

UNIVERSITY OF KERALA
SCHOOL OF DISTANCE EDUCATION
2 YEAR MBA PROGRAMME

I SEMESTER ASSIGNMENTS (2014-16 Batch)

INSTRUCTIONS TO STUDENTS DIRECTLY ENROLLED THROUGH SDE

- 1. Assignments should be written in own hand writing and submit the same on or before 06-5-2015 to the Coordinator, MBA –SDE programme, SDE, University of Kerala, Senate campus, Palayam.**
- 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**
- 4. Assignments received after the above date will not be evaluated.**
- 5. Assignments sent through speed post/ courier will not be accepted.**

MBAD 101 Principles of Management

- 1.Explain briefly decision making and techniques of decision making?
- 2) Managers cannot be rational decision maker in real life situations. Discuss?
- 3) What is organizational structure? Explain the different forms of organizational structure?
- 4) Explain the term “decentralization of authority”. Discuss briefly the various barriers to its effective use in organization?
- 5) Write short notes on span of management and factors determining it?
6. Since 1994 Boeing began the process of remaking the company for the next round of aircraft purchases. Every part of the company is involved, from engineering to manufacturing. The focus of the change is that Boeing is a manufacturing company rather than an engineering and technology company. Due to changes in the air travel business, the major commercial airlines are

demanding lower airplane prices and significantly lower operating costs. Airbus continues to be a fierce competitor, so Boeing must meet the competition early and on every front. (Boeing bought McDonnell Douglas in 1997). It is not as if the company is in financial trouble. Its new model, the 777, is generating lots of orders, plants are in the works for a new supersonic and another jumbo jet for commercial sales, and several new project possibilities exist for the defense division. The new 777 was designed completely on the computer so that designs went straight from the designer's computers to the machine tools -for manufacturing. It can carry as many as 400 passengers, 50 more than the comparable Airbus 33T. It is 15 per cent more fuel efficient, and can fly over 8,000 miles non-stop. Orders are coming in faster than for any other new plane, although its price is pretty steep: \$12-\$15 million depending on the interior layout. Boeing's new CEO, Philip Condit, must continue the reductions in cycle time and cost cutting started by his predecessor, Frank Shrontz, because airlines are making their purchase decisions differently than in the past, even choosing, in some cases to refurbish older planes rather than buy expensive new ones. The changes started with Condit and his team of presidents of divisions of commercial planes, defense and space, and computer services. This group differs notably from its predecessors in that they have met together for several years to discuss the good and bad things about each other's divisions and the future of the company. They all embrace the new togetherness theme as the primary means through which the company will be able to reduce cycle times, improve delivery times, Cut product development time, and reduce total costs. In the former structure, the design and manufacturing groups were separate. Design and engineering groups would design the planes and then give the plans to manufacturing to build. When problems existed in the design, they would be sent through hierarchy back to engineering for correction. Under the new structure, comprehensive design-and-build teams include members of all groups involved. Therefore, planes are originally designed to meet customers' needs, are easier to build, and correction, are made faster. For example, previously when tool builder Tony Russell had a problem with an engineering design or specification, he would have to go to his supervisor and the problem would be shuffled through to engineering. Now lie goes directly to the engineering and design group. Gets the problem solved and gets back to work with the correct design. This type of revision in the process has helped reduce the product delivery time from 18 to 10 months. The team approach and working-together ideas were used extensively on the 777. Some teams included tool makers, designers, manufacturing workers, suppliers and even customer representatives. Contrary to past procedures, workers on the line were allowed to change how planes were built, which has significantly decreased costs. Condit has instituted 360-

degree performance review in which they are evaluated by their subordinates, their peers, and their own supervisors to improve understanding of how they are doing from all perspectives. Employee empowerment is increasing at all levels. Condit and his team are having quite an impact throughout the company; Questions

1. The new way of organizing at Boeing most resembles which of the classical types of organization?
2. How have responsibility and authority been altered under Condit's new approach?
3. Describe the new ways of organizing at Boeing in terms of the configurational and operational aspects of structure. Draw an organization chart for Boeing.

MBAD 102 Accounting for Managers

1. a) "Management accounting provides immense help in management decision making"
Discuss?
b) "All the controllable costs are direct costs, not all direct costs are controllable" explain the statement with suitable examples?
c) Discuss the application of ratio analysis in the interpretation of financial statements and in financial analysis?
2. The following are the trial balance of Mr. Maneesh as on 31st December, 2008

Maneesh's capital account 76,690	Bank interest(Dr) 1,100
Stock 1st Jan ,2008 46,800	Printing and stationery 14,400
Sales 3,89,600	Bank balance 8,000
Returns inwards 8,600	Discount earned 4,440
Purchases 3,21,700	Furniture's and fittings 5,000
Returns outwards 5,800	Discount allowed 1,800
Carriage inwards 19,600	General expenses 11,450
Rent & taxes 4,700	Insurance 1,300
Salaries & wages 9,300	Postage 2,330

Sundry debtors 24,000	Cash balance 380
Sundry creditors 14,800	Traveling 870
Bank loan @ 14% P.a 20,000	Drawings 30,000

a. Included amongst the debtors are 3,000 due from Mr.Suresh and included among the creditors Rs.1000 due to him.

b. Provision for bad and double debts be created at 5% and for discount @ 2% on sundry debtors.

c. Depreciation on furniture and fittings @ 10% shall be written off.

d. Personal purchase of Mr. Maneesh amounting to Rs.600 has been recorded in the purchases day book

e. Interest on bank loan shall be provided for the whole year

f. Quarter of the amount of printing and stationery expenses to be carried forward to the next year.

g. Credit purchase invoice amounting to Rs.400 has been omitted from the books h. Stock on 31/12/2008 was Rs.78, 600.

Prepare I. Trading and Profit and Loss account for the year ended 31/12/2008.

II. Balance sheet as on 31st December 2008.

3. Robinson Crusoe Ltd presents the following statements for the year 2008 and 2009.Prepare source and application of funds statements and evaluates the findings.

Assets	Rs	Rs	Liabilities	Rs	Rs
Cash	1,06,000	1,100	Bills payable	4,52,000	6,28,000
Investments	1,74,000	60,900	Loan from bank	2,00,000	4,70,000
Sundry debtors	6,92,000	10,56,000	Sundry creditors	8,26,000	12,54,000
Stock in trade	8,64,000	13,66,000	Reserves & surplus	13,84,000	17,28,000
Net fixed assets	22,26,000	27,96,000	Share capital	12,00,000	12,00,000
Total	40,62,000	52,80,000	Total	40,62,000	52,80,000

Depreciation of Rs.3,78,000 was written off for 2009 on fixed assets.

MBAD 103 Quantitative methods for Management

1. From the production process which turns 5% defective on an average, a sample of size 10 is drawn. Find the probability that the sample contains (1) no defective (2) at most one defective (3) at least one defective.
2. A sample of 900 items is taken from a population with SD.15 .The mean of the sample is 25.Test whether the sample has come from a population with mean 26.8.
3. Out of 8,000 graduates in a town 800 are females out of 1800 graduates employees 120 are females .Use X^2 to determine if any distinction is made in appointment on the basis of sex.
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. Briefly explain the impact of macro environmental factors on Indian telecom sector?
2. Discuss the causes and impact of inflation on Indian business organizations? Explain the remedies taken by the India government to control inflation?
3. Explain the term's FDI and FII? Discuss the significance of FDI in Indian economic growth?

4. Do a SOWT analysis of any multi national company operating in Indian economy?

5. Cultural barriers are one of the most talked about in international business problems. It is, however, very interesting to note that cross-border transmission of culture is very rampant. Many politicians, sociologists and others are highly critical of the invasion of the Western culture in the developing countries. The export of American culture is interpreted as means to spread American imperialism. The Coca Cola culture or the corn flakes culture or the pop culture are terms which have come to be very broadly used to include, besides the pop music and associated things, the Western products and styles such as foreign jeans, cola drinks, fast foods, Hollywood movies and the like the youth, particularly, are crazy about. They have fast spread to the developed and developing countries. The emergence of culture as economic goods that can be traded – crafts, music, films, TV programmes, software, books, tourism etc. — has contributed very substantially to the globalization of culture. A UNESCO study shows that world trade in goods with cultural content— printed matter, literature, music, visual arts, cinema and photographic, radio and television equipment— has grown tremendously. For the United States the largest single export industry is not aircraft, computers or automobiles—it is entertainment, in films and television programmes. Hollywood films grossed more than \$30 billion worldwide in 1997, and in 1998 a single movie, Titanic, grossed more than \$1.8 billion. As the Human Development Report 1999 points out, the vehicles for this trade in cultural goods are the new technologies. Satellite communications technology from the mid 1980s gave rise to a powerful new medium with a global reach and to such global media networks as CNN. The development of the Internet is also spreading culture around the world, over an expanded telecommunication infrastructure of fiber optics and parabolic antennas. The Report referred to above points out that the global market for cultural products is becoming concentrated, driving out small and local industries. At the core of the entertainment industry—film, music and television—there is a growing dominance of US products, and many countries are seeing their local industries wither. Although India makes the most films each year, Hollywood reaches every market, getting more than 50 per cent of its revenues from overseas, up from just 30 per cent in 1980. It claimed 70 per cent of the film market in Europe in 1996, up from 56 per cent in 1987—and 83 per cent in Latin America and 50 per cent in Japan. By contrast, foreign films rarely make it big in the United States, taking less than three per cent of the market there.

1. Discuss the social implications of the pop culture?

2. What is the implication of the spread of pop culture for business?

3. What could be the reasons for the adoption, particularly by the youth of the pop culture?

4. Discuss the impact of pop culture on the domestic business? What strategies they should adopt to fight the adverse impact of the pop culture on their business?

MBAD 105 Operations Management

1. “An ideally laid out plant goes a long way in reducing manufacturing costs through reduced materials handling ,reduced personnel and equipments requirements and reduced work in progress” Elaborate .

2. Write short note on : a.MRP-II b.Quality Circle c.JIT d.VED e.FMS

3. Enumerate in detail how PPC related with departments such as marketing, finance, personal, purchase, production, quality control and R&D?

4. write short notes on 1) a) X chart b) R chart c) P chart d) C chart

2) Operating characteristics curve

5. Creative Concept designs and manufactures wood furniture. The company began its business by producing custom-made wooden furniture. The company's product line consisted of innovative designs which brought "a bit of the outdoors" inside. The company soon developed a solid reputation for creative designs and high-quality workmanship. Sales eventually increased and along with growth came additional opportunities. Traditionally, the company had focused entirely on custom-made furniture, with the customer specifying the kind of wood from which the piece would be made. As the company's reputation grew and sales increased, the sales force began selling some of the more popular pieces to retail furniture outlets. This move into retail outlets led the company into the production of a more standard line of furniture. Buyers of this line were much more price sensitive and imposed more stringent delivery requirements than did clients for the custom line. Custom-designed furniture, however, continued to dominate sales, accounting for 60 percent of volume and 75 percent of dollar sales. Currently, the company operates a single manufacturing process where both custom and standard furniture is manufactured. The equipment is mainly the general purpose in nature in order to provide the flexibility needed for producing custom pieces of furniture. The layout puts together saws in one section of the facility, lathes in another, and so on. The quality of the finished product reflects the quality of the wood chosen and the craftsmanship of individual workers. Both custom and standard furniture compete for processing time on the same equipment by the same craftspeople. During the past few months, sales of the standard line have steadily increased, leading to more regular scheduling of this product line. However, when scheduling trade-offs had to be made, custom furniture was always given priority because of its higher sales and profit margins. Thus, scheduled lots of standard furniture pieces were left sitting around the plant in various stages of completion. A recent review pleased stake holders as it showed that the company has grown. Sales of custom furniture remain strong, and sales of standard pieces are steadily increasing. However, finance and accounting have indicated that profits are not what they should be. Costs associated with the standard line are rising. Money is being tied up in inventory, both of raw materials and work in process. Expensive public warehouse space has to be rented to accommodate the inventory volume. Managers of the company are also concerned with increased lead times for both custom and standard orders, which are causing longer promised delivery times. Capacity is being pushed, and no space is left in the plant for expansion. They

feel that the time has come to take a careful look at the overall impact that the new standard line is having on his manufacturing process.

1. What types of decisions must the manager make daily for his companies operations to run effectively and in the long run?
2. How did sales and marketing affect operations when they began to sell standard pieces to retail outlets?
3. How has the move to producing standard furniture affected the company's financial structure?
4. What could have the manager done differently to avoid some of the problems he now faces?

MBAD 106 Organizational Behavior

1. Explain learning and various components
 2. "Stress not only affects individual but organizational functional too". Comment
 3. Explain briefly various motivation theories
 4. "Effective leadership is what goes well with a given situation" .Comment.
 5. Mr. Waverly Bird builds pianos from scratch. His occupation is a piano consultant to a piano manufacturer; He is on call and works about one week a month, including some travel to solve problems of customers. He also rebuilds about a dozen grand pianos every year for special customers, but, according to Bird, the most satisfying part of his life is his hobby of building pianos from the beginning. "It's the part that keeps a man alive," he says. The challenge of the work is what lures Bird onwards. He derives satisfaction from precision and quality, and he comments, "Details Is makes the difference. When you cut a little corner here and a little corner there, you've cut a big hole. A piano is like a human body; all the parts are important." Bird has a substantial challenge in making a whole piano. His work requires skills in cabinet making, metalworking and engineering with knowledge of acoustics and a keen ear for music. It requires great precision, because a tiny misalignment would ruin a piano's tune. It also requires versatility, ranging from a keyboard that is balanced to respond to the touch of a finger all the way to the pin block that must withstand up to 20 tons of pressure. Bird had to make many of his own piano construction tools. Bird has built 40 pianos in his 34-year career. Though construction takes nearly a year, he sells the pianos at the modest price of a commercial piano. He is seeking not money but the challenge and satisfaction. He says: "The whole business is a series of closed doors. You learn one thing, and there's another closed door waiting to be opened." Bird says his big dream is to build a grand piano. "It's the one thing I haven't done yet and want to do."
1. Discuss the nature of Bird's motivation in building pianos. Discuss whether an organization could build the same motivation in most of its employees.

2. Will Bird succeed in making a grand piano?
3. Explain this with the help of the achievement theory of motivation

MBAD 107 Managerial Economics

1. Discuss the short run supply curve of a firm and long run supply curve of an industry operating in a perfectly competitive situation?
2. Explain isoquant curve and isocost curve? Discuss the law of variable proportions with the help of isoquant curve?
3. Explain cross elasticity of demand? How do you measure it? Show the nature of cross elasticity of demand for (1) substitute goods (2) complementary goods (3) independent goods?
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. A coastal ship can carry a maximum of 1, 00,000 passengers per month at a fare rate of Rs.850. Variable cost per passenger is Rs.100 while the fixed costs are Rs.75,00,000 per month. Find the break even quantity and sales volume for the ship.