

**Course Code: CO2 11**  
**Title: CONTEMPORARY MANAGEMENT CONCEPTS AND THOUGHT**  
**Code: CO2 11 /SDE-A/2021**  
**Assignment Coverage: All Modules**  
**Maximum Marks: 15**

**(NB: Use only blue ink pen for preparing assignment and case analysis)**

**Attempt any three questions. Give answers to each question in not less than 5 pages.**

1. Elucidate Vroom's expectancy theory.
2. Discuss the managerial application of motivational theories
3. Discuss the trends in modern marketing.
4. Explain the scope of finance functions in modern financial management.
5. List out different approaches of Leadership.

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**Case Study Coverage: All Modules**  
**Maximum Marks: 10**

**Attempt both the cases in not less than 10 pages.**

Q1. Philips is a diverse organization, with over 30 nationalities working in different regions. As such, employees are encouraged to be "global" citizens, each with a high degree of cultural agility. "Staff members need to be able to understand, appreciate and manage cultural differences, and be flexible enough to adapt to them," says Gill. To facilitate this, they are teamed up with colleagues from other markets and cultures to maximise effectiveness and results. Local teams have been established in each market to effectively understand and represent the regional diversity as every country is growing at its own place and people are at different stages of development, Gill explains. "We encourage cross-fertilisation of ideas and exposure for our staff members across markets to provide learning opportunities that will not only build organizational capabilities, but also develop individual competencies and skills. The organization provides lots of opportunities for movement across markets, from short-term assignments to fully-fledged expatriate projects.

Gill takes it upon herself to personally meet with people around the region to ensure an open channel of communication herself and everyone linked to Philips. “I am most energised when I am out in the markets talking to our teams, partners and stakeholders,” she says. “In fact, I probably spend more than 70% of my time out in the region.” Talent can enter the company via several routes depending on the candidate’s experience, maturity and specific area of competency. This enables Philips to build diversity throughout the company, which is a great asset in building a winning culture, says Gill.

The majority of the company’s talent comes from Asia, with good reason she says, “Local people know their markets and culture best.” The company also believes in offering its talents the opportunity to learn, develop and grow via an international career, either in this region or elsewhere. Philips has posted employees from its Asia- Pacific operations to China, the US, Holland, and Latin America.

Questions:

1. On the basis of the above case discuss the role of organization in managing across cultures.
2. What are the implications of diverse work force on the organizational culture?

Q2. Kallasvo, who had been with Nokia since 1980 in various functions such as CFO and Executive Vice President and GM of mobile phones, replaced Jorma Ollila as CEO in 2006. Although a more integrative company was to be created to develop integrated software, hardware, and applications for the advanced smart phone, the keen entrepreneurial spirit for which Nokia had long been known, strongly prevailed and the key business units continued to compete for resources to develop products that would address various market needs. Kallasvo now sees that the company did not pay sufficient attention to the emotional undercurrents caused by internal competition for resources to develop a vast array of phone models for various market segments worldwide. Optimising the interests of one department, when repeated across many different departments, inadvertently hurt the overall welfare of the company. The problem of Nokia, after all seems frustratingly similar to those of many large companies such as Microsoft or Sony who could not develop high quality innovative products fast enough to match their rising competitors. As the companies grew larger and richer, each department became its own

kingdom, each executive a little emperor, and people were more concerned about their status and internal promotion than cooperating actively with other departments to produce innovative products rapidly.

Nokia lost the smart phone battle despite having half of the global market share in 2007. Some argue that it was due to software issues, others that it was complacency. It is argued that collective emotions within the company were a big part of the story. Leaders who are able to identify and manage patterns of emotions in a collective manner are better able to make their ambitious strategies a reality. Our argument centres around the idea that the emotions felt by a large number of people within an organization can determine the success of strategy implementation even when these feelings go unexpressed.

Nokia senior management had their own fears which came from what other companies like Apple and Google were planning to do disrupt other industries and they most certainly felt the pressure from shareholders to grow their quarterly earnings and sales revenues. Even though the top managers sometimes acknowledged the threats publicity, fear of losing internal momentum and external sales in the short term prompted them to emphasize the quality of Nokia's products and internal developments and thus, downplay somewhat, at least in relative terms, the competitive threats to larger internal and external audiences.

1. How the ambitions of managers could turn into successful business strategy?
2. What are the causes of the market failure of Nokia?

Course Code: CO2 12  
Title: **MANAGEMENT INFORMATION SYSTEM**  
Code: **CO2 12 /SDE-A/2021**  
Assignment Coverage: **All Modules**  
Maximum Marks: **15**

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**Attempt any five questions. Give answers to each question in not less than 3 pages.**

1. Discuss System Development Life Cycle
2. What is Accounting Information system?
3. What is information system? What activities does it perform? List and describe the organizational, management and technology dimension of information system.
4. Briefly discuss the various stages in System Development Process.
5. Explain the operating elements of MIS in an organization.
6. Write a note on Expert System.
7. Discuss how information reduces uncertainty in decision making.
8. Explain the evolution of MIS.

Course Code: CO2 12  
Title: **MANAGEMENT INFORMATION SYSTEM**  
Code: **CO2 12 /SDE-A/2021**  
Case study Coverage: **All Modules**  
Maximum Marks: **15**

**Attempt the following2 cases in not less than 10 pages.**

1. The Sun Ltd is a newly established company and the owner is looking for an efficient method of collecting, storing, and manipulating data. The company offers a variety of pet supplies and is initially a retailer that is currently selling products only online. As the company grows, it plans to include physical retail locations to add services to the company's offerings. As a startup business, the Sun Ltd. needs to implement a database management system to allow the collection and sharing of business data among the employees; thus, the database management system should allow for multiple users. The company is currently gathering information about database management systems and seeking a contractor to create and implement the system. Business data will be organized in a logical manner and will be retrieved using a client-server network.  
In your analysis provide the company with information on database management systems and a recommendation from a contractor's perspective. Information which you provide to the company should include the following:
  1. A definition of a database management system (DBMS) and discuss the purpose(s) in business.
  2. Introduce the business scenario to analyze and discuss the benefits of implementing a database management system.
  3. Describe what business data the company would benefit from collecting and manipulating.
  4. Explain how a company uses a database management system to manage data collection, manipulate data and realize benefits from usage of a database management system.
  5. Discuss the components of a DBMS and the process of developing a DBMS for implementation.

2. The Enlecon Limited is a twenty year old company operating in the area of manufacturing of the Standard Engineering Goods, Consultancy, and Lease Financing .The turnover of the company comes to more than Rs 1000 crores .The different functional segments of the company includes:

**The Enlecon Manufacturing Division (EMD)**

The company started the business with the manufacturing and selling of consumer durables such as fans, refrigerators, ovens, washing machines etc. The Enlecon adopts the strategy of ‘production of quality goods backed by an excellent after sales service’. The Industrial Engineering Department carries out continues studies to improve the productivity of the assembly lines. Each product has standard Bill of Material (BOM), which is used for material planning .The Enlecon has Material Requirement Planning System, which helps to plan and control the raw material, parts and components for a smooth production of these products.

**Enlecon Consultancy Division (ECD)**

The Enlecon Consultancy Division provides consultancy in the high tech field in the areas of Engineering, Electronics, Communication, and Chemicals. Being in the consultancy ,the Enlecon Consultancy Division has to keep itself abreast in the state of the art so that the best consultancy is given to the client .Based on the group’s advise the Enlecon Consultancy Division created a new Consultancy cell ‘ Energy Options and Management’ for the nineties. The Enlecon consultancy division largely relies on the knowledge of the consultant and ensures that it is to update. Besides, it provides the auxiliary supports through a computer, a library and a team of associates. It also encourages the interdisciplinary exchanges among the specialist group. The Enlecon Consultancy Division, generally, is involved in the selection of business prospects and problem solving. A good managerial information system would add to the present strength of the organisation.

**Enlecon Leasing Division (ELD)**

The leasing and hire purchase business of Enlecon Limited amounts to Rs.27 millions. The company achieved this business within five years. The government encourages this business under the policy of modernization, technology up gradation and the need for the growth of infrastructure. The leasing business mainly concentrates on plant and machinery and modern equipment such as computer, systems and instrumentation. In the hire purchase division, it concentrates on consumer durables.

1. Discuss the approach you would take for developing the MIS in the three divisions of Enlecon Limited. Why is the approach different in each case compared to the other two divisions?
2. Identify, in each division, the critical areas of concern, and recommend the system for each of them to manage efficiently.
3. Classify the systems suggested by you in the following classes:
  - (a) Knowledge based for Strategic management.
  - (b) Operations management of divisions business.
  - (c) Decision support systems.

**Course Code: CO2 13**  
**Title: RESEARCH METHODOLOGY**  
**Code: CO2 13 /SDE-A/2021**  
**Assignment Coverage: All Modules**  
**Maximum Marks: 15**

**Attempt any three questions. Give answers to each question in not less than five pages.**

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1. Explain Type-I and Type II Errors.
2. What is research design and what are the qualities of a good research design?
3. Explain APA and MLA format in writing references and bibliography.
4. What is a hypothesis and how will you formulate and test a hypothesis?
5. Differentiate between Probability and non-probability sampling techniques.
6. What is Social Research? What are its objectives and uses?

**Course Code: CO2 13**  
**Title: RESEARCH METHODOLOGY**  
**Code: CO2 13 /SDE-A/2021**  
**Case Study Coverage: All Modules**  
**Maximum Marks: 10**

**Attempt the following case analysis in not less than 10 pages.**

1. The diet drink manufacturer in the study finds that young women are more health conscious and are looking for low calorie options. Thus, any communication or advertisement for the product has to emphasise the health aspect. The purchase probability is also influenced by their education level and the nature of profession. Other factors such as available brand, celebrity endorsement and dietician's recommendations also have an impact on them.

- a) Identify the research problem and frame the objectives of the study.
- b) Identify and classify the variables under the study.
- c) Prepare a questionnaire to collect the primary data.

2. A publishing company is planning to introduce a new magazine for children between 10 to 15 years of age. As a marketing researcher, you are approached by the company to prepare a detailed proposal indicating research problem, objectives, methodology and design, sampling procedure, variables used and data collection methods.

**Course Code: CO214**

**Title: PLANNING AND DEVELOPMENT ADMINISTRATION**

**Code: CO2 11 /SDE-A/2021**

**Assignment Coverage: All Modules**

**Maximum Marks: 15**

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**Attempt any three topics each in not less than 5 pages**

1. List out various countries which follow different types of economy
2. Explain the importance of PPP model.
3. Discuss the key characteristics of Fiscal policy.
4. Discuss the Programs of LSG in poverty eradication and employment generation.
5. Prepare a note on central state relationship.

**Course Code: CO214**

**Title: PLANNING AND DEVELOPMENT ADMINISTRATION**

**Case analysis Code: CO2 14 /SDE-A/2021**

**Coverage: All Modules**

**Maximum Marks: 10**

**Attempt both the cases, each in not less than 5 pages**

1. Mr.X is a private sector contractor who undertakes construction work. He now makes a contract with public sector for the construction of a bridge. The agreement stated that he will finance, design and build the bridge and the infrastructure has to be provided by the other. Further he will operate it for a period of 10 years, after which the facility is handed back to the public sector. Identify the nature and extend of PPP operating here and explain its different forms.
2. Indian economic development may be identified from the growth of national income and per capita income. National income paves light to the scenario of Indian economy's positive movement. It acts as an indicator for the changing standard of living of the people. National income includes the aggregate income of all the people and it also has an impact on savings and investment. From the above perspectives help Miss. Arya, a research student to understand the importance and methods of measuring national income.

**Course Code: CO2 15**  
**Title: ADVANCED CORPORATE ACCOUNTING**  
**Code: CO2 15 /SDE-A/2021**  
**Assignment Coverage: All Modules**  
**Maximum Marks: 15**

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(Answer **any three** questions in not less than 5 pages. Each question carries 5 marks each)

1. Write a note on Deficiency/ Surplus accounts.
2. How capital profit and Revenue profit treat in consolidated financial statements?
3. Explain the different methods of valuation of Goodwill and shares with suitable examples.
4. What is insurance claim? What are the types of insurance claims? Explain briefly the steps in computation of claims.
5. State the features, need, importance and objectives of Investment account.

**Course Code: CO2 15**  
**Title: ADVANCED CORPORATE ACCOUNTING**  
**Code: CO2 15 /SDE-A/2021**  
**Assignment Coverage: All Modules**  
**Maximum Marks: 10**

(Answer the following cases, each in not less than 5 pages. Each question carries 5 marks)

1. The Summarized Balance Sheet of Honey and Moon Ltd, as on 31.12.2016 were as follows.

<b>Liabilities</b>	<b>Honey</b>	<b>Moon</b>	<b>ASSTS</b>	<b>Honey</b>	<b>Moon</b>
Capital: Share of 100 each	2,50,000	1,00,000	Plant	1,20,000	54,700
Capital Reserve	-	60,000	Premises	75,000	90,000
General Reserve	1,20,000	-	Investment in Moon's Ltd.	1,70,000	-
Profit & Loss a/c	28,600	18,000	Stock	70,000	18,000
Bank Overdraft	50,000		Debtors	21,000	20,000
B/P (Including Rs. 1,500/- to Honey)	-	4,200	Amount Owing by Moon Ltd. Bank	1000	-
Creditors	23,550	-	B/R (Including Rs. 1,500/- from Moon Ltd.)	7,250	4,000
Creditors: Honey Ltd.	-	500		7,900	-
Others	-	4,000			
<b>Total</b>	<b>4,72,150</b>	<b>1,86,700</b>	<b>Total</b>	<b>4,72,150</b>	<b>1,86,700</b>

Honey Ltd. Acquired 800 equity shares in Moon Ltd. on 1<sup>st</sup> April, 2016. Prepare consolidated balance Sheet as on December 31<sup>st</sup>, 2016.

- a) Sundry Creditors of Honey Ltd. Include Rs. 6,000/- due to Moon Ltd.
- b) Premises of Moon Ltd are undervalued by Rs. 10,000/- and its Plant overvalued by Rs. 5,000/- Advise the directors how to deal the situation and the after effect of this situation.



c) A cheque for Rs. 500/- sent to Honey Ltd. by Moon Ltd. On 3<sup>0th</sup> December, 2016 was not received by the former until January<sup>3rd</sup>, 2017.

**2.** How will you treat the following while preparing Consolidated Balance Sheet?

- a) Pre acquisition and Post acquisition Profit
- b) Unrealized Profit
- c) Mutual Owings
- d) Contingent Liabilities.
- e) Revaluation of Assets and Liabilities

**3.** Liquidation and the perpetual succession of company.

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