

**CENTRE FOR DISTANCE EDUCATION
ACHARYA NAGARJUNA UNIVERSITY :: NAGARJUNA NAGAR – 522 510, A.P., INDIA.
ASSIGNMENT TOPICS FOR M.B.A. DEGREE EXAMINATION, DECEMBER 2009.**

FIRST YEAR : DEMB 1 — PERSPECTIVES OF MANAGEMENT

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. Answer all the questions :
 - (a) Management Vs administration.
 - (b) Management by objectives.
 - (c) Decision tree.
 - (d) Game theory.
 - (e) Selection.
 - (f) Critical path method.
2. What do you understand by a system? Discuss management as a system bringing out its basic features as such.
3. Discuss the nature of planning as a rational process and as an open system approach. How can be planning considered as pervasive?
4. What is the role of creativity in decision making? Discuss its process and the way an individual can be made more creative.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. What is the concept of organising? What are its different elements?
2. Communication is sharing of understanding- Discuss this and bring out the process of communication.
3. What do you mean by PERT? What are the uses of PERT in managerial planning and control?
4. Case study :

Milk Products Limited is engaged in collecting, processing, and distributing milk and milk products in a large city in South India. Most of the products of the company are such that these have to be distributed on daily basis. The company has a crew of distributors who approach the fixed customers, both bulk buyers and individuals. Mr. K. Ramesh joined the crew of distributors after graduating in commerce. The distribution manager was quite impressed by Mr. Ramesh but initially could not offer him a better job than that of a distributor. However, he promised to give him better opportunity whenever available. Mr. Ramesh joined gladly.

The distributors are employed on monthly salary basis. In order to ensure distribution of the products, the company has a provision of over-time pay. Normally, crew members work slowly in the beginning just to accumulate over-time pay. The pace becomes hectic towards the end of the day with some over time to meet the distribution schedule. There is no group leader but there are several old-timers who influence newcomers regarding the work rules. Mr. Ramesh did not like this method of working but had to follow the group to be a good team mate. He gathered that over the years, the company had paid around sixty percent overtime unnecessarily.

After a year, impressed by the work of Mr. Ramesh and his overall suitability, the distribution manager offered him the position of distribution supervisor. The basic duty of supervisor was to look after the distribution system and to develop new customers in a given area. Beside Mr. Ramesh, there were four other supervisors also. Ramesh was sure of making distribution system effective as he was aware cost and impressing upon the manager about fixing the quota of work per day in two parts before lunch and after lunch. The distribution manager left convinced and introduced the system. However, the efficiency dropped down considerably and no crew member was near the target.

Questions :

- (a) What were the reasons for decreased efficiency in the new system?
- (b) Advise Mr. Ramesh and distribution manager about the future course of action.

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FIRST YEAR : DEMB 2:BUSINESS ENVIRONMENT

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. (a) Mixed economy
(b) Public sector
(c) Small-scale industry
(d) Foreign capital
(e) Globalisation
(f) Balance of Payment.
2. Discuss about economic systems with illustration of any country of your choice.
3. Compare the privatisation programme in UK and India.
4. Explain the rationale for encouraging foreign direct investment.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. Bring out the evolution of industrial policy in India.
2. Define Sick unit. What are the causes for industrial sickness? Explain preventive measures.
3. Critically examine the economic reforms in India since 1991.
4. Case study.

The public sector Indian Oil Corporation (IOC), the major oil refining and marketing company which was also the canalising agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray in to the foreign market by acquiring a substantial stake in the. Balal Oil field in Iran of the Premier Oil. The project was estimated to have recoverable oil reserves of about 11 million tonnes and IOC was supposed to get nearly four million tonnes.

When IOC started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries “made a killing by acquiring oil equities abroad”.

IOC needed Government’s permission to invest abroad. Application by Indian company for investing abroad is to be scrutinised by a special committee represented by the Reserve Bank or India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e. more than a year after the application was made), the prices had bounced back to \$24 per barrel. And the Elf of France had virtually took away the deal from under IOC’s nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for \$ 15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

Questions

- (a) Discuss internal, domestic and global environments of business revealed by this case.
- (b) Discuss whether it is the domestic or global environment that hinders the globalisation of Indian business.

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FIRST YEAR : DEMB 3: MANAGERIAL ECONOMICS

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. (a) Equi-Marginal rule.
(b) Derived Demand.
(c) Economies of Scale.
(d) Price Discrimination.
(e) Windfall Profits.
(f) Risk and Uncertainty.
2. How is managerial economics different from traditional economics? Explain.
3. Explain the concept of income elasticity of demand and explain its role in business decisions.
4. What are the determinants of cost behaviour? Enumerate the different approaches for estimating cost functions.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. How would a monopolist fix his price and output?
2. Discuss in detail the various criteria used by a firm in setting profit standards.
3. What are the principal methods of ranking alternative investment proposals?
4. The Management of a Company has two alternative projects under consideration. Project A requires a capital outlay of Rs. 1,20,000 but project B needs Rs. 1,80,000. Both are estimated to provide a cashflow for five years; A – Rs. 40,000 per year and B – Rs. 58,000 per year. The cost of capital is 10%. Show which of the two projects is preferable from the view point of
 - (a) Net Present Value and
 - (b) Internal Rate of Return.

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FIRST YEAR : DEMB 4: ACCOUNTING FOR MANAGERS

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. (a) Dual-aspect principle
(b) Funds from operations
(c) Share premium
(d) Statutory auditor
(e) Balance sheet
(f) Opportunity cost.
2. Define the term 'standard'. What are the major benefits of accounting standard?
3. List and briefly describe the main audiences for financial accounting information.
4. What do you mean by financial statement analysis? What are its purposes?

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. M/S Blue Chips Ltd. issued 5,000 equity shares of Rs.100 each at a premium of Rs. 25 per share.
On 1st January, 2008 the company received 12,000 applications of which 2000 applications were totally rejected and their amount was refunded on
1st February, 2008 when remaining applicants were allotted share on pro-rate basis :

On application	Rs. 30
On allotment (including premium)	Rs. 45
On first call	Rs. 25
On second call	Rs. 25
Total	Rs. 125

Allotment money was received in full on

15th February.

First call was made on 15th May, 2008 and received on 1st June 2008 except on 25 shares held by Mr. Azaz. His shares were forfeited on 1st October 2008 and re-issued on 15th October 2008, credited at Rs. 75 paid of Rs. 110 per share to Mr. Aravind.

Final call was made on 1st November, 2008 and received on 15th November 2008 exception 100 shares held by Mr. Shekar. Pass Journal entries on the books of Blue Chips Ltd.

2. Discuss various legal requirements relating to Accounting Disclosure.
3. What is the meaning of the term "incremental cost"? Does incremental cost mean the same thing as variable cost?
4. Indian Plastics make plastic buckets. An analysis of their accounting reveals :

Variable cost per bucket	Rs. 20
Fixed cost	Rs. 50,000 for the year
Capacity	2,000 buckets per year
Selling price per bucket	Rs. 70

Required
 - (a) Find the break-even point
 - (b) Find the number of buckets to be sold to get a profit of Rs. 30,000
 - (c) If the company can manufacture 600 buckets more per year with an additional fixed cost of Rs. 2,000. What should be the selling price to maintain the profit per bucket as at (b) above.

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FIRST YEAR : DEMB 5: QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS
Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. (a) Maximum and minimum of a function.
 (b) Methods of collecting primary data.
 (c) Mutually exclusive and independent events.
 (d) Importance of normal distribution.
 (e) Systematic sampling.
 (f) Components of time series.

2. (a) A firm has following total cost demand function $C = \frac{x^3}{3} - 7x^2 + 111x + 50$, $x = 100 - p$.
 (i) Write out the total revenue function in terms of x .
 (ii) Find profit maximising level of output.
 (iii) What is maximum profit?

 (b) If $A = \begin{bmatrix} 2 & 1 & 3 \\ 4 & 1 & 0 \end{bmatrix}$, $B = \begin{bmatrix} 1 & -1 \\ 0 & 2 \\ 5 & 0 \end{bmatrix}$ verify that $(AB)^T = B^T A^T$.

3. Two cricketers scored the following runs in ten innings. Find who is better run getter and who is more consistent player.

A :	42	17	83	59	72	76	64	45	40	32
B :	28	70	31	0	59	108	82	14	3	95

4. Calculate Bowley's coefficient of skewness from the following data :

Payment of commission (Rs.) :	1000–1200	1200–1400	1400–1600	1600–1800
No of salesmen :	4	10	16	29
Payment of commission (Rs.) :	1800–2000	2000–2200	2200–2400	2400–2600
No of salesmen :	52	80	32	23

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. (a) 8 coins are tossed at a time, 256 times. Find the expected frequencies of success (getting a head) and tabulate the result obtained.
 (b) The weekly wages of 1000 workers are normally distributed with a mean of Rs. 70 and a standard deviation of Rs. 5. Estimate the lowest weekly wages of the 100 highest paid workers.

2. (a) The results of a sample of 500 candidates were analysed. This revealed that 220 candidates failed, 170 secured a third division, 90 secured a second division and remaining 20 secured a first division. Do these figures commensurate with the general examination result in which the ratio of various categories is 4 : 3 : 2 : 1 respectively?
 (b) In a sample of 4000 parts manufactured by a company, the number of defective parts was found to be 30. The company however claimed that only 5% of their product is defective. Test at 5% level of significance whether the claim of the company is tenable.

3. Calculate the two regression equations from the data given below. Estimate the likely demand when the price is Rs. 20. Also calculate the coefficient of correlation.

Price (Rs.) :	10	12	13	12	16	15	11	14	13	12
Amount demanded :	40	38	43	45	37	43	41	36	44	42

4. (a) The prices of a commodity during 1980–85 are given below. Fit a parabola $Y = a + bX + cX^2$ to this data. Estimate the price of a commodity in 1986.

Year :	1980	1981	1982	1983	1984	1985
Price :	100	107	128	140	181	292

 (b) Shashank enterprise has a utility of 0.5 for status zero (no loss, no gain). The enterprise has a network of Rs. 50,000 and its complete bankruptcy is 0. Shashank has got an investment opportunity to gain Rs. 1,00,000 for which the company has a utility of 1.0. There is a 0.4 chance for Shashank to gain Rs. 1,00,000 and a 0.6 chance for losing Rs. 50,000 in the above investment opportunity. Should the enterprise take the opportunity?

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FIRST YEAR : DEMB 6: INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. (a) Language translators.
(b) Functions in LOTUS.
(c) Characteristics of Inventory.
(d) Areas of Computer Virus Infection.
(e) Value of Perfect Information.
(f) Flow Chart.
2. What is a central processing unit? Explain the functions of its components. Explain secondary memory devices.
3. What are the functions of financial systems? Explain the features of financial management software :
(a) General ledger
(b) Sales and purchase ledgers.
4. Describe the statistical data required for Human Resource Management decisions. Explain the uses of computers in Human Resource Management.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. Discuss the social dimensions of computerisation.
2. Distinguish between programmed and non-programmed decisions. Discuss the Anthony's and Zani's frameworks for MIS.
3. Explain various loop structures with suitable examples. Explain the table handling and report writer features of COBOL.
4. The SPA on behalf of Lotus, Microsoft and Word perfect conducted a surprise raid on two branches of a property management company on the West Coast for alleged violation of software copy right laws. Although the company had a policy against software copying employees of the company were violating software copyright laws and hence the company is likely to face criminal charges.
In a separate case, Lotus and Novell filed criminal charges against a married couple in Singapore after the pair was found guilty of trademark and copy-right infringement in a civil suit. The software companies obtained a court order freezing 90,000 in personal assets belonging to the couple, who reportedly sold thousands of illegal copies of software throughout Asia.
(a) If a company has a well publicized written documents outlining its policies against software piracy that company should be protected from infringement liabilities. In such a case if an employee is caught violating software piracy policies, the employee should be sued, not the company. Discuss.
(b) The personal possessions of an individual should not be taken even if that individual is found guilty of ethical violations. Discuss.

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FIRST YEAR : DEMB 7: FINANCIAL MANAGEMENT

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. Answer any all of the following.
 - (a) Role of financial manager.
 - (b) Time value of money.
 - (c) Financial assets.
 - (d) Financial leverage.
 - (e) Net income approach.
 - (f) Liquidity Vs profitability.
2. What are the major types of financial management decisions that business firms make? Describe each.
3. What are the components of net cash outlay in the capital budgeting decision? At what time is such an outlay incurred in the case of conventional cash flows?
4. Companies U and L are identical on every respect, except that U is unlevered while L is levered. Company L has Rs. 20 laksh of 8% debentures outstanding. Assume
 - (a) that all the MM assumptions are met
 - (b) that the tax rate is 50%
 - (c) that EBIT is Rs. 6 lakhs and that equity-capitalisation rate for company U is 10%.
 - (i) What would be the value for each firm according to MM's approach?
 - (ii) Suppose, $V_u =$ Rs. 25,00,000 and $V_l =$ Rs. 35,00,000. According to MM do they represent equilibrium value? If not, explain the process by which equilibrium will be restored. No calculations are required.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. Explain the problems faced on determining the cost of capital.
2. What assumptions and arguments are used by Modiglian's and Miller on support of the irrelevance of dividend?
3. Outline the recommendations made by the Tandon committee on the financing of working capital by the banks.
4. This question is compulsory : A company has on its books the following amounts and specific costs of each type of capital.

Type of capital	Book value	Market value	Specific costs
	Rs.	Rs.	Rs.
Debt	4,00,000	3,80,000	5.0%
Preference	1,00,000	1,10,000	8.0%
Equity	6,00,000		13.0%
Retained earnings	2,00,000	12,00,000	
Total	13,00,000	16,90,000	

Determine the weighted average cost of capital using

- (a) Book value weights and
- (b) Market value weights.

How are they different? Can you think of a situation where the weighted average cost of capital would be the same using either of the weights?

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**FIRST YEAR : DEMB 8: OPERATIONS MANAGEMENT
Assignment – I**

Answer all the questions:

Maximum: 25 Marks

1. Answer ALL of the following.
 - (a) Operations Manager.
 - (b) Interface Design.
 - (c) Batch flow.
 - (d) Product design.
 - (e) Quality control.
 - (f) ABC analysis.
2. Discuss the emerging role of the operations manager in India.
3. What is meant by plant location? Discuss the steps to be taken in choosing a location for a plant
4. Enumerate the activities involved in any long-range capacity planning decision.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. What is “Dispatching function”? Distinguish between “Centralised dispatching” and “Decentralised Dispatching”.
2. What is quality? Mention the various dimensions of product quality.
3. Bring out the advantages and limitations of centralised and decentralised buying.
4. A factory uses annually 24,000 units of a raw material which costs Rs. 1.25 per unit. Placing each order costs Rs. 25 and carrying cost is 6% per year of the average inventory.
 - (a) Find the economic order quantity and the total inventory cost including the cost of material.
 - (b) The factory works for 320 days a year. If the procurement time is 10 days and safety stock is 450 units, find the re-order point, the minimum, maximum and average inventories.

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**FIRST YEAR : DEMB 9:
Assignment – I**

Answer all the questions:

Maximum: 25 Marks

1. (a) Market analysis.
(b) Cultural environment
(c) Operational planning.
(d) Impulse buying.
(e) Product mix.
(f) Market skimming.
2. What is marketing orientation? How will you find out the level of marketing orientation of a firm?
3. What is a competitive environment? What influence does it have on the marketing decisions?
4. "Marketing plans to achieve coordinated and well thought-out objectives through planning".
Comment.

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. What are the various roles played by individuals in the purchase process?
2. What do you mean by branding decisions? Explain different branding decisions.
3. Discuss the basic methods of pricing and on what situations each of these methods will hold relevance.
4. Case study :

Note : separate sheet enclosed.

THE ING group has indicated that it will wait for the terms and conditions of the Government before taking any decision on increasing its stake in the domestic banking and life insurance arms. The group holds 44 per cent stake in ING Vysya Bank and 26 per cent stake in the ING Vysya Life Insurance Company. Reacting to the Government's proposal to permit 74 per cent foreign stake in private sector banks, Mr. BartHellems, Managing Director and CEO, said: "We do not know the terms and conditions of this proposal. We will wait till then. I have no specific comment to make on the proposal. Mr. Hellman's was speaking to newsmen on the launch of a common branding of all financial services arms, including the ING Mutual Fund.

Through common branding, the group plans to project its global reach and prowess in managing money for customers worldwide. "The ING Vysya will offer an integrated financial solutions package to all customer in the country". The corporate campaign will attempt to create greater awareness of ING Vysya, which operates in the country through a 500-br network in 300 centers. This is the first time that the group is conducting such an integrated campaign throughout the country after it assumed majority control in Vysya Bank and followed it up with a change in the bank's name. So far, the bank has been leveraging on the brand created by the 72-year-old parent. "The campaign will also focus on creating the awareness of the changes in the group and its new image as an international financial services provider".

The bank currently has a customer base of about two million, deposit base of close Rs. 10,000 corer and investments equivalent to Rs. 5,000 corer as of the first half of the cu fiscal.

- (a) Comment on the branding strategy of ING Vysya group for all financial services.
- (b) Observe some of the advertising of the group including ING Vysya Bank. Comment! The logo and its relevance to financial products which ING group sells.

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FIRST YEAR : DEMB 10: HUMAN RESOURCE MANAGEMENT

Assignment – I

Answer all the questions:

Maximum: 25 Marks

1. Answer ALL of the following:
 - (a) Job description.
 - (b) Placement.
 - (c) Employee learning.
 - (d) Fringe benefits.
 - (e) Work sharing.
 - (f) Career progression.
2. Describe some of the problems that have often been characteristic of human resource departments in the past.
3. Explain the utility of job specification and employee specification in selection process.
4. How do you relate corporate mission and objectives with the recruitment objectives?

Assignment – II

Answer all the questions:

Maximum: 25 Marks

1. What are the methods of staff selection? Critically examine their applicability and utility in our country.
2. What is employee training? Explain the importance of techniques of training.
3. Critically study the various needs under Maslow's theory of motivation.
4. Case Study

Demands of Employee's wife

Mr. Raman has been working as an Agricultural Officer in Syndicate Bank since 1975. He married in 1976 and he has a son (10 years old) and a daughter (9 years old). He has worked in various rural branches in Andhra Pradesh, Karnataka and Orissa. Mr. Raman and his wife belong to Coimbatore city of Tamil Nadu. He is a graduate in Agricultural Science. Mr. Raman is one of the most sincere and committed officers of the bank. He leaves his house at 8 a.m. almost every day (including Sundays), visits the farmers, their fields, suggests them on various issues, attends the bank to work between 12 noon and 8 p.m. with one hour lunch-break. He helps the branch manager in finalising the daily accounts, in completing the work left incomplete by other staff. He returns home only after 8 p.m. As such, he generally does not attend to most of the domestic work. His wife manages all domestic chores and also the schooling of their children. She could not admit her son in a residential English Medium High School in Chennai. She asked her husband to try for his admission but in vain. Immediately she wrote to the Branch Manager, Regional Manager and Personnel Manager in the regional and head offices, requesting them to help her in getting admission for her son in any English Medium High School preferably in Chennai/Coimbatore giving the facts that her husband serves the bank right from 8 a.m. to 8 p.m. and he could not find time to successfully try for his son's admission. The Regional Manager, Personnel Manager and the Branch Manager enquired into the case and found that the information furnished by Mrs. Raman was correct. The bank's policy at present is to redress the grievances of the employees and to deal with only those grievances relating to the terms and conditions of employment and work. Immediately the regional manager sought the advice of the personnel manager at the head office.

Questions :

- (a) Being the personnel manager what would you suggest to the regional manager and branch manager in solving the problem.
- (b) Does the issue raised by Mrs. Raman come under the purview of the personnel management or under the purview of Human Resources Management?
- (c) If you were the Regional Manager, how would you redress this grievance?
- (d) Do you suggest a change in the present personnel policy? If so, mention the policy.