a portfolio having the following characteristics:

Securities	Return (percent)	Std Deviation	Proportion of Investment
P	30	12	0.2
Q	15	8	0.3
R	35	16	0.5

Correlation coefficients: P and Q=0.8; P and R=0.2; Q and R=0.5

2. a) List out and explain briefly the portfolio evaluations models.

b) Explain briefly different types of mutual funds offered to the investors, including the costs and loads in mutual fund investments.

3. Analyze the case given below and answer the questions asked at the end:

The Required Rates of Return for ABC Company and the market return for the following securities are given below:

- i) Determine the Beta Coefficient for the company.
- ii) What percentage of total risk is systematic?

Securities Return (%)		
	ABC Co. (Y)	Market Return (X)
2017	-5	-6
2018	14	16
2019	10	12
2020	12	14
2022	17	20



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-412: FINANCIAL MARKETS AND SERVICES
(Finance Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What are the different stages of development of Indian financial system from the beginning? Explain in detail.
b) Discuss the role of information technology in banking sector with suitable examples.
2. a) “Financial markets are vital to the smooth functioning of the Economies” - In light of the above statement discuss the classification and functions of Financial Markets.
b) Discuss the types of Quotes for Forex and the grey market in the derivatives.
3. a) “The Indian banking industry has undergone lot of changes over a period of time” - Comment.
b) “Insurance is considered as the safeguard for the people from uncertainty and risk”. In light of the above statement write functions of insurance company on your own.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Distinguish Merchant Banking with Investment Banking and Commercial Banking.
b) Explain the concept of Credit Rating. Examine the advantages and disadvantages of credit rating.
2. a) Write a brief note on factoring and forfeiting. And also explain the challenges of factoring and forfeiting.
b) “Depositories system is considered as the protector of the investors interests” - Construct the diagram of participants in Depository System.
3. Analyse the following case-let and answer the questions asked at the end:

As observed earlier, there is a recent Change in the traditional concept of liquidity in favour of 'term loans'. These loans are extended for periods ranging from one year to about eight or ten years. The proceeds of these loans are generally used for expansion in the plant capacity, or strengthening the working capital of an existing industrial unit or the establishment of a new one. They are intended to be repaid over a period of years out of the

future profits. Thus, the liquidity of such loans depends on the anticipated income of the borrowers.

The peculiar features of such loans call for a detailed examination of the borrowing unit. The banker who is extending a term loan should bear in mind that it involves an element of risk since in a dynamic economic environment, changes in the conditions affecting the borrower and the lender are bound to occur before the loan is fully amortised. The banker has, therefore, to assess the situation and estimate likely changes in the future.

The report of the working group on the Appraisal of Applications for Term Loans deserves special mention in this connection. The report has pointed out certain specific aspects governing the appraisal of term loans, namely technical feasibility and managerial competence besides financial appraisal which is the most important part in the general appraisal. The working is rightly pointed out.

There can be no fixed or standardized approach to appraisal. Numerous and diverse elements enter into the process, and it is difficult to have a cut and dried formula with the help of which a loan proposal can be adjudged straightaway as acceptable or unacceptable. While broadly the same set of factors is taken into consideration in the scrutiny of individual applications, the weightage given to the several factors varies from case to case. The more important factors among these are the type of organization and activity of the borrowing unit, the nature of its product and its market potentiality, its size, the quality of its management and soundness of financial position, the amount and term of the loan required and its repayment schedule.

The securities generally offered by the borrowing institutions are the existing industrial assets and those assets which are to be acquired from the loans advanced. In the absence of sufficient industrial assets to cover fully the loan, it is advisable to require supplementary securities such as land and residential buildings of the directors or partners as part of the main security. This may further be supplemented by getting the personal guarantees of the directors/partners. As the future of the concern is largely dependent on the standard of its management, joint and several guarantees obtained from persons responsible for directing its affairs may be of particular value.

The nature of charge is generally a charge on the assets. We have already seen the difficulties encountered by a banker in accepting mortgages as security to cover the advances. However, as far as term loans are concerned, a relaxation in strict liquidity principles is necessary. This is partly justifiable because of the peculiar characteristics of term loans. The primary task of a lending institution before granting a term loan is to assure itself that anticipated rise in the income of the borrowing concern would materialize, thus providing the necessary funds for repaying the loan according to the terms of amortization. Further, while a static analysis of the balance sheet is generally sufficient for a short-term loan, appraisal of term loans requires a dynamic approach involving, as it does among others, a projection of future trends of out and sales and estimates of cost returns and flow of funds.

Questions:

1. What are the various security measures for term loans in banks? Are they sufficient? Discuss.
2. Discuss the responsibility of borrowers.
3. If you see any loopholes in above situation give some security provisions.



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-413: MANAGEMENT CONTROL SYSTEMS
(Finance Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is Management Control Systems? Discuss various types of Management Control Systems.
b) “Decentralisation is a Management Philosophy” - Discuss with suitable examples.
2. a) Explain different approaches to the structural design of an organization.
b) Discuss the role of profit centres in profit maximisation of firms.
3. a) Explain various evaluation techniques for investment options.
b) Why transfer pricing is considered as an important managerial function in multi-entity companies? Write brief note on methods of transfer pricing.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define the concept of Budget and also explain the different types of budgets.
b) How Balanced Scorecard and Contribution Margin Approach act as performance measurement tools? Explain with suitable examples.
2. a) How control acts as project management tool to organization development. Explain in detail.
b) “Service organizations are different from manufacturing organizations” - Explain the characteristics of service organizations with suitable examples.
3. Analyse the following case-let and answer the questions asked at the end:

AMAX Automobiles was a car company with three product lines. Line A was aimed at the luxury segment, line B at the upscale segment and line C at the mass market segment. Each of the three product lines was sold under a different brand name and used different distribution systems. Lines A, B and C were currently produced and marketed by Divisions A, B and C respectively.

Some components were common to the three divisions. Some of these common components were sourced externally while others were manufactured inside the company. Also, there existed considerable scope for technology and know-how transfer across

divisions. Specifically, product innovations seemed to originate in division A and then migrate to divisions B and C. However, process innovations seemed to originate in division C and then migrate to Divisions A and B.

Questions

1. How should AMAX be organised and controlled?
2. What is the main motive behind AMAX automobiles in different product lines?



Dr. B.R. AMBEDKAR OPEN UNIVERSITY

**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-414: INTERNATIONAL FINANCIAL MANAGEMENT
(Finance Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Discuss the functions and aims of International Financial Management.
b) Write a brief note on Exchange Rate Quotations with suitable examples.
2. a) What are the different financial instruments traded in Forex Market? Explain.
b) Write a detailed note on future markets and distinguish between forward and future contracts.
3. a) Discuss forecasting techniques of foreign exchange in detail. Also identify the problems involved in exchange rate forecasting.
b) “Contractual Hedges protect against exchange rate movement” - Comment.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) “International investment decisions are complex in nature” – In light of the above statement discuss the costs and benefits associated with FDI.
b) What are the different approaches to International Capital Budgeting?
2. a) Discuss any of the three agencies associated with International financial markets with their activities.
b) What are the different types of financial instruments available for international markets?
3. Analyse the following case-let and answer the questions asked at the end:

Zinc Pharma Ltd., an Indian based foreign MNC and exporter of pharmaceutical products, is evaluating an overseas investment proposal. Zinc Pharma Ltd., is considering to build a plant in United States the project will entail an initial outlay of \$ 100 million and it is expected to give the following cash flow over its life of 4 years.

Years	Cash Flow (in Million \$)
1	30
2	40
3	70
4	60

The current spot exchange rate is Rs. 65/\$ the risk free rate of interest in India is 11% and in US it is 6%. Zinc Pharma requires a rupee return of 15% on the above project. Calculate the NPV under both home currency and foreign currency approach.



Dr. B.R. AMBEDKAR OPEN UNIVERSITY

**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-421: CONSUMER BEHAVIOUR AND MARKETING RESEARCH
(Marketing Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

- What do you mean by buying motives? Discuss buying motives of consumers in purchasing mobile phones.
 - Discuss in Detail: (i) The New VALS system-II & (ii) Roy Morgan's VALS Model.
- "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.
 - How physical, social and situational factors influence the purchasing decisions? Explain with examples.
- What do you understand by the concept of 'Personality'? Explain briefly the Theories of Personality.
 - Discuss and construct a family Decision Making Process.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

- Define 'Marketing Research'. Discuss how Information Technology is used in marketing research with suitable examples.
 - "Marketing Research is rated as a highly useful tool", Comment.
- Discuss the different steps involved in the Marketing Research Process.
 - Distinguish between Qualitative and Quantitative Research.
- Analyse the following case-let and answer the questions asked at the end:

Top managers of Kellogg India Ltd. received unsettling reports of a gradual drop in sales. Managers realized that it would be tough to get the Indian consumer to accept its products. Kellogg banked heavily on the quality of its crispy flakes. But pouring hot milk on the flakes made them soggy and did not take good and not many Indian consumers like to have them with cold milk.

A typical average middle class Indian family did not have breakfast on regular basis like their western counterparts. Those who did have breakfast, consumed parathas, idlis, bread, butter, jam, milk, tea and local food preparations. According to analysis, a major reason for

Kellogg's failure was the fact that the tastes of its product did not suit Indian breakfast habits. Kellogg sources were however quick to assert that the company was not trying to change these habits; the idea was only to launch its products on the health platform and make consumers see the benefit of this healthier alternative. Another reason for low demand was premium pricing adopted by the company. Disappointed with the poor performance, Kellogg decides to launch two of its highly successful brands- Chocos and Frosties in India. The success of these variants took even Kellogg by surprise and sales picked up significantly. This was followed by the launch of Chocos breakfast cereal biscuits. The success of Chocos and Frosties also led to Kellogg's decision to focus on totally Indianising its flavors in the future. Kellogg also introduced packs of different sizes to suit Indian consumption patterns and purchasing power.

Kellogg tied up with the Indian diet association to launch a nationwide public service initiative to raise awareness about iron deficiency problems. The company has also modified its product, particularly the addition of iron fortification in breakfast cereals.

However, Kellogg continued to have the image of a premium brand and its consumption is limited to a few well off sections of the Indian market.

Questions:

- i) How effectively Kellogg has met conditions of marketing concept?
- ii) Suggest ways how Kellogg can have more influence on consumption behaviour of Indian consumer?



Dr. B.R. AMBEDKAR OPEN UNIVERSITY

**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-422: ADVERTISING AND SALES MANAGEMENT
(Marketing Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is Promotion Mix? Discuss the role of Advertising in Promotion Mix.
b) Write a brief note on online advertising and its advantages. Select any of the organizations of your choice and discuss its online advertising activities.
2. a) “Media Scheduling plays an important role in advertising” - Discuss with suitable examples.
b) Enumerate different methods used in measuring the degree of effectiveness of advertising.
3. a) Discuss the role of sales management in emerging markets with suitable examples.
b) What do you understand by sales force automation? Explain the types of sales force automation.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What do you understand by sales plan? Explain the conditions for successful execution of sales plan.
b) Write a brief note on the sales forecasting. Discuss the merits and demerits of the sales forecasting.
2. a) Discuss the following concepts of sales force: (i) Sources of sales force recruitment & (ii) Methods of sales force training.

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’s 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 (Poly-bagged) 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:

- i) What other print media alternatives could Dodge have used?
- ii) 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: 2021-22)**

**MBA-423: RETAILING MANAGEMENT
(Marketing Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Classify the retailing units on operational structure and pricing policy criteria.
b) “Retail market in India is dynamic and volatile” - In light of the statement discuss the trends in Indian retail market.
2. a) What are the different steps in strategic retail planning? Explain.
b) Discuss the process and steps in planning human resources in retailing business.
3. a) Discuss the following concepts: (i) Negotiations in retailing & (ii) Open Buy System.
b) Elucidate the factors influencing consumer buying decisions.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Which advantages could be achieved through customer services? Explain.
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) Evaluate the stages of the consumer decision making and its impact on retail strategies.
b) “Colour is considered as one of the important factor in retail outlets”- Discuss. Also visit any of the two retail outlets nearby your locality and comment on the colours of these outlets.
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?



Dr. B.R. AMBEDKAR OPEN UNIVERSITY

**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-424: INTERNATIONAL MARKETING MANAGEMENT
(Marketing Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Distinguish between domestic marketing and international marketing.
b) Discuss the various market entry strategies for international business.
2. a) Discuss the following strategies of international Marketing:
(i) Dumping; (ii) Price Distortion; (iii) Transfer Pricing; & (iv) Countertrade.
b) What are the different documents used in international trade? Explain.
3. a) Examine the criteria used while targeting global markets.
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) Discuss the international marketing research process with suitable example.
b) Elucidate the different environmental problems needs to be addressed to ensure 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) Examine the different steps in export of goods.
3. Analyze the following case-let and answer the questions asked at the end:

The Covid crisis has posed various challenges to human beings-across the world. One of the major problems faced by government was the non-availability of PPE kits. Personal Protective Kits are the safety covering kit used by the medical professionals in the front line (like doctors and nurses in hospitals) who might have to handle the patients infected with Covid virus short supply of PPE Kits was a major problem the health workers had to face in the beginning. Most of the supplies were coming from China. While China has reopened after a round of infections, there were large number of cases in Europe and United States. Hence Indian users were not getting sufficient supply. Disruption of the Cargo route was another challenge. This made the Indian government to promote manufacturing of PPE Kits in the

country. The technology and availability of the raw materials caused big problems. The government actively supported these ventures. As a result, by middle of May, India was producing 4.5 Lakh PPE Kits a day with manufacturing capacities expected to grow further, the Ministry of Textiles sees a possibility for India to step in with PPE Kits in international market once export opens up.

Questions:

- i) Explain how Covid-19 has impacted international trade of PPE Kits?
- ii) Explain how the government policies impact international trade?



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-431: PERFORMANCE MANAGEMENT
(HR Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Write a brief note on importance of performance management system. And also discuss the guiding principles for making performance management effective.
b) 'Performance management plays a proactive role in organizational development' – Elucidate.
2. a) Examine the importance of 'performance review discussion'. Also explain the process of PRD process.
b) Explain the concept of employee productivity. Discuss the factors affecting employee productivity.
3. a) Elucidate measures to implement 360⁰ appraisal effectively in the organization.
b) "Assessment centres are the tools of the evaluation of competencies"- In light of the above statement discuss the essential requirements of assessment centres.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Discuss DSMC/ATI Model for creating performance improvement project in organization.
b) Explain the concept and approaches to counselling. Construct the phases of performance counselling diagram.
2. a) Distinguish between Performance Management and Human Resource Management.
b) "Rewarding is considered as the powerful motivation to increase the performance"- Justify your answer with appropriate examples.

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 Innovation and creativity.
- Work towards fulfilling the global vision for the organization,
- 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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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-432: LABOUR LAWS
(HR Specialization)**

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

1. a) How do you differentiate Fundamental Rights with Labour Legislations? Also discuss their importance in framing labour legislations.
b) “Labour laws play a crucial role in successful working environment”- In light of the above statement discuss the scope and recent amendments of labour laws.
2. a) Explain briefly the provisions relating to health, safety and welfare.
b) Discuss the various steps involved in the settlement of an industrial dispute. Is it incumbent on the appropriate government to refer every industrial dispute to adjudication?
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) Examine benefits available to employees under Employees’ State Insurance Act, 1948 and discuss the recent amendments to State Insurance Act, 1948.
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 Sexual Harassment at Workplace (Prevention, Prohibition and Redressal) Act, 2013? And discuss the legal approaches on sexual harassment in different countries.
b) “Rapid evolution of internet has also raised numerous legal issues” – Discuss the need for genesis of Information Technology Legislation in India.

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

The employees of ABC Company started resorting to work to rule, go slow and other covert agitation methods because they (the employees) thought that the management had unilaterally revised the prices of canteen items without consulting the canteen committee. The management's view was that since the recognition of union's registration was cancelled due to non-submission return, it was not obliged to consult the employees. Consequently, the management also felt that the canteen constituted with the nominees of the then recognized union ceased to be a preventative body. The management entered into an MOU with another registered union. The management constituted a canteen committee with the cooperation of the registered, but not recognized union. During the strike there were some disturbances and an accident in which an apprentice died. The management did not agree to pay compensation on the plea that the deceased person was not an employee of the company. This led to further unrest. The management applied to the appropriate government to allow them a lockout on the pretext of threat to company's property and personnel. In the meantime they also insisted that unless employees sign a 'good conduct' certificate the workers will not be allowed to enter the factory for work. A section of the workers were willing to sign but the other refused to do so and dubbed the management as indulging in unfair labour practices.

Questions

- i) Did the management resort to unfair labour practices? Explain?
- ii) Is the management correct in treating the recognition as cancelled when the union's registration was cancelled due to some technical reasons and constituting another canteen committee and holding discussions and signing MOU with another union?
- iii) Is this a case of strike or lock-out? Explain.



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-433: MANAGEMENT OF INDUSTRIAL RELATIONS
(HR Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define the concept of Industrial Relations. Explain the unitary and pluralistic approaches to industrial relations.
b) Write a brief note on managerial associations. Examine the role of managerial associations in industrial relations with appropriate example.
2. a) What are the functions of Trade Unions? Examine the landmark cases pertaining to trade unions.
b) What do you understand by Employer Organizations? Discuss the statutory protection provided to employer organizations in India.
3. a) Explain the concept of Grievance and Grievance Redressal Mechanisms suggested under various laws.
b) What do you understand by '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) Why works committees are considered as the important in industrial relations? Discuss the various counsels in to support workers with suitable examples.
b) "Employee Empowerment provides with better decisions work place"- In light of the above statement discuss the process and organizational structure of Employee Empowerment.
2. a) State the various conventions of ILO. Examine the impact of ILO on India.
b) Define 'Sexual Harassment'. State the offenses and punishments prescribed by the Indian Penal Code. How to prevent sexual harassment?

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

A new on-line teller system design for a medium size bank was approved by the president, signalling the beginning of implementation. The project leader devised a master plan to specify who is to perform each task and in what order. New deposit slips and withdrawers were ordered and delivered three weeks before implementation. In the interim, copies of the user manual were prepared for the lobby and drive-in-tellers. Soon after the terminals were installed, the tellers begin to learn how to enter various transactions. After training sessions were over, they had a chance to ask questions and enquire about the new system. Once completed, the telephone company and the computer service representative hooked up the terminal on-line with the master system. The following Monday (a week before actual conversion), the analyst asked the head teller whether the tellers would come in on Saturday to catch up on their work and run test data to reinforce recent training. The head teller agreed to overtime, but on Saturday, only 12 of 17 tellers showed up. During that time, the entire system was checked out and functioned as expected. The bank opened the following Monday, the online system operated normally. Customers were greeted at the door by the president. Coffee and cake were served in the lobby. At the end of the day, the analyst sent a report to the board directors informing them that the system was now in operation and all user requirements had been met. Three weeks later the analyst was called to the board meeting. The chairman criticized the analyst for exceeding the budgeted amount approved by the board. Furthermore the authorization the analyst gave the terminal vendor to bring in two CRT screens to expedite information retrieval exceeded his authority to implement the system. The bank's auditor also estimated that it would take 3.8 years rather than the initial estimate of 2.1 years to break even on the total cost of the installation. Not knowing what to say, the analyst left the board room with a feeling of total failure.

Questions

- i) What are the major problems in the case? Who is to blame? Why?
- ii) Was the Board Chairman justified in his criticism of the analyst? Explain.
- iii) Discuss whether the analyst succeeded in implementation of the system.



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**DEPARTMENT OF BUSINESS MANAGEMENT
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(BATCH: 2021-22)**

**MBA-434: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(HR Specialization)**

ASSIGNMENT – I

(MARKS: 15)

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

1. a) Write a brief note on “IHRM”. Discuss the barriers to effective international HRM.
b) Examine the various factors responsible for Cross Cultural Sensitivity. Give a brief description on cultural theories.
2. a) Discuss the different approaches to recruitment and selection in IHRM.
b) Examine the need and importance of employee retention in MNCs. Identify the key challenges in employee retention.
3. a) “Ethics in business is one of the major concerns today”- Comment.
b) Write a detailed note on Virtual organization and its importance in the present context.

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) Discuss the opportunities and difficulties confronted by the organizations in actualizing IT crosswise over HRM Work.
b) Critically examine the concept of Quality of work life.
3. Analyze the following case-let and answer the questions asked at the end:

Elisabeth Harstad was employed as a trainee at the Norwegian risk management consultancy DNV when she realized being a woman was a barrier. Although trainees were supposed to go abroad, the company had problems finding a job for Elisabeth in a foreign subsidiary: I wanted to go to London, Houston or Singapore. At the end I managed to get an

international assignment from Oslo to Copenhagen. This was in 2000. However, Harstad did not give up and pursued her career intensively. Today she is manager of the research and innovation unit at DNV and since 2010 member of the board of directors of the large Norwegian chemical company - Yara. When the new members of the board of directors were elected, for the first time it was an advantage for Elisabeth to be a woman. Since 2008, Norwegian companies are required by law to have 40 per cent female members on their Board of Directors. Thus, Elisabeth is part of an experiment - if women do not make it to the top on their own, politics support this process in Norway.

Questions

- i) Discuss the problems of women expats.
- ii) Relate the situation in Norway to the cultural dimensions identified by Hofstede. How can you explain it?
- iii) Can the rules for quotas of female managers be applied in other countries as well? What are the advantages and disadvantages?



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**DEPARTMENT OF BUSINESS MANAGEMENT
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(BATCH: 2021-22)**

**MBA-441: SUPPLY CHAIN MANAGEMENT
(Operations Management Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is supply chain? Construct a Supply Chain Framework and explain.
b) Discuss the different types of obstacles in supply chain.
2. a) Examine the role and importance of inventory, pricing and information search in supply chain management.
b) e-Procurement helps automate the procurement process - Elucidate.
3. a) Explain the following concepts of supply chain management:
(i) Bull-Whip Effect & (ii) Warehousing Management System

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What are the types of strategies to be developed for the effective management of supply chain? Explain.
b) What do you understand by Benchmarking? Explain the process of benchmarking with suitable example.
2. a) “Reverse auction is attracting many companies in Supply Chain Management”- Comment
b) Examine emerging and new business models in supply chain management.
3. Analyze the following case-let and answer the questions asked at the end:

Selecting Transportation Modes for China Imports

Jackie Chen, vice president of China Imports, was looking to design a framework to select transportation modes for various products imported from China to the United States. His basic options were to either use air freight or ocean shipping in 20-foot containers. Air freight was faster and more reliable, but ocean shipping was much cheaper. He decided to evaluate the shipping decision for two very different product categories-consumer electronics, such as smartphones, and decorative hard- ware, such as door handles and hinges.

China Imports provided a variety of products to its customers from a warehouse near the port of Long Beach, California. The company incurred a holding cost of 25 percent on all

inventory held and aimed to provide a 98 percent cycle service level on its products. The high level of service aligned with the high quality of products that the company imported.

Transportation Options from China: Air freight and ocean shipping were the two options available to move product from China to the United States. Air freight charged \$10 per kilogram shipped and required a minimum shipment of 50 kg. Besides being fast, air freight was also quite reliable. The average lead time on air freight was one week, with a standard deviation of lead time of 0.2 weeks. Ocean shipping was much cheaper and cost \$1,200 per 20-foot container. Given that each container could hold up to 15,000 kg, the shipping cost per kilo by ocean was more than a hundred times cheaper than air freight. Ocean shipping, however, took longer and was less reliable. The average lead time using ocean shipping was nine weeks, with a standard deviation of three weeks.

Product Characteristics: Weekly demand for smartphones averaged 1,000 and had a standard deviation of 400. Each smartphone cost \$300 and weighed 0.1 kg. The typical life cycle for a smartphone was about one year; it was critical to not lose demand early in the life cycle because of a lack of product availability. Weekly demand for decorative hardware averaged 5,000, with a standard deviation of 1,000. Each unit of decorative hardware cost \$20 and weighed 1 kg. Decorative hardware tended to have a long life cycle-the company was still selling door handles and hinges that were introduced more than a decade earlier.

Questions:

1. What is the annual cost of using air freight to import smart- phones? What is the annual cost of using ocean shipping to import smartphones?
2. What is the annual cost of using air freight to import decorative hardware? What is the annual cost of using ocean shipping to import decorative hardware?
3. What other factors should be considered in the choice of transportation mode? What mode would you recommend for each product? Suggest a general framework that Jackie can use across all product categories.



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(BATCH: 2021-22)**

**MBA-442: TOTAL QUALITY MANAGEMENT
(Operations Management Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is quality? Discuss any of the quality contributions by Philip Crosby and Ishikawa.
b) “If something is not written, it didn’t happen” - In light of the above statement- discuss the steps in implementing ISO.
2. a) “Charts play an important role in Quality Improvements” - Explain any two charts in improving quality with suitable examples.
b) Examine the role of 5 ‘S’ model in enhancing the operational effectiveness in working environment.
3. a) What are the determinants of service quality? Discuss the relationship between reliability and customer satisfaction.
b) What do you understand by QFD? Discuss the functioning of House of Quality in mobile phone industry.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Write a brief note on Six Sigma. Discuss the benefits of Six Sigma to individuals, organizations and customers.
b) What is DMAIC? Discuss the process of DMAIC.
2. a) “Quality is far larger than Business” - Discuss the role of TQM in service industry with suitable example.
b) “The objective of the quality can be better achieved by the top Management”- Comment.
3. Analyse the following case-let and answer the questions asked at the end:

Naveen, the chief executive and managing director of Castrol India Ltd, has been at the forefront of bringing about a cultural change in the organization since he took over in May 2002. He has been striving hard to achieve a greater amount of openness and transparency and improving employee interface within the company.

Under his leadership, the company has been experimenting with new concepts such as surprise fun days during office hours on week days. The effort is to get the employees to mingle with greater spontaneity during activities besides encouraging them to give feedback about such events. Gifts and prizes are given for activities such as jokes and silly speeches. The company encourages social interaction without imposing it.

One-and-a-half years ago, the company introduced a whistle-blowing policy called "open talk" to bring into notice certain unethical practices within the organization. The objective was to give an avenue to people express their concern and to share the information with the management, including the managing director the chief internal auditor. Employees have the freedom to record anonymous complaints.

One of the strategies initiated by Mr Kshatriya has been to create a learning organization. An employee can choose to learn through various media such as self-learning modules on the Internet, classroom forums or individual specific programmes. The performance development plan of an employee is jointly done by the individual himself, his immediate superior and the superior of the superior, besides the HR. Anybody can nominate himself for the four-day first-level leadership programme. HR practitioners from all over the world and within the country are roped in to run the programme in a structured fashion. The philosophy is that once a person grows in an organization, one can decide on the right kind of developmental input.

Questions:

1. Analyse the key ingredients followed by Naveen in changing organization culture.
2. Recommend any other ways in which Naveen can change the culture of an organization to employee productivity.



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-443: WORLD CLASS MANUFACTURING
(Operations Management Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What you understand by “Information Age”? Discuss the operating environment of Information Age.
b) Examine the concept of Manufacturing Excellence. Explain Schonberger’s and Gunn’s frameworks of manufacturing.
2. a) “Bar codes are Self-Explanatory”- In light of the above statement explain the importance and working of Bar Codes.
b) “Lean Manufacturing maintain smooth production flow”- Comment.
3. a) Discuss different modern manufacturing techniques used in “Industry 4.0”.
b) What are the sensors, applications and configurations of Robotics? Explain.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) “Integrating HR strategy with manufacturing is an important concept”- Explain with appropriate examples.
b) Explain the KPI’s for Quality Assurance and Maintenance.
2. a) Define Ergonomics with one example. Also explain the three domains of ergonomics.
b) Distinguish between BPO and KPO.
3. Analyze the following case-let and answer the questions asked at the end:

Asian Paints has a vibrant presence across the globe and almost 30% of its sales revenue comes from its international operations spread across 22 countries. With the acquisition of Singapore based Berger International, the company has now become more global. To become a major player in the decorative paints business, the company focussed on the emerging markets, subsequent to the acquisition of Berger International and SCIB Chemical S.A.E. of Egypt. These two successive acquisitions could make Asian Paints one of the top ten decorative paint manufacturers of the world. Strategically, the company focussed on emerging markets for international business, as these markets itself share more than 50% of the world's population.

Business expansion, be it in the domestic market or abroad is not possible without a strong supply chain. Asian Paints' supply chain management is adjudged the best in the country. A network of 14,500 dealers, 2500 stockists, is efficiently managed by the company from 70 sales locations through their supply chain management systems. Further, with increased focus on cost issues, and improved working capital management, the company could also achieve cost efficiency.

Global expansion of business is not just possible with internal efficiency; it also requires product innovation, and new product development. Realizing this as important, the company focussed on improving their operational activities, side by side with their focus on sustained research and development activities. Leveraging the expertise of Berger International and SCIB Chemicals, the company could come out with new products, considering country-specific requirements.

Today, Asian Paints operates in 24 countries and all its 27 production facilities constantly endeavour to achieve efficiencies in operations, production, distribution and new product development.

Questions

1. Visit the website of Asian Paints, read the information and list their priorities in international operations. Critically evaluate whether such focus can help the company to achieve excellence in global business exposure.



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**DEPARTMENT OF BUSINESS MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2021-22)**

**MBA-444: MAINTENANCE MANAGEMENT
(Operations Management Specialization)**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. A) Write a brief note on Maintenance Management. Discuss the roles and responsibilities of maintenance professionals.
b) Discuss the concept of Maintenance Costing and Budgeting. Also explain the key considerations in Maintenance Budgeting.
2. a) “Forecasting of maintenance workload of a plant is essential for carrying out proper planning and scheduling”- Comment.
b) What is FMEA? Discuss the approach to conduct basic FMEA.
3. a) Explain the following concepts in detail:
(i) Reliability; (ii) Availability; & (iii) Maintainability.
b) “Environmental and safety concerns are important for manufacturing sector”- Justify your answer.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Write a brief note on inventory management. Discuss the commonly used inventory analysis techniques.
b) “Waste Management is important in aspect in present day manufacturing sector”- Explain.
2. a) Explain the concept of TPM. Examine the pillars of TPM to improve equipment reliability.
b) Write a detailed note on: (i) Industry 4.0; (ii) Big data; & (iii) Cloud Computing.
3. Analyze the following case-let and answer the questions asked at the end:

Effective maintenance management requires, at the outset, a ranking of the key assets based on risk. Risk is assessed based on vulnerability of machines and equipment's, that is, on the degree or extent of effect, on the functioning of the plant as a whole, when such assets stop functioning. Based on the degree of risk, it is important to place orders for spares, when spares availability is vital for maintenance. Work orders for spares are also necessary for preventive maintenance work. At least for critical assets, it is necessary to prepare a documented corrective maintenance

process, detailing the steps, labour hours required, machine drawings and the tools for repairing.

Clara India recently bagged orders for aircraft maintenance from two major airlines. To start with, the company prepared the overall equipment effectiveness metrics for the airline, and observed that in both cases, the metrics indicated a high degree of risk, leading to engines malfunction. While on the ground, the problem did not seem to impact the security and safety of passengers, on board, it could create problems. Every accident means payment of compensation to the passengers or their relatives, and litigation, causing loss of goodwill for the airlines.

Based on these results, Clara made the need for self checking, before the ground clearance on air worthiness, clear to the airlines. Both the airlines calculated that a single flight cancellation cost them Rs. 1.5 crore, while the eventual risk of engine failure on board would cost them not less than Rs. 10 crore. The overall equipment effectiveness (OEE) is the function of equipment availability, performance efficiency and first pass quality. Although the benchmarked OEE metrics is 85% (calculated based on 90% equipment availability, 95% performance efficiency and 99% rate of first pass quality), for the airlines, Clara had assumed 95% OEE, after studying the history of their aircraft. Clara's insistence on 95% OEE ultimately resulted in the grounding of a minimum of two aircraft per week for both the airlines as the maintenance contract with Clara required them to compensate if the aircraft should crash.

Both the airlines are very critical about Clara's OEE level, they felt it was too high and surpassed international standards. They urged Clara to reduce the OEE metrics to the international standard of 85%. Clara contended that most of the aircraft were old and required frequent repair, it is not advisable to urge them for reduced OEE metrics for their envisaged 90%. Clara, with its consistent track record of 95% vendor performance efficiency, felt that such a compromise would dilute their quality standards and would plunge them into a risk zone, which would result in subsequent loss of goodwill and business.

Questions:

1. Do you agree with Clara? If yes, then as Clara's spokesperson how would you convince the airlines? If you do not agree, explain the reasons for your disagreement.
2. As the maintenance head for the airlines, what would be your argument to persuade Clara to reduce their OEE metrics?
