

**UNIVERSITY OF KERALA  
SCHOOL OF DISTANCE EDUCATION  
MBA ASSIGNMENT QUESTIONS  
I SEM (2013 BATCH) & III SEM (2011 BATCH)**

**INSTRUCTIONS TO STUDENTS DIRECTLY ENROLLED TO SDE:**

- 1. Assignments should be written in own hand writing and submit the same on or before 25-6-2014 to the Coordinator, MBA –SDE programme, SDE, University of Kerala, Palayam campus.**
- 2. Each assignment should be written in about 15 pages and the problems needs to be solved.**
- 3. Each subject assignments will be evaluated for 15 marks**

**I SEM (2013 BATCH)**

**MBAD 101 Principles of Management**

1. Management is a combination of science as well as art. Discuss?
2. Explain the various roles of the manager with the help of Mintzberg model of managerial roles.
3. Managers cannot be rational decision-makers in real-life situations. Discuss.
4. What is a matrix organisation? How is it different from a project organisation? Briefly explain the advantages of a matrix organisation.
5. Define ‘motivation’ and explain various motivation theories.

**MBAD 102 ACCOUNTING FOR MANAGERS**

1. Explain the concepts and conventions of Financial Accounting.
2. From the following balances, prepare Trading Account for the year ended 31-3-2011

Sales	Rs. 4,00,000	Carriage in	Rs. 2,000
Purchases	Rs. 1,50,000	Carriage out	Rs. 4,000
Wages	Rs. 10,000	Returns in	Rs. 5,000
Opening stock	Rs. 40,000	Returns out	Rs. 4,000
Salaries	Rs. 24,000	Bad debts	Rs. 2,000
Advertisement	Rs. 12,000	Depreciation	Rs. 10,000

Rent and rates Rs.2,400

Closing stock Rs. 50,000

3. Current ratio = 2.6 :1

Liquid ratio = 1.5 : 1

Current liabilities = Rs. 40,000

Calculate :

- a) Current Asset
  - b) Liquid Asset and
  - c) Inventory
4. Describe briefly any two methods of costing giving their scope and characteristics.
5. From the following data, calculate :
- a) P/V Ratio
  - b) Profit when sales are Rs.20,000 and
  - c) New break even point if setting price is reduced by 20%

Fixed expenses Rs. 4,000

Break Even Point Rs. 10,000

6. From the following balances, prepare Trading Profit and Los Account and Balance sheet as on 31-3-2011.

Debt Balances:

Purchases	Rs.50,000	Opening Stock	Rs.12,000
Debtors	Rs.20,000	Bad debts	Rs.1,000
Furniture	Rs.10,000	Drawings	Rs.4,000
Plant	Rs.40,000	Machinery	Rs.40,000
Goodwill	Rs.20,000	Loose tools	Rs.10,000
Bills Receivable	Rs.4,000	Credit Balances	
Sales Return	Rs.2,000	Creditors	Rs.10,000
Carriage	Rs.1,000	Bank loan	Rs.20,000
Salaries	Rs.12,000	Bills payable	Rs.2,000
Rent	Rs 6,000	Sales	Rs.90,000
Advertisement	Rs.1,000	Purchase Return	Rs.1,000
Wages	Rs. 2,000	Capital	Rs. 1,12,000

Adjustments:

- 1) Closing stock was value at Rs.30,000
- 2) Depreciate plant by 10%, Machinery by 5%
- 3) Wages outstanding Rs. 1,000
- 4) Provide Rs. 1,000 as bad debts and create 5% for doubtful debts.

## **MBAD 103 Quantitative methods for Management**

1. Two unbiased dice are thrown. Find the probability that the sum of the faces is  
i) not less than 10    ii) Equal to 10    iii) greater than 10    iv) less than 10
2. In a sample survey of 500 people in Kerala, 280 are tea drinkers and the rest are coffee drinkers. Can we assume that both coffee and tea are equally popular in this state at 1% level of significance.
3. In a sample study about the tea habit in two towns following data was observed in a sample of size 100 each.  
Town A: 51% persons were male, 31% were tea drinkers and 19% were male tea drinkers.  
Town B: 46% were male, 26% were tea drinkers and 17% were male tea drinkers.  
Use  $\chi^2$  to determine the association between sex and tea habits.
4. Briefly explain various sampling techniques used for statistical evaluation?
5. A factory manager wishes to buy machines for a certain operation in a production process, obtains one machine from each of the four companies making such machine and puts three men each of whom works one day on each of the four machines in a random order. The resulting units of production are given below.

### **Machines Workers**

**W1 W2 W3**

**M1** 62 63 64

**M2** 64 66 68

**M3** 67 67 70

**M4** 68 69 69

Discuss the significance of variance of production among the different types of machines and also among the workers.

## **MBAD 104 Business Environment**

1. What do mean by business cycle? Briefly explain its various stages?
2. Discuss the impact of hike in petroleum products in the Indian economy?
3. Explain the term's FDI and FII? Discuss the merits and demerits of FII?
4. Explain the impact of urbanisation on the economic growth of the nation.
5. Discuss the role of technological environment and its implication to business.

## **MBAD 105 Operations Management**

1. Explain briefly plant layout and its various types
2. Write short note on:
  - a. Gantt chart
  - b. Quality Circle
  - c. JIT
  - d. ABC Analysis
  - e. Poka yoke
3. Write short notes on a) six sigma b) TQM c) MRP-II
4. Using trial and error method find EOQ

No. of orders:

1	10	20	40	80	100
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Annual demand: 32000

Price per unit: Rs.20

Carrying cost: Re.1 per unit

Cost per order: Rs.50

5. Write a brief note on O.C Curve

## **MBAD 106 Organizational Behavior**

1. Explain briefly the various models of OB.

2. Write a note on Hawthorne experiments.
3. What is personality? What are its major determinants?
4. Write a brief note on the following
  - a) Emotional intelligence
  - b) TA
  - c) Stereo typing
  - d) QWL
  - e) Ego states
5. Define OD and various intervention techniques

### **MBAD 107 Managerial Economics**

1. What is kinked demand curve analysis? What purpose does it serve in economic analysis?
2. How will you define economies of scale? What are the sources of internal and external economies?
3. Define and distinguish between:
  - a) Arc elasticity and point elasticity
  - b) Price elasticity and cross elasticity
  - c) Income elasticity and price elasticity
4. Point out the difference between the following concepts of national income and also their relationship with each other.
  - a) GDP & GDP at factor cost
  - b) GNP & NNP
  - c) National income at market prices and national income at factor costs
  - d) Net national product and net personal income
  - e) Disposable income and personal income
5. Explain the term “Break even analysis” and discuss its usefulness. Calculate the break-even point from the following data:

Sales	:	550 units
Sales receipts	:	Rs 28875
Total fixed costs	:	Rs 16000

Total variable costs : Rs 11000

### **III SEM (2011 BATCH )**

#### **Laws for business**

1. Discuss the Fundamental Duties.
2. Discuss the essentials of a Valid Contract.
3. What are the different modes of winding up of a company? Discuss.
4. Discuss the provisions incorporated in Factories Act for the protection of welfare and safety of factory workers.
5. Distinguish between Cheque and Bill of Exchange

#### **CASE STUDY**

A factory is engaging the manufacture of readymade garments and earns profits for the last 10 years. Now it employs 600 employees, consisting of 520 women and 80 men employees. The factory wants to provide all the benefits and facilities to women employees in particular. You are appointed as a legal expert by the management of the factory. Advise the management of the factory about the provisions of the factories Act in with respect to the employment of women.

## **MANAGEMENT INFORMATION SYSTEM**

1. Define a system. Explain its components.
2. Explain the process of developing DSS.
3. Discuss the steps involved in system design.
4. How do you ensure quality with information system?
5. Explain the steps involved in the development of MIS.

### **CASE STUDY**

The Universal Food and Drinks Limited (UFDL) is a company, manufacturing different types of packaged foods and drinks. The product range consists of more than 50 items and 200 packaging units. The company's products are popular through out the country and the company is known for its quality products.

The UFDL has processing plants in the various parts of the country like Madhya Pradesh, Himachal Pradesh, Haryana, Jammu and Kashmir and Kerala. It has a wide network of distributors and dealers, who stock the UFDL products and deal with all types of customers. The company, through this network, reaches to over 50,000 retail points in the urban and the rural markets.

Some of the product of UFDL, are produced throughout the year and sold through this wide network. Some products are seasonal in production but are sold throughout the year. And some products are popular in certain seasons and not in demand at all in the other seasons.

In spite of the considerable strength in many aspects of business, the company has failed in the launching of new products. It was also not able to

meet the demand owing to the inadequate purchases of raw materials, the wastage of the raw material as the processing plant of the company was not available due to its maintenance schedule or it was scheduled for some other food processing operations.

The UFDL has its Marketing Division headed by a Manager-Marketing supported by the product manager for a group of products.

**Questions:**

1. Suggest the external sources of information for the top management to support their decision making, justifying its position in an MIS.
2. Suggest a MIS model showing sub systems and their relation. The model should show data bases, transaction processing system, decision support system and their interface to each other.

**ADVERTISING MANAGEMENT AND SALES PROMOTION**

1. Discuss the importance of Advertising in enhancing the market share.
2. Examine the five M's of Advertising.
3. Write a note on advertising design.
4. Examine the scope of sales promotion methods.
5. Critically examine the trend in sales promotion.

**CASE STUDY**

Eureka Forbes has forcefully used the concept of personal selling and more, recently the use of Euro clean by home maids in their advertising campaign. Identify what products require the extensive use of personal selling techniques rather than advertising and sales promotion in their promotional campaigns.

Develop an appropriate personal selling device.

**PRODUCT MANAGEMENT**



1. Examine the role of product manager in different industries.
2. Discuss the various product differentiation strategies.
3. What are the various stages of new product development? Discuss.
4. Discuss the various strategic issues in brand management.
5. Explain the term product management audit.

### **CASE STUDY**

Nike does not manufacture shoes and clothes. Rather, it has a network of sub contractors in China South Korea, Taiwan and Thailand who develop products. Nike spends time in R and D puts the inputs in to the manufacturing process of the sub contractors. Nike even allows its sub contractors to work for competitors. The lessons learned by the sub contractors while doing so ultimately benefits Nike. Nike has great flexibility in changing its product mix quickly to respond to the changing market. Other firms which depend on networking for their products are Harley, Benetton and part of Motorolas.

Networks have their own faults. They may become stale. The customisation they do may be counter productive. Innovation may suffer. Networks may make the firm resemble an old style vertically integrated firm. Networks function well if the core firm transfers technological advances quickly from one sub contractor to another. Networking may make the core firm complacent and bunkered. It may not remain open to new ideas. Resources are not relocated quickly. There should be a flexible relationship between the core firm and its network. A supplier in a network can avoid overdependence on the core firm by setting a limit on the assets a supplier should dedicate to the core firm.

Question:

Examine the pros and cons of networking.

### **PROJECT FINANCING**

1. Explain the contents of a project report.

2. Discuss the various sources of working capital financing.
3. What do you mean by capital budgeting? Explain the methods of evaluation of capital budgeting.
4. Discuss the methods of appraisal of international projects.
5. Explain the functions and importance of Bifr.
6. X Ltd. Is evaluating a project whose expected cash flows are as follows :

Year	Cash flow
0	(10 lakhs)
1	1lakh
2	2 lakhs
3	3 lakhs
4	6 lakhs
5	3 lakhs

- a) What is the NPV of the project, if the discount rate is 14 percent ?
- b) What is the NPV of the project, if the discount rate is 12 percent ?

### **INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

1. Discuss the impact of fiscal and monetary policy on investments.
2. Discuss briefly the different types of mutual funds.
3. Briefly explain Binomial Option Pricing Model.
4. Explain Economic and Industry analysis.
5. Discuss briefly portfolio performance evaluation.
6. A naive investor wants to analyse the capital structure of a company. He has the following information:

ABC Company

(Rs. In Million)

	2000	2005	2008
Long term debt (11%)	12.27	9.46	11.19

Preferred stock(10%)	0.13	0.13	0.12
Common stock(Par Rs 10)	0.01	0.14	12.6
Capital surplus	5067	6.35	6.19
Retained earnings	33.93	60.31	125.2
Dividend Paid	3.005	3.684	10.08

The present price of the share in Mumbai stock market is Rs.450.. There is a rumor in the market that the ABC Company may issue bonus shares shortly. The investor wants the answers for the following.

- a) Is there any ground for such rumor ?
- b) Is the capital structure sound ?
- c) Is it proper to purchase the shares ?

Analyse the given data and advise him.

### **HUMAN RESOURCE DEVELOPMENT**

1. State the scope and objectives of training.
2. Discuss the principles of learning.
3. Distinguish between on the job and off the training methods.
4. What are the principles of evaluation of training ? Discuss.
5. Identify and discuss the new ways of learning.
6. Read the following case and answer the questions.
7. INXS Technologies is a well known IT Company. Many of the company's clients were rapidly growing embedded solutions provider. Their solutions range from designing small micro-controller based systems and large real-time, multi-tasking software systems to developing broad support packages and device drivers.

The business challenge facing this client was that many implementation projects were late and over budget. A key driver for improving their project

management was that they had aggressive growth plans and the number of project as well as the complexity of them would be increasing significantly. In addition, the functional managers and the senior executives were not obtaining the performance reporting that they needed during each engagement for revenue planning.

At the same time as they were reevaluating their corporate strategic plans, they determined that they needed to assess their ability to deliver to the client, and to enhance the profitability of the project engagements. Key goals were to find an external partner that could assess the current competencies of the project managers and propose a training and development plan appropriate to the organisation's needs. Deliver a customised training programme for the project managers based upon the competencies assessment Conducted and based on the unique needs for their types of projects.

Questions:

1. Is a training programme necessary for project managers ?
2. Suggest a solution to improve deliver process.
3. Propose a training and development plan appropriate to organisational needs.

### **MANAGEMENT OF CHANGE AND ORGANISATION DEVELOPMENT**

1. State the significance and role of training and development.
2. Explain the global perspectives related to change.
3. What are the impacts of disciplinary measures on behaviour modification?
4. Discuss briefly the concept of organisation development.
5. Examine the pros and cons of transactional analysis.
6. Read the case carefully and answer the questions.
7. You are the General Manager of a large Company. After an extensive study of operations, You approved the installation of new machine and a new

scheduling system. This investment was expected to result in substantial increase in the productivity and decrease in manufacturing costs. To the surprise of everyone, the productivity has not decreased as expected. Infact, productivity has dropped, quality has fallen off and workers' complaints have increased after the installation of new machines.

The representatives of the machine suppliers have thoroughly checked the operations in plant and are satisfied that the plant should operate at Peak efficiency. You have reason to believe that new scheduling system may be the culprit. But your immediate subordinates in list that the new scheduling is operating as intended. Some believe that the drop in productivity is entirely due to workers' psychology. Other feels that lower productivity is caused by a combination of factors such as poor training, poor supervision, lack of financial incentives and poor morale.

Your president called you in the morning and reviewed your production figures for the last quarter. He is concerned about the effectiveness of yours and you should resolve this problem without further delay.

Questions:

- 1) What is the problem in this case ?
- 2) Do you agree with the General Manager's approach in introduction of change in the organisation? Give reasons for your answer.
- 3) As a General Manager, What steps will you take to resolve the problem

### **SYSTEM ANALYSIS AND DESIGN**

1. Explain in details about the types of information system.
2. Explain the phases of a System Development Life Cycle.
3. Explain Object Oriented Design methods.

4. Explain the stages of system development.
5. Explain logical and physical data design in detail.

### CASE STUDY

Carl Dekker, owner of Carls's Corvettes recently started computerizing his customer, sales and service record keeping. Appointment records contain the appointment no., date, customer name and automobile registration no. Every appointment has one or more task records. Each task records contain the following information.

Appointment No.	5 numeric digit
Mechanic	15 alpha numeric digit
Task code	4 NUMERIC DIGIT
Task description	20 alpha numeric digit
Standard task code	3 numeric digit

Assignment:

- a) Design a data entry screen for creating new customer records which include the following fields.

Customer name	40 char
Street Address	30 char
City	15 char
Pincode	6 numeric digit
Telephone No	10 numeric digit
- b) Design a data entry screen for adding a new task code record that contains a task code, task description and a standard time for each task.
- c) Design one data entry screen for adding a new appointment record and its associated task records. Assume a maximum 10 task per appointment.

### **SOFTWARE ENGINEERING**

1. Discuss the water fall model for S/W development.
2. Discuss the types of coupling and cohesion.
3. Discuss about the requirement phases of the SDLC.
4. Explain the techniques of Cost Estimation.
5. Discuss the S/W Quality and S/W quality management system.

### **CASE STUDY**

Sally's software shop buys S/W from various suppliers and sells it to the public.

Sally extends credit to institutions, corporations and some individuals. S/W shop is doing well, she has been advised to computerize. The question is accounts payable, accounts receivable and inventory should be computerized

Assignment:

- a) Draw the DFD.
- b) Decide what section to computerize and how?
- c) Determine the details of data flows
- d) Define the logic of the processes.