

Masters in Business Administration (MBA) Semester 1

Assignment II

ASSIGNMENT BOOKLET

Assignments for subjects MBA 101, MBA 102, MBA 103,
MBA 104, MBA 105, MBA 106, MBA 107
(for Session January 2015)

Directorate of Distance Education
Punjab Technical University, Jalandhar

Dear Student

The assignment is the important component of our evaluation system and your internal assessment will be based on the assignments. The objective of such assignments is to enable you to comprehend the subject knowledge. The assignments are purposely designed on the lines of examination pattern so as to prepare you for the final examinations. In the entire semester, you will have to attempt **TWO** assignments. Assignment 1 will cover the topics from Unit 1 and Unit 2. Assignment 2 will cover topics from Unit 3 and Unit 4. All assignments are tutor marked assignments and carry 60 marks each. In internal assessment assignment 1 and assignment 2 shall carry the weightage of 20 marks respectively.

As the assignment is integral part of your internal assessment, it is compulsory to attempt the assignment. Therefore, plan well for the attempt of your assignments. Before attempting the assignment, please read **IMPORTANT INSTRUCTIONS** and all questions carefully and then arrange your answers in a rational sequence.

For case study type questions-answer, start writing case analysis with Introduction to the case. Introduction must clearly tell your interpretation about the case. After giving introduction, attempt the questions pertaining to the case study. The answers to the questions of case study should explain your view points about the problem in hand.

Dear student, please note following points regarding attempt of assignments:

- Assignments should be submitted in your own handwriting.
- Use A4 size plain papers for assignments.
- Carefully follow the instructions and ensure that you have attempted all questions.
- Answers should be correct and neatly written.
- Submit assignment of each subject in a separate file.
- Each assignment should consist of a title page containing the details of the student and subject (Template of title page is attached as **ANNEXURE**. Take print out of that annexure on A4 size page and fill it in your handwriting for each subject.)

Instructions for students regarding Submission of Assignments:

- Before submitting the assignment, please retain one copy of your assignment with you and take receipt of the assignment from your study centre.
- Last date of submitting 2nd Assignment of all subjects is 30th April, 2015.
- Please tag a self addressed A4 size envelope with assignments of all subjects separately.

Work Hard and Perform Well!

PRINCIPLES AND PRACTICES OF MANAGEMENT

MBA-101

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and student has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION: A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. Explain the principles of good organization
2. Write a short note on span of control.
3. What is line organization? State its meaning, advantages and limitations.
4. Write a short note on delegation v/s decentralization of authority.
5. How is coordination different from cooperation ?
6. What are the levels of control. Explain.

SECTION: B

Part A

Attempt any two questions. Each question carries 8 marks.

1. Explain the importance of Controlling . State the characteristics of a good control system.
2. Explain the Process of business outsourcing and benchmarking ?
3. Explain the concept of Line and Staff conflict. State the measures to avoid line and staff conflict.

Part B

Attempt any two questions. Each question carries 8 marks.

1. Discuss the advantages and disadvantages of functional organisation.
2. State the various factors that effect decentralisation.
3. What is budgetary control? What are its benefits and limitations?

SECTION-C

Case Study

A company has four major divisions – production, personnel, finance and marketing. Each division is headed by divisional manager designated as general manager. Each general manager reports to managing director who, in turn, reports to the chief executive officer of the company. The company has spread its offices in different geographical areas- south, east, west and north. The managers of southern and eastern regions have further diversified their operations into consumer and industrial use of its products while the other two regions meet only industrial demand for their products.

Questions:

1. Draw the organisational chart of this company. What is the basis of preparing this chart?
2. What is the objective of organisation chart? State its merits and limitations.

(8 marks)

ORGANISATIONAL BEHAVIOUR

MBA-102

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION: A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. What is Group? Explain various types of groups?
2. Define conflict? Differentiate between functional and dysfunctional conflict?
3. Differentiate between Groups and Team?
4. What is Power? Explain the sources of power?
5. Elaborate in detail the concept of learning organization?
6. What is organisational culture? Elaborate different types of organisational culture?

SECTION : B

Part A

Attempt any two questions. Each question carries 8 marks.

1. Explain the stages of group formation and also discuss theories of group formation.
2. Discuss in detail the process of decision making. What are the techniques of Group Decision making?
3. Elaborate the process of conflict and discuss the strategies of conflict management?

Part B

Attempt any two questions. Each question carries 8 marks.

1. What is stress? What are the various sources of stress? Suggest remedies to overcome stress?
2. Define the concept of organisational change? Elaborate the reasons of resistance to change?
3. How is organisational culture formed? How do employees learn organisational culture?

SECTION-C

Case Study

Mr. Rao is an electronic engineer having worked for 20 years in the Middle East and returned home town. He is 51 years old.

Now he is the manager of product development laboratory in a well known production cum training center. Six engineers report to him. Right now the lab is developing some automatic test equipment for a leading auto electric equipment manufacturer. During the previous financial year the lab achieved only 50% of the targeted production.

Mr. Rao is perceived as a highly egoistic and egocentric personality. He thinks that he is right and all others are wrong and that only his department is the most competent and hard working unit.

When the previous GM resigned abruptly, Rao was expecting to be inducted into the slot. But due to Rao's unpredictable behavior, he was not considered and a retired wing, commander was appointed instead. Rao felt let down by the management.

Once Rao needed the services of a few trainees for his lab. He called the trainees directly without going through the proper channel. The concerned staff complained to the wing commander who promptly ordered the trainees to be called back. This angered Mr. Rao, who came briskly and barged into the chambers of the ex-armyman, without even knocking on the door, and started shouting at the top of his voice. The people there pacified Rao and physically took him out of the room. Later they told the WG. Commander that everybody had accepted these tantrums of Mr. Rao and nobody took them seriously.

Questions:

1. "Through their action and deeds, senior executives established norms that filter down". Discuss the implications of this statement vis-a-vis Mr. Rao's behavior.

2. What type of culture gets established by a department head like Mr. Rao? What is the impact of the sub-culture of the development lab on the organisational culture.

(8 marks)

ACCOUNTING FOR MANAGEMENT

MBA-103

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION: A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. Meaning of Zero Base Budgeting.
2. Relevance of Make or Buy Decisions in Marginal Costing.
3. Benefits of Standard Costing.
4. Concept of Target Costing.
5. Concept of Kaizen Costing.
6. A company has annual fixed costs of Rs.14,00,000. In 2014, sales amounted to Rs.60,00,000 as compared with Rs.45,00,000 in 2013 and profits in 2014 was Rs.4,20,000 higher than in 2013. You are required to compute at what level of sales does the company break even.

SECTION: B

Part A

Attempt any two questions. Each question carries 8 marks.

- 1 What is Cost Accounting? Discuss its objectives and limitations.
- 2 What is Budgetary Control? State its main objectives. Discuss briefly some problems encountered in operating budgetary control?
- 3 From the following data, calculate various labour variances:

20 semi skilled workers @ 75 paise per hour for 50 hours

10 skilled workers @Rs.1.25 per hour for 50 hours

The actual labour force employed for producing A is:

22 semi skilled workers @ 80 paise per hour for 50 hours

8 skilled workers @Rs.1.20 per hour for 50 hours

Part B

Attempt any two questions. Each question carries 8 marks.

4. What is Price Level Accounting? State the various advantages and disadvantages of Price Level Accounting.
5. Write a descriptive essay on Life Cycle Costing.
6. Write a detailed note on the working of Tally Software Package in accounting.

SECTION-C

Case Study:

A company budgets to make 1,00,000 units of Product P. Variable Cost per unit is Rs.10. Fixed Costs are Rs.6,00,000.

The Finance Director has suggested that the cost plus approach should be used with a profit mark up of 25%.

However, the Marketing Director disagreed and has supplied the following information:

Price Per Unit(Rs.) Demand(in units)

18	84,000
20	76,000
22	70,000
24	64,000
26	54,000

As Management Accountant of the company, You are required to analyse the above proposal in detail and give your comment.

QUANTITATIVE TECHNIQUES

MBA-104

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 mar

SECTION: A

1. Define Correlation coefficient. Explain different characteristics of correlation coefficient.
2. Explain the significance of Regression Analysis. How is different from correlation analysis.
3. Briefly explain Time Reversal Test and Factor Reversal Test.
4. Define Time Series. Explain diagrammatically different components of Time Series.
5. Explain the law of multiplication when events are dependent and are independent.
6. Explain with example discrete and continuous distributions

SECTION : B

Part A

1. What do you mean by Least Square Method of estimating regression Coefficient? Explain different properties of Regression Coefficient.
2. A Statistics student asked seven economics students to report their grades in the Mathematics and Economics Course. The results (where 1=F,2=D,3=C,4=B and 5=A) are shown in table:

Mathematics	4	2	5	4	2	2	1
Economics	5	2	3	5	3	3	2

Compute the Spearman rank Correlation Coefficient.

3. For the following data determine the equation of Regression Line to Predict Y from X:

X	53	47	41	50	58	62	45	60
Y	5	5	7	4	10	12	3	11

Part B

1. What advantages does exponential smoothing have over moving average as a forecasting tool?

2. To the following data fit a linear trend by least square method. Also find demand for the year 1982:

Year	1975	1976	1977	1978	1979	1980	1984	1985
Demand	10	12	15	20	30	40	70	75

3. Following is the Distribution of Fans in different houses:

Number of Fans	Number of Houses
0	10
1	15
2	25
3	40
4	10
5	5
Total	105

A house is selected at Random. What is the probability that:

a) It will have 2 Fans b) It will have 3 or less Than 3 Fans c) It will have more than 4 Fans

SECTION-C

Case Study

Calculate Laspeyre's , Pasche's , Fisher's and Bowley's Index Number. Apply Time Reversal Test and Factor Reversal Test on these and interpret Results

Items	P0	Q0	P1	Q1
A	10	4	12	6
B	15	6	20	4
C	2	5	5	3
D	4	4	4	4

(8 Marks)

MANAGERIAL ECONOMICS

MBA-105

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION: A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. Explain the Concept of Opportunity Cost with some example.
2. Why is short run average cost curve is U-Shaped
3. 5. Give the features of Monopolistic Competition.
4. 6. Discuss the various objectives associated with a firm.
5. Differentiate between GNP and GDP.
6. What is Investment Multiplier?

SECTION: B

Part A

1. Distinguish between Fixed and Variable Costs. Explain various short run cost curves with the help of a diagram.
2. What is price discrimination under monopoly? How is equilibrium price determined in the long run under Monopoly?
3. What do you mean by coalition in the behavioural theory of the firm? Compare and contrast the behavioural theory with the traditional theory of the Firm.

Part B

1. Define National Income. State the different methods of measuring National Income.
2. Compare and contrast the classical and Keynesian theory of employment.
3. What do you mean by Trade Cycles? Discuss the various phases of business cycle and its causes.

SECTION-C

Case Study

Walk down the streets of Delhi (or for that matter any big city), one will come across number of food joints, starting the local 'dhaba' to one time favourite of the Delhites 'Nirula's to the KFCs and Mc Donald's. The fast food industry has a sizable number of new entrants and the trend seems to continue. An obvious reason for such industrial growth seems to be the 'cosmopolitan' taste pattern developed by us. An average Indian 5-10 years back would imagine Masala Dosa or Burger to be a fast food. We have come a long way from those days. Today's Indians, and by that we do not mean only the X-generation, but, school children, middle aged executives, grandfathers and housewives, all are fond of fast food. In fact, fast food is too general a term. Today, one has to specify, whether he wants a 'fish-o-fillet' burger from Mc Donald's or Pizza' from the Pizza Hut or the special KFC fried chicken, the list of various types of fast food just goes on. Technically speaking, it is the same chicken, which will be simply roasted with the standard Indian marination in a road side tandoor, while in KFC outlet, the chicken will be fried in the famous KFC batter, and served with finger chips, coleslaw and the coke. You feel you have been transported to the country of Uncle Sam. There lies the difference. For the consumer, it is a different product. The product differentiated in a number of ways starting from the way you present, the ambience of the eating joint to the location and duration of working hours. The shop owners harp on this factor and bolster their sales based on this 'product differentiation' in their advertisements. After all a Mcchicken burger, with its declared content, rendered by well dressed smart boys and girls in the posh market place is not the same as a simple chicken burger, kept in the hot case of a local shop. Product differentiation is costly. Developing a new variety of cheese to be used on your pizza and to suit the Indian taste requires some laboratory research, market research and aggressive sales effort. Opening another Mc Donald's joint in another busy market place- all these are costly affair, but this differentiation brings in additional revenue. Anew chicken burger with lesser calorie content than an average burger will attract the young girls. A KFC outlet with a special floor filled with balls and balloons will be a child's delight. Since this is an industry, where anybody with a decent budget can enter, it almost becomes an obligation for the existing ones to have a continuous product innovation and differentiation to continue in business, in the long term.

Question

- a) Describe how you will justify that the above example is describing monopolistic competition. Can you draw a parallel example for another product?
- b) What are the marketing strategies followed under monopolistic competition?

(8 marks)

MBA106

BUSINESS COMMUNICATION

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION-A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. Discuss some of the commonly used evaluation parameters for GD.
2. Distinguish between a recommendation letter and a persuasive letter.
3. Define agenda and minutes of a meeting. Substantiate your answer with appropriate illustration.
4. How will you handle one of the most frequently asked questions, "Please tell us something about yourself."?
5. Discuss briefly the principle of courteous and considerate in effective written communication.
6. Write a short note on the significance of business etiquettes in successful functioning of a business organization.

SECTION: B

Part A

Attempt any two questions. Each question carries 8 marks.

4. Suppose you are the GM (Sales) of a garment manufacturing unit. Write a sales letter for promoting sales.
5. Assuming yourself to be the Head, Software Operations, prepare an appreciation letter for Ms. Shalini Taneja who is working in your company as a Software Engineer. Ms. Shalini has made significant contribution in the execution of an important software project with your company. Coin all the necessary details.

3. Draft an application along with a resume in response to the following advertisement in 'The Times of India' dated April 15, 2015.

Applications are invited for the post of a Sales Manager. Should be well qualified for the post, with fluency in English and Hindi. Candidate with experience in the line would be preferred. Apply within 15 days to the General Manager, Hindustan Unilever Ltd, Gurgaon.

Part B

Attempt any two questions. Each question carries 8 marks.

7. In recent months, your company staff has not been punctual in reporting for work. Your General Manager has taken note of this worrying trend. In the capacity of HR executive, write a memo to your company staff ensuring that your message is clear, concise, courteous and complete. Develop all necessary details.
8. The recently formed Board of your college on Academic discipline has been made responsible for reviewing all cases of suspected academic dishonesty by college students or in college courses. Now, you being a key member of this board, have to write a report in about 2,000 words to be submitted to the Principle of the college detailing the dishonesty cases and steps taken by the board.
9. What are the various strategies for making a presentation more effective? Support your answer with appropriate examples.

SECTION-C

Case Study

(8 marks)

The batch of new employees has come on board from different campuses. Lakshmi has just received 4 of them recently. They are not only from different colleges but are also from different parts of India. Lakshmi had been on Campuses for recruitment herself. She has realized that there are many students who were really good at academics but could not converse very well.

Lakshmi had prepared herself to receive such people and prepared as well to groom them. One of the four people has been conversing in English which is grammatically incorrect, he even structures his sentences differently and it's difficult to understand him.

Lakshmi has been training that person for a fairly long time. Venkat is a bright boy and Lakshmi really wants to make sure that they all are successful including Venkat. She has been very patient with them. She finds it very difficult to understand them not only when they communicate verbally but also finds it difficult to understand them when they communicate

through e-mail. She has been motivating Venkat in particular since he does not come across as a very confident person. He always walks as if someone is looking at him. Whenever he talks to someone, he never looks at them in their eyes. His eyes are either set out to look for something outside the window or he looks down at his palms and rubs them. She knows that this is the way he has been since the time she knew him.

After spending close to seven months in the organization, he walks up to her and wants to avail a Flexible Holiday (FH) on a Monday. He goes back and sends her a request in an email and then applies through the leave system immediately. She looks at both the emails but does not respond thinking she has already given him verbal approval. The organization's Leave System does not ask for Supervisor's explicit approval.

On the previous Thursday, he sends an email stating that on Monday he is on leave. The mail is quoted below.

"Respected Madam: I have applied for leave. I need to book my ticket. You better approve my request else I will have to leave."

Lakshmi ignores the mail since she has already given him her verbal approval. Moreover, the system does not ask for explicit approval from supervisor either. Venkat does not get a reply from Lakshmi. In absolute desperation, he walks up to Lakshmi and reminds her. Without looking at the mail, on her way to a meeting, she informs him again verbally that it is okay to proceed. She forgets about it but in the evening when she returns to her desk from a very chaotic meeting, she finds a reminder from Venkat. She opens it to see the same mail forwarded to her with a reminder written in bold on top.

This time, she reads the original mail and after reading it, gets angry. She asks Venkat to come and meet her. Venkat is hesitant but he drops by. She asks him for an explanation for such a rude mail structure. Venkat explains in a very nice tone and volume that he wants to communicate the urgency and nothing else. She at once realizes her goof up in understanding the tone. Lakshmi explains to him the real meaning and tells him to start paying attention to such things. She also immediately calls the training person and requests her to send him for an external program.

Discussion Questions

1. What could one learn from a situation such as the one described above?
2. How would you have dealt with such a scenario?
3. Discuss what Venkat's body language suggest. Why should he change it?

INFORMATION TECHNOLOGY FOR MANAGEMENT

MBA-107

IMPORTANT INSTRUCTIONS:

1. SECTION-A contains 6 questions carrying 5 marks each and students has to attempt any 4 questions.
2. SECTION-B consists of 2 Subsections. Each Subsection contains three questions, each carrying 8 marks. Student has to attempt any 2 questions from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying 8 marks.

SECTION: A

Attempt any 4 questions out of the following. Each question carries 5 marks.

1. List various features of MS-Word.
2. List various advantages of database management system.
3. List various features of MS-Excel.
4. What are important features of presenting graphics software.
5. What is table in MS-Access? How can we add table in MS-Access?
6. What are functions in MS-Excel. Explain in detail any one function.

SECTION: B

Part A

Attempt any two questions. Each question carries 8 marks.

1. What are reports? Explain creating and printing of reports.
2. What is query? Explain joining of tables using queries.
3. write steps to add charts or graphs in MS-Excel.

Part B

Attempt any two questions. Each question carries 8 marks.

1. List various advantages of MS-Excel.
2. Write steps to perform mail merge in MS-Word.
3. List various features we can use while applying page setup in word.

SECTION-C

Case Study

Manager of a store was burdened with managing the record of the employees on register. After every month he has to manually calculate the attendance record and then compute the salary of each employee. Also change in record of any employee was difficult for him to manage. Lots of cutting was done of the register.

Suggest a computing solution to the problem of the manager and also draw the blueprint for the same.

(8 marks)

ANNEXURE

Title Page of Assignment

1	Name of the Student	
2	Registration Number	
3	Assignment Number (1/2)	
4	Subject Name	
5	Subject Code	
6	Date of Submission	

Signature of Student

Signature of Coordinator

FOR OFFICE USE

Total Marks obtained: _____

Evaluated by: _____

(Signature of evaluator)