EXECUTIVE MBA PROGRAMME

II YEAR ASSIGNMENT QUESTION PAPERS 2008-2009

COMPULSORY PAPERS

201 – BUSINESS POLICY AND STRATEGIC MANAGEMENT

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. Explain the process of Strategic Management.

2. How do you carryout environmental analysis ? What are the techniques available for it ?

3. Explain different types of Strategies.

4. Distinguish between Mission and Objectives.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. What precautions are to be taken in implementation of Strategies ?

2. What is the role of human element in ensuring effective implementation of Strategy ?

3. Explain the process of Strategic evaluation and control.

4. Case Study :

A Very Intriguing Package :

It is not quite often that a positive product feature becomes an albatross around the neck of a company. VIP Industries had held sway for over two decades in the organized Indian luggage market on the basis of the durability of its moulded suitcases. Obviously, the customer perceives value-for-money in the long-lasting, reasonably priced. Alfa brand of VIP suitcases which sells 1.5 lakh pieces a month. But this means that having bought one suitcase the customer can do with it for several years. Market research by the company shows that an average Indian family pulls out the suitcase merely for outstation travel a few times a year. Hence, there is no pressing need for continual replacement of the old luggage.

The VIP products are made of virgin polymer as compound to the recycled grade I and II polymers used by the unorganized sector. They are subjected to stringent stress tests for quality control.

201 – BUSINESS POLICY AND STRATEGIC MANAGEMENT

VIP has a presence in a wide range of the market segments within a price spectrum of Rs. 295 to Rs. 6,000 a piece. It is here that the competition from the unorganized sector hurts the company most. VIP's economically-priced brand, Alfa is widely imitated and sold at much lower prices. This enables the unorganized sector to typically sell 20 times more than VIP can. The lower price threshold seems to be Rs. 225 which is nearly impossible for VIP to achieve given its cost structure. In the Rs. 1500 plus premium range, VIP has to contend with Samsonite which is a formidable competitor.

The obvious tactic for VIP has been to cut costs. Distribution and logistics is one area where valiant efforts have been made at cost reduction. VIP has four factories located in the heart of India. The average distribution costs come to Rs. 7 to Rs. 8 a piece. Reduction in cost has been attempted through distributed manufacturing by having vendors making the product at different locations, thereby, avoiding transportation of high-volume suitcases across long distances and reducing inventory build-up in the channel.

Severe pressure on sales has resulted in VIP Industries offering discounts and unwittingly entering into a disastrous price war. Promotion of a high visibility product suffered and advertising expenditure has been ruthlessly curtailed from the earlier Rs.11 crore to Rs.2 crore now. Its lead advertising agency is HTA. Action on the promotion front has seen reorganization of the brand portfolio. Incidentally, earlier its successful and popular Kal bhi Aaj bhi campaign served to reinforce its durability theme.

There are several roadblocks that the company has to negotiate. Increase in population, rising propensity of Indians to travel, and the insatiable thirst of customers for state-of-the-art technological products with newer designs and innovation, all at an affordable price are the opportunities and challenges before the company. Introduction of new brands, Mantra and Skybags, product range diversification to include children's bags and ladies' bags, strategic alliance with Europe's leading luggage-maker – Delsey are some of the steps taken by the company.

Yet, caught in its self spun web of past successes, VIP is today faced with an uncertain future.

Question :

How should the VIP Industries get out of the bind that it finds itself in ? Outline the contours of the marketing plans and policies that VIP needs to formulate and implement ?

202 – INTERNATIONAL BUSINESS

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. What do you mean by the term disequilibrium in Balance of Payments ? Also suggest the framework to correct the different kinds of disequilibrium in Balance of Payments.

2. Discuss in detail the importance of International Business in the context of the present global business environment.

3. Examine the arguments for and against Free Trade.

4. Outline the essence of various theories of International Trade.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. Define the concept of an exchange rate and also discuss the exchange rate determination under Balance of Payments.

2. Critically discuss the salient features of the India's EXIM policies at present.

3. Examine the need for international liquid reserves and state the problems that are faced by developing economies in this regard.

4. Evaluate the role of IMF and IBRD in promoting international liquid reserves.

203 – OPERATIONS RESEARCH

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. An individual wants to invest $ 1000. Available options allow doubling the amount invested with probability 0.6 or loosing all of it with probability 0.4. Investments are sold at the end of the year, and reinvestment in whole or part, starts again at the beginning of the following year. The process is repeated for three consecutive years. The objective is to maximize the probability of realizing $ 6000 at the end of the third year. Determine an optimum strategy.

2. Customers arrive at a one-window drive-in bank according to a poisson distribution with a mean of 10 per hour. The service time per customer is exponential with a mean of 5 minutes. There are 3 spaces in front of the window, including the car being served. Other arriving cars line up outside this 3-car space.

   a) What is the probability that an arriving car can enter one of the 3-car spaces ?
   b) How long is an arriving customer expected to wait before starting service?
   c) How many car spaces should be provided in front of the window so that an arriving car can find a space there at least 20% of the time ?

3. Solve the following game by linear programming problem.

$$
\text{A} \quad
\begin{matrix}
 & & \text{B} & \\
 & -1 & 1 & 1 \\
 & 2 & -2 & 2 \\
 & 3 & 3 & -3
\end{matrix}
$$

4. (i) What is meant by Monte Carlo method of simulation ? Discuss its uses.
   (ii) Explain the Time-cost trade off aspects in Network technique.

203 – OPERATIONS RESEARCH

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   Consider the problem

   Maximize $Z = X_1 + X_2$

   Subject to $2X_1 + X_2 \leq 6$

   $X_1 + 2X_2 \leq 6$

   $X_1, X_2 \geq 0$

   Obtain the optimal solution. Discuss the changes if the resource vector is replaced by $(9 \quad 10)^T$.

2.   Solve the following problem by the dual simplex algorithm.

   Minimise $Z = 4X_1 + 2X_2$

   Subject to $X_1 + X_2 = 1$

   $3X_1 - X_2 \geq 2$

   $X_1, X_2 \geq 0$

3.   Solve the following Transportation Problem :

		Destination			Availability
		A	B	C	
	1	5	1	8	12
Factory	2	2	4	0	14
	3	3	6	7	4
Requirement		9	10	11	

4.   Explain (i)   Non-linear Programming problem.
                (ii)   Goal Programming problem with suitable examples.

204 – MANAGEMENT DECISION SUPPORT SYSTEMS

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. Describe the major trends in technology.

2. Elucidate the phase in the system development life cycle.

3. Describe Prototyping.   Identify its Strengths and Weaknesses

4. How programmed decision systems are designed for computer based information systems ?

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. Explain the rational decision models.

2. Describe general procedure for constructing models and decision rules.

3. Explain the adaptive design approach to DSS development.

4. What is simulation ? What are its limitations and advantages /

MARKETING SPECIALISATION

A – 205 – CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1.   What is life style marketing ?   Explain how this concept is used by marketers with examples.

2.   Explain the buying process and behavioural patterns in organizations by taking an organization of your choice.

3.   Explain group influences on Consumer Behaviour.

4.   What is the impact of culture on buyer behaviour ?

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   Explain the critical factors involved in Research Design

2.   How do you undertake marketing research for studying the consumer perceptions on cooking oils ?

3.   What is Hypothesis ? How do you Test Hypothesis ?

4.   Design a Questionnaire for measuring attitudes of the consumers on various product benefits in relation to beauty creams.

A – 206 – SERVICES MARKETING AND CRM

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1.   Critically examine the Growth and Development of Services Sector in India.

2.   Do consumers behave differently in the case of services ? Discuss.

3.   Explain the Basic Service Package of a Tourism Product.

4.   Explain the application of GAP model of service quality to a passenger transport company.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   Critically examine the physical environment of a corporate Hospital.

2.   'Internal Marketing is the foundation for Interactive Marketing'. Discuss.

3.   'CRM and success of the company goes together'. Analyse.

4.   What is Service Recovery ? What are the strategies followed for service recovery ?

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SCHOOL OF DISTANCE EDUCATION
EXECUTIVE MBA PROGRAMME
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A – 207 – ADVERTISING AND BRAND MANAGEMENT

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1.   Explain the concept of IMC and how it is different to the traditional promotion mix.

2.   Discuss Economic, social and ethical aspects of Advertising taking Indian advertising as an example.

3.   What are media mix decisions ? How critical are they in the light of changing media options and technologies ?

4.   Design a creative strategy and a copy for a product of your choice.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   Analyse the growth and development of Advertising Agencies in India.

2.   Explain various issues relating to band equity measurement and management.

3.   How Brand personality is developed ? Explain with examples.

4.   How do you evaluate the effectiveness of advertising ? Analyse company strategy by taking one advertisement of your choice as an example.

A – 208 – SALES AND RETAIL MANAGEMENT

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1.   Explain the emerging trends in organized retailing in India.

2.   What is visual merchandising ? Examine VM strategies of a shopping mall nearer to you.

3.   'Supply chain management is critical for the success of retailing'. Discuss.

4.   Explain the elements of retail promotion mix.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   Selling is both 'Science and Art'. Discuss

2.   How the sale effort of a company can be controlled ?

3.   Explain sales forecasting methods and techniques.

4.   How do you evaluate salesmen performance ?

B – 205 – SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Assignment No. 1   4 x 5 = 20
Answer all Questions :

1.   What are the guidelines issued by SEBI in pricing and allotment of the new issue ?

2.   "Changes that occur in the interest rate and purchasing power affect the bond's return more than the stock's return". Discuss

3.   Explain the factors that have most significant effect on the industry's earnings.

4.   For the first four years Wipro company is assumed to grow at a rate of 10%. After four years the growth rate of dividend is assured to decline linearly to 3 per cent.   After 7 years, the firm is assumed to grow at a rate of 3 per cent infinitely. The next year the dividend is Rs.4, and the required rate of return is 12%. Find out the value of stock.

Assignment No. 2   4 x 5 = 20
Answer all Questions :

1.   How does efficient market hypothesis differ from the technical analysis? Explain.

2.   Define Markowitz Diversification. Explain the statistical method used by Markowitz to obtain the risk reducing benefit.

3.   A portfolio manager has got the following information about several stocks. He has to build a optimum portfolio of his client without short sales.

Security	Expected Return	β	σ^2_{ie}
A	22	1.0	35
B	20	2.5	30
C	14	1.5	25
D	18	1.0	80
E	16	0.8	20
F	12	1.2	10
G	19	1.6	25
H	17	2.0	30

The market index variance is 12 percent and the risk free rate of return is 7 percent

4.   State the reasons for the Treynor and Sharpe indices giving conflicting performance ranking.

Assignment No. 1   4 x 5 = 20

Answer all Questions :

1. Elucidate the problems of capital formation in underdeveloped countries.

2. What are Call Money Markets ? Explain.

3. Explain the role of IDBI in Financial System.

4. "Last decade has witnessed a tremendous growth of derivatives market world wide". Discuss the statement in the light of history of derivatives.

Assignment No. 2   4 x 5 = 20

Answer all Questions :

1. Define Derivatives. Explain the terms Forward Contract and Future Contract and state the use of Futures for Hedging.

2. What is Binomial Pricing Model ? What are the various assumptions of Binomial Pricing Model ? Also discuss one step Binomial Pricing Model.

3. Mr. Sekhar wants to earn by writing Call Option on Machine Corporation's Stock. The current price of the stock is Rs. 28 and Sekhar wants to write a 4 month call option with the striking price of Rs. 30. Sekhar wants to determine the appropriate premium to charge for the call option. The stock's standard derivation is 3. The riskless rate of interest is assumed to be 10 per cent. Determine the premium value.

4. Current market of

	X	Y
Option	14.12	8.62
Stock	Rs. 40	Rs. 40
Time of Expire	3 months	3 months
Risk Free Return	6% p.a.	6% p.a.
Exercise Price	Rs. 35	Rs.40
Expected Dividend	0	0
Standard Deviation of Stock returns	30%	30%

Calculate the option value for X & Y.

B – 207 – STRATEGIC FINANCIAL MANAGEMENT

Assignment No. 1   **4 x 5 = 20**
Answer all Questions :

1. What is Financial Planning ? Explain the strategy applied for Capital Structure.

2. 'Risk and Uncertainty are quire inherent in Capital Budgeting Decisions'. Comment.

3. Outline the various steps involved in Merger transaction.

4. A Ltd. Is considering takeover of B Ltd. and C Ltd. The financial data for the three components are as follows :

Particulars	A Ltd.	B Ltd.	C Ltd.
Equity share capital of Rs. 10 each (Rs. Millions)	450	180	90
Earnings (Rs. Millions)	90	18	18
Market Price of each Share (Rs.)	60	37	46

Calculate

(i)   Price Earnings Ratios
(ii) Earnings per share of A Ltd. after the acquisition of B Ltd. and C Ltd. separately.

Will you recommend the merge of either/both of the companies ? Justify your answer.

Assignment No. 2   **4 x 5 = 20**
Answer all Questions :

1. What financial considerations affect the decision relating to merger of corporate enterprises.

2. 'Takeover Strategy for expansion will be the craze approach in corporate world'. Comment.

3. What do you mean by Leveraged Buy-out (LBO) ? Explain the various categories of LBO.

4. XY Ltd. is run and managed by an efficient team that insists on reinvesting 60% of its earnings in projects that provide an ROE (Return of Equity) of 10%. Despite the fact that the firms captialisation rate (K) is 15%. The firm's current years earnings is Rs. 10 per share.

    At what price will the stock of XY Ltd. sell ? What is the present value of growth opportunities ? Why would such a firm be a takeover target ?

B – 208 – MANAGEMENT OF FINANCIAL SERVICES

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1.   Critically analyse the present position of the financial service sector in India and state the challenges it has to face in years to come.

2.   Elucidate the origin and growth of Merchant Banking activity in India.

3.   Explain the statutory provision and guidelines relating to underwriting.

4.   Discuss the term Venture capital and its growth in India.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1.   What do you mean by Leasing. Explain different types of lease with suitable examples.

2.   Explain the methodology followed by CRISIL in rating credit instruments.

3.   Define Factoring. Discuss in detail the various services rendered by factoring intermediaries.

4.   "Mutual Funds provide stability to share prices, safety to investors and resources to prospective entrepreneurs". Discuss.

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HRM SPECIALISATION

C – 205 – HUMAN RESOURCE PLANNING AND DEVELOPMENT

Assignment No. 1   4 x 5 = 20

Answer all Questions :

1. Discuss the different methods of forecasting demand for manpower at the macro level.

2. Discuss the role of HRD in Government and public enterprises.

3. What is HRD ? Why do organizations need HRD ? What are common HRD instruments used by organizations ?

4. Discuss the organizational development approach to industrial relations.

Assignment No. 2   4 x 5 = 20

Answer all Questions :

1. Discuss the various HRD strategies practiced in Indian organizations.

2. What is task analysis ? How does it help line management.

3. Discuss the different approaches to Human Resource Planning.

4. Discuss the concept of developmental supervision in HRD ? What are different styles of supervision ?

C – 206 – INDUSTRIAL RELATIONS

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. Explain the importance and components of Industrial Relations system.

2. Discuss the recent trends in Industrial Relations in India.

3. Discuss the problems and prospects of workers participation to management in India.

4. Describe the causes and consequences of Industrial Disputes in India.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. Bring out the different perspectives in Industrial Relations.

2. Discuss the machinery for prevention and settlement of Industrial Disputes in India.

3. Discuss the measures for dealing with indiscipline.

4. What is the difference between Collective Bargaining and workers participation in Management. Is participative management a failure or success ? Discuss.

C – 207 – EMPLOYEE COMPENSATION AND WELFARE MANAGEMENT

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. What are the principles of Wage Administration ? Discuss the different methods of Wage fixation.

2. How do wages influence productivity ?

3. What are the statutory and non-statutory welfare measures provided to Indian workers ?

4. "The existing social security measures are inadequate". Discuss

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. Bring out the salient features of Minimum Wages Act and Payment of Wages Act ?

2. What is meant by fringe benefits ? How can wage incentive schemes enhance workers productivity ?

3. What is the role and functions of Welfare Officer.

4. Discuss the benefits provided to Women Workers under Maternity Benefit Act.

C – 208 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Assignment No. 1   **4 x 5 = 20**

Answer all Questions :

1. Discuss the structure and process of Globalisation.   How does it impact HRM ?

2. Describe the methods and criteria of International Recruitment and selection of employees.

3. What are the different methods of expatriate training ? State the reasons for expatriate training ?

4. Discuss the IR scenario in Global Organisations.

Assignment No. 2   **4 x 5 = 20**

Answer all Questions :

1. What are the challenges of International HRM in the age of Internet economy?

2. Discuss the importance of HRD in International Context.

3. Discuss the importance of International Compensation.   What are the methods and practices of Compensation in Global Assignments.

4. Discuss the role and functioning of Trade Unions at the International Level.