

MBA Executive/ MBA Distance Assignment Semester II& IV 2014: 2015

(Note: Last date of assignment submission: **5th March 2015**)

These assignments are to be submitted only by those students who have registered for the examinations to be held in April / May 2015.

Students are advised do visit the university website on regular basis for update information. (www.unishivaji.ac.in) and log on to distance homepage.

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Instructions for Assignment Submission

Please note following instructions regarding submission of Assignments:

1. These assignments should be submitted only by those students who have registered for the examinations to be held in April/May 2015.
2. Other than the elective papers, assignments are common for MBA-Distance mode course and the MBA (Executive)-Distance mode course.
3. Assignments should be submitted only for the relevant semester(s).
For example,
Newly admitted students to MBA-I in July 2014, should submit assignments only for semester II.
Students registered for MBA-II (Semester III), should submit assignments for semester IV along with any other previous assignments of subjects that the student has not obtained passing marks.
4. For each subject's assignment the maximum marks obtainable are 20.
For each subject's assignment:-
 - ✓ There will be three main questions for 10 marks each.
 - ✓ Students have to answer any two main questions for a maximum of 20 marks.
5. For each course/paper/subject, assignment should be **hand written** on a separate sheet. Only **blue colored ink** is to be used for assignment writing.
6. Only A4 (Assignment paper) is to be used for assignment writing.
7. A separate set should be made for each subject (for example for Semester II, a total of 8 sets, one set per subject).
8. A cover page as per the format given below on page number 5 should be attached on the top of the set for each subject.
9. Finally for a particular semester, one file should be made for each group of 8 sets (subjects).

In case a student has to submit assignments for more than one semester then he/she has to make a separate file for each such semester.

10. Submit assignments to the Centre Coordinator of the respective study centre. It is the student's responsibility to ensure that the assignments reach the concerned study center on or before the due date. No excuses of any kind for late or non-submission of assignments will be entertained.

Irrespective of where a student attends the contact sessions, the student should submit his/her assignment(s) only to the centre coordinator of the respective study centre which had been allotted to them for Semester I.

If a student is unable to submit the assignment(s) in person, the student may at his / her **own risk** submit the assignment(s) through an acquaintance, fellow student or by courier.

If assignments are sent by Speed Post / courier, at the top of the envelope the student should clearly write in BOLD letters

“ASSIGNMENT FOR MBA (DISTANCE EDUCATION)”

General Instructions

- a) Please note that there are **separate heads of passing** for internal assignments (Term Work) and university examinations (Theory Written), and a student **has to obtain at least 8 marks out of 20 marks in internal assignments and 32 marks out of 80 marks in university examinations** with a minimum total of 40 % in each subject.
- b) In addition, to pass the course a student has to obtain a minimum of 50 % marks in aggregate in all 32 subjects of the four semesters taken together.
- c) Students are advised that improvement in assignment marks is not permitted at a later stage once the student gets the minimum passing marks or more (i.e. 8+ marks). Hence the students are advised to try to score the maximum on the first attempt.
- d) Assignments should not be copied, should be clear, legible, well presented.
- e) Illustrate your answer by giving suitable examples.
- f) Draw graphs or diagrams wherever necessary.
- g) Students are advised that in case two or more students' assignments are too similar in content, nature, the study center co-ordinator would at his / her discretion decide on the quantum of marks to awarded, irrespective of how good the submitted assignments are. It is more than likely that the minimum possible marks (if any) may be awarded to all such involved assignments.
- h) Students are also advised to quote sources (if any) of data, facts, sketches, drawings etc in their assignments.
- i) In case of any query contact the MBA Coordinator.
Telephone: - (0231) 2693871, 2693771
E-mail:- cde_mba@unishivaji.ac.in
- j) Registration for the examinations to be held in April / May 2015 have to be done within 15 days from the date of declaration of the November / December 2014 examination results.
Students would not be informed individually for registration.
- k) Fee schedule would be displayed on the University website. www.unishivaji.ac.in

Last date of submission of assignment March 05th 2015

Addresses of the Study Centres:-

Course	Study Centre	Coordinator
MBA (Executive) Distance Mode	Centre For Distance Education, New Building, Near Gate.No.6, Shivaji University Campus, Vidyanagar, KOLHAPUR – 416 014, Maharashtra State	Mr. Vinayak S. Salokhe (0231) 2693771, 2693871
MBA Distance Mode		
MBA Distance Mode	Vivekanand College, 2130, 'E' Tarabai Park, Kolhapur 416 003, Maharashtra State	Dr. N.Y.Rajeshirke (0231)2658612, 2658840
MBA Distance Mode	Vasantdada Patil Institute of Management Studies & Research, Sangli-Miraj Road, Wanlesswadi, Sangli 416 414, Maharashtra State	Mr. M.M.Samudre (0233) 2211467
MBA Distance Mode	Karmaveer Bhaurao Patil Institute of Management Studies & Research, Survey No. 467, 468/2, Varye, Satara 415 015, Maharashtra State	Mr. M.B. Bhosale 9420771294

If a student is unable to submit the assignment(s) in person, the student may at his / her own risk submit the assignment(s) through an acquaintance, fellow student or by courier.

If assignments are sent by Speed Post / courier, at the top of the envelope the student should clearly write in BOLD letters

“ASSIGNMENT FOR MBA (DISTANCE EDUCATION)”

Cover Page

1. Name of the Candidate: _____
2. Address : _____

3. Study Centre: _____
4. Course: MBA-I/II (Semester- _____) Executive / Distance.
5. Name of Subject: _____
6. Date of Submission of Assignments:- _____
7. Signature of Student:- _____
8. Marks obtained out of 20:- _____
9. Signature of Evaluator of Assignment:- _____

CENTRE FOR DISTANCE EDUCATION
SHIVAJI UNIVERSITY, KOLHAPUR
MBA (Executive) Distance & MBA Distance Mode
Assignment Questions – MBA – I/ Semester – II

General Instructions for all subjects.

1. All main questions carry 10 marks each.
2. Attempt any two main questions for each subject.
3. Maximum total marks 20 for each subject.
4. These assignment questions are common for both MBA (Executive) Distance & MBA Distance Mode students.

MARKETING MANAGEMENT

- Q.1) **a)** What is Marketing Research? Explain different research designs used in Marketing Research. 10
 b) Define the term Marketing. Explain different core concepts of marketing.
- Q.2) **a)** Explain factors influencing Consumer Behavior. State the Importance of Consumer Behavior 10
 b) What is market segmentation? Explain Bases for market segmentation
- Q.3) **a)** Distinguish between channels of distribution for consumer product & industrial Product. 10
 b) Comment on different phases of Product Life Cycle.

FINANCIAL MANAGEMENT

- Q.1) Explain the theories of capital structure. 10
- Q.2) **a)** Explain factors influencing Capital Investment Decisions?
 b) Explain the Capital Budgeting Appraisal methods. 10
- Q.3) **a)** Enlist the types of Management Reporting. Explain the internal reports and
 b) Types of reports according to function. 10

HUMAN RESOURCE MANAGEMENT

- Q.1) a) Discuss the Concept Traditional HRM versus Strategic HRM 10
- b) What is Job analysis ? Explain the process of Job analysis.
- Q.2) a) What do meant by Internal and External Mobility? Explain the factors influencing the External mobility.
- b) Distinguish between Job Description & Job Specification 10
- Q.3) Explain the provision regarding Health of workers. 10

PRODUCTION & OPERATION MANAGEMENT

- Q.1) a) Define the term operations management. Explain scope of operations management 10
- b) Discuss in detail concept of Total Quality Management with example.
- Q.2) a) What is PPC. Explain functions of PPC in detail. 10
- b) Discuss different types of plant Layout.
- Q.3) Explain Intermittent and Continuous production system with example.. 10

MANAGEMENT INFORMATION SYSTEM

- Q.1) a) Explain the Models of File organization. 10
- b) Explain the Concept of MIS.
- Q.2) What is Computer Literacy and Information System Literacy. Explain the types of information system. 10
- Q.3) a) Explain the tools were used in system development. 10
- b) Discuss different Challenges in Database Management

APPLICATION OF OPERATION RESEARCH IN MANAGEMENT

- Q.1) A) Solve the L.P.P. 10
- Minimize $Z = 2x_1 + x_2$
- Subject to the constraints
- $3x_1 + x_2 = 3$
- $4x_1 + 3x_2 = \geq 6$
- $x_1 + 2x_3 \leq 3$
- $x_1, x_2 \geq 0$

B) Solve the following minimal assignment problem.

$$\text{Maximize } z = 2x_1 + x_2$$

Man Job →	1	2	3	4
I ↓	12	30	21	15
II	18	33	9	31
III	44	25	24	21
IV	23	30	28	14

Q.2) Explain the methods to find an initial feasible solution.

10

Q.3) a) Solve the following transportation problem.

	1	2	3	supply
1	2	7	4	5
2	3	3	1	8
3	5	4	7	7
4	1	6	2	4
Demand	7	9	18	34

Q.3) b) Explain the Economic Order Quantity Model.

10

APPLICATION OF RESEARCH METHODOLOGY IN MANAGEMENT

Q.1) a) Explain the types of Research Design with example.

10

b) What is research? Explain the research process in detail.

Q.2) a) Explain the criteria for evaluating the measurement.

10

b) What is Hypothesis? Explain statistical techniques for testing of hypothesis.

Q.3) a) Explain the different methods of Data Collection.

b) Comment on Likert scale technique.

10

BUSINESS AND ECONOMIC ENVIRONMENT

- Q.1) **a)** Explain the Role and Pattern of Industrialization in Economic Development. 10
b) Discuss in detail Large scale, small scale and Medium scale industries in India.
- Q.2) Enumerate the functions of Reserve Bank of India. Explain the Qualitative and Quantitative methods of monetary policy. 10
- Q.3) Write short note on any 2 10
a) Balance of payments, (BOP)
b) India's Exports and Imports
c) Major problem of India Economy

CENTRE FOR DISTANCE EDUCATION
SHIVAJI UNIVERSITY, KOLHAPUR
MBA (Executive) Distance & MBA Distance Mode
Assignment Questions – MBA – II/ Semester – IV

General Instructions for all subjects.

1. All main questions carry 10 marks each.
2. Attempt any two questions for each subject.
3. Maximum total marks 20 for each subject.
4. The assignment questions for the following three compulsory subjects are common for both MBA (Executive) Distance & MBA Distance Mode students.
5. The students have to answer the assignment questions for the electives as per their choice during registration.

Compulsory Paper I
ENTREPRENEURSHIP AND PROJECT MANAGEMENT

- Q.1) a) Distinguish Entrepreneur v/s Intrapreneur. 10
b) Discuss in detail Role of Entrepreneur in Indian economy.
- Q.2) a) Explain the Problems of Entrepreneurs in India. 10
b) Give different successful examples of Women Entrepreneur in India.
- Q.3) Discuss the Role of Central Govt. and State Govt. in promoting Entrepreneurship 10

Compulsory Paper II
MANAGEMENT CONTROL SYSTEM

- Q.1) Discuss different factors influencing Control Systems in professional organization. 10
- Q.2) Write short notes on - 10
a) Setting of standards
b) Sales Margin Variance
c) Labor Idle Time Variance
- Q.3) What is Audit? Explain characteristics financial audit and management audit. 10

Compulsory Paper III
INTERNATIONAL BUSINESS

- Q.1) a) Explain the nature and scope of international business. 10
b) Comment on Technology and global competitiveness.
- .
- Q.2) a) Explain International Business Environment. 10
b) Comment on Types of foreign Investment
- Q.3) a) State the characteristics of MNC's? Give their importance and benefits. 10
b) Discuss in detail Tariff barriers; non-tariff barriers

Elective: - Marketing Management
Paper IV
INTERNATIONAL MARKETING

- Q.1) a) Write a brief note on Global Marketing Environment.. 10
b) Discuss in detail about advertising decisions and 5 M's of advertising
- Q.2) a) Explain in detail New product in Global Market with proper example. 10
b) Write a note on Global Pricing Strategies.
- Q.3) Comment on Channel strategy for new market entry. 10

Elective: - Marketing Management
Paper V
CASE STUDIES IN MARKETING MANAGEMENT

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

(Solve any two cases of the following)

Case I:

10

The decade 1995-2005 proved revolutionary for fabric sector in India, a country known for quality cotton fabric and on the threshold of being largest ready to wear garment exporter. The shift in choices of customers from tailor made garments to ready to wear (RTW) garments had its impact on all from manufacturers to ultimate consumers. The trend was evident in segment of female and children as well where variety is demanded.

Secondary and tertiary sector of industry has also contributed in this trend by offering employees, workers, students ready to wear uniforms. This scenario propensities development of large number of small and medium enterprises (SME) dealing in ready to wear apparels.

There are reputed national and international giants in fray having varied focus. Some brands are focused on executive wear whereas few are known for casual wear. But when it comes to SME sector, there are a variety of products available flooding the market. The key buying influences for apparels are price, texture, style, color, durability and brand name.

There are many established units in market having well received own brands. Some units are also found engaged in job work providing ready stitched garments from raw material supplied by other companies. The present scenario is that RTW SME sector has dominated the market and has acquired 2/3rd of market share. The sector also claims Lion's share in exports.

One such small unit in MIDC, Kolhapur is owned by Ms. Shivani Shinde a graduate in fashion designing and MBA from reputed institute. At present the unit is manufacturing Cotton Shirts and Dresses and caters to the need of major shops and boutiques in city. Shivani is specialized in dress designing and she has a well received clientele through boutiques. She is successfully running this unit for the last two years with the help of trained assistants.

Shivani wishes to seek your unbiased opinion on:

- 1. Market segmentation and targeting.**
- 2. Distribution planning.**
- 3. Product mix and product proliferation.**

Celebrity endorsement is widely used technique by the marketers to reach to the masses effectively. It is technique where a well-known or respected individual such as a celebrity or an expert in the product or service area speaks on behalf of the company or the brand. Ability of celebrities to connect and communicate with the audience effectively is used to spread commercial as well as social messages.

The endorser in an advertisement is the person, celebrity, spokesman, announcer and so on who endorses and/or demonstrates the product. Celebrities can be any famous, popular public figure or respected personality in the society from any field. Mostly celebrities are from world of films and sports. Celebrities are people who enjoy public recognition and have a mass appeal. This feature of celebrities can be used effectively to convey the social messages and bring the desired changes in social behavior or mindset of people. Celebrity communicating social messages especially on TV or radio are quite effective as well as successfully overcomes the problem of literacy.

Many celebrities, who appear in commercial ads and seen endorsing every possible product from underwear to real estate for big bucks, also become a part of social advertising. It has been observed that social ads featuring celebrities have a greater impact on audience. Success of Pulse Polio campaign has proven that.

So far all top celebrities have endorsed social ad campaigns. Amitabh Bacchan, Sachin Tendulkar and Shahrukh Khan for Pulse Polio, Aishwarya Ria for eye donation, Raveena Tondon for Family Welfar, Aamir khan for Atithi Devo Bhav – tourism campaign of Government of India, Sharmila Tagore, Shabana Azmi with a fleet of many popular celebrities of AIDS Awareness, Kapil Dev for Girl Child Protection, Vivek Oberoi and Shaynee Ahuja for TB Awareness are a few to name.

Amitabh Bacchan not only rules commercial ad world but he is also a top celebrity with the most endorsements for social causes on TV. He has maximum number of social ads on his account. When Aishwarya Rai advocated eye donation, many people got inspired and come forward voluntarily for this noble cause. When Amitabh Bacchan and Aishwaraya Rai extended help for the pulse polio campaign, response of people especially from rural area was overwhelming. Repetitive appeal by Amitabh Bacchan for bringing the child to polio booth had a greater impact on rural population.

However, a word of caution is celebrity's personality should be suitable to the social message he/she is communicating, else that campaign may fail miserably. Celebrity should not be a focal point of and should not overshadow the social message.

Question for Discussions :

1. What is the significance of celebrity's image in the social ad campaign?
2. Do you think that celebrities are more influential and effective in commercial ads compared to that of social ads? Support your answer with help of suitable examples.

Case III**10**

Women as consumers are growing in Indian market. Indian women are now more assertive, economically independent & enthusiastic buyers. They have a decision of their own. Being professional & working women, their preference for cosmetics, styled clothes, office wears and jewelry etc. have undergone a significant change. Several manufacturers are addressing women buyers for a wide range of products & services.

In the light of above situational analysis discusses the following.

- Q.1) Communication objectives of the Ad of 'Fair & Lovely'.
- Q.2) The message appeal of the advertisement of 'Santoor' soap & its target market segments.
- Q.3) 'Celebrity-endorsement' & the Advertisement of 'Kurkure'.

**Elective: - Financial Management
Paper IV**

INTERNATIONAL FINANCE

- Q.1) Explain the importance and scope of international finance. 10
- Q.2) Explain the structure of Foreign Exchange Market. 10
- Q.3) What is role of EXIM Bank. 10

**Elective: - Financial Management
Paper V**

CASE STUDIES IN FINANCE

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

Q.1 Case on Financial Analysis**10**

The balance sheet of Preet and Co. Ltd. Kolhapur is disclosing the following figures for the year ended 31st March, 2009

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Capital :		Fixed Assets :	
10,00,000 shares of 10 each fully paid	1,00,00,000	Net Block (cost less depreciation)	1,20,00,000
12% Pref. share capital	20,00,000	Work in progress	55,00,000
Reserve & Surplus		Investment :	
General Reserve	25,00,000	Govt. Bonds	10,00,000
Capital Reserve	5,00,000	investment in	
Share Premium A/c	20,00,000	Subsidiary	15,00,000
Surplus in Profit and Loss A/c	30,00,000	Shares	10,00,000
Loan Funds :		Current Assets	
14% debentures	25,00,000	Loans & Advances	
Public Deposits	5,00,000	Inventories	25,00,000
Secured Loans	10,00,000		
Unsecured Loans	5,00,000	Debtors	10,00,000
Current Liabilities & Provision		Bills receivable	5,00,000
Sundry Creditors	12,00,000	marketable	
Bills payable	5,00,000	Securities	5,00,000
O/S Expenses	1,00,000	Loans to subsidiary	2,00,000
Tax Payable	5,00,000	Company	
		Miscellaneous Expenses	11,00,000
	2,68,00,000		2,68,00,000

- During the year the company earned a profit before interest and taxes and preference dividend of Rs. 50,00,000
- All debtors are realizable at short notice.

iii) Loans to subsidiaries can be withdrawn by a short notice

iv) Management desires a return of 24% on total assets

You are working as a finance manager in the company. You have to comment on the profitability, liquidity and solvency of the company and submit a report to the management.

Q. 2 Case on the Ketan Parekh Scam

10

A small investor hit by the Ketan Parekh Scam in April 2001

The 176 point Sensex Crash on March 1, 2001 came as major shock for the Government of India, the stock markets and the investors alike, More so, as the Union budget tabled a day earlier had been acclaimed for its growth initiatives and had prompted a 177 point increase in the Sensex. This Sudden Crash in the stock markets prompted the securities Exchange Board of India (SEBI) to launch immediate investigations into the volatility of stock markets. SEBI also decided to inspect the books of several who were suspected of triggering the cash.

Meanwhile, the RBI ordered the some banks to furnish data related to their capital market exposure. This was after media reports appeared regarding a private sector bank having exceeded its prudential norms of capital exposures, thereby contributing to the stock market volatility. The panic run of the bears Continued and the Bombay Stock Exchange (BSE) President Anand Rathi's (Rathi) resignation added to the downfall. Rathi had to resign following allegations that he had used some privileged information, which contributed to the crash. The Scam shook the investor's confidence in the overall functioning of the stock markets. By the end of March 2001, at least eight people committed Suicide and hundreds of investors were driven to the brink of bankruptcy.

The Scam opened up the debate over banks funding Capital market operations and lending funds against collateral security. It also raised questions about the validity of dual control of co-operative banks.

The first arrest in the Scam was of the noted bull, Ketan Parekh, on March 30, 2001, by the Central Bureau of Investigation (CBI). Soon, reports abounded as to how Ketan Parekh had single handedly caused one of the biggest Scams in the history of India Financial markets. He was charged with defrauding Bank of India (BOI) of about \$30 million among other charges.

Ketan Parekh's arrest was followed by yet another panic run on the bourse and sensex fell by 147 points. By this time the Scam had becomes the 'talk of the nation', with intensive media coverage and unprecedented public outcry.

- a) A change of rs. 1 in the price of a share, when one speaks of a share rising or falling by so many points. In stock market indices, however, a point is one unit of the Composite weighted average on market Capitalization of rupee values.
- b) A stock market index indicating weighted average of 30 scrips, also known as the BSE Sensitive Index. The daily closing figure of the index broadly reflects the performance of the capital markets.
- c) It was alleged that Global Trust Bank exceeded its Capital market exposure.
- d) Co-operative banks are under the dual control of RBI and the Registrar of Co-operative societies. The RBI regulates banking functions while the registrar looks after the managerial & administrative functions.

- e) An investor who expects share price to go up & hence buys them.
The man who triggered the crash
The factors that helped the man
The system that bred these factors.
Source : (ICMR case studies & mgt. resources)

- Q.1 Analyse the case very carefully and state your opinion as an individual investor in the stock market.
- Q.2 What are the suggestive measures taken by the Government of India recently to control such activities.

Q. 3 Case on ABC Finance Ltd.

ABC Finance Ltd is company engaged in the business of raising finance and lending money through its various financial avenues/products. These products are having the range from long term, lease assistance and short & medium term loans to corporate as well as retail customers. The company change its nature of products periodically on the basis of customer preference and demand. The company has following financial products to raise the funds –

- a) Equity shares : The cost of equity is currently estimated at 15% p.a.
- b) Reserves or Internal fund generations.
- c) Term deposits : Carrying interest 12.5% p.a. for periods upto 5 years.
- d) Debentures : Carrying interest @ 12% p.a.
- e) Foreign currency loans – interest @ 7.5% p.a.
- f) Market borrowings – interest @ 14% p.a.

The funds raised by company are utilized by the company for different business departments (units)

- i) Project finance
- ii) Housing finance
- iii) Lease finance
- iv) Hire-purchase finance for equipments only
- v) Infrastructure finance
- vi) Vehicle finance
- vii) Treasury finance
- viii) Stock market operations

The said finance is provided for the period of 1 to 10 years.

Discuss the following issues assuming you were there –

- a) How should the performance of different business departments be evaluated periodically?
- b) Should department/business unit be treated as profit centres or financial performances centres? Give reasons in support of your views.
- c) How should the transfer price be fixed for funds used different business units?
- d) Justify your answer/opinion with transfer price-whether it is in uniform order at all business unit?

(Source: MIS- Harmonising Design & Implementation Mohinder N Kaura)

Elective: - Human Resource Management
Paper IV
HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL PERSPECTIVE

- Q.1) Discuss the role and functions of participative management and quality circle. 10
- Q.2) State the seven underline principles of Total Quality Management. Explain the relationship between HRM and TQM. 10
- Q.3) Discuss MNC s and international industrial relations. Elaborate impact of globalization on industrial relations. 10

Elective: - Human Resource Management
Paper V
CASE STUDIES IN HRM

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

- Q.1) Solve case number 3 (Kolhapur Paper Mills) in Unit number 7 10
- Q.2) Solve **any one (either 2a or 2b)** from the following alternative questions 10
- (2a) Solve any two (2) cases given in the self instructional material (Unit No. 7).
- or
- (2b) Solve any one long case given in the self instructional material (Unit No. 8).

Elective: - Production and Operations Management
Paper IV
WORLD CLASS MANUFACTURING

- Q.1) Why is world-class manufacturing the need of today's highly competitive market? 10
- Q.2) Write short notes on (any two)
- a) ISO 9000
- b) JIT Manufacturing System
- c) Factors causing Pollution 10
- Q.3) Discuss the Concept of Flexible Manufacturing System with example. 10

Elective: - Production and Operations Management
Paper V

CASE STUDIES IN PRODUCTION MANAGEMENT

Students have to write in detail the steps involved in the case solution

development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

Q.1) INVENTORY AT WESTERN INDIA CEMENT COMPANY

10

The Western India Cement Company (WICC), a reputed and large Cement Manufacturer operates an one million Tonne Cement plant at Cement Nagar in Western India. The plant has access to high quality limestone in close proximity of the plant. Due to this, WICC has a Competitive edge in terms of cost of production and quality of Cement. However, WICC is not so fortunate in respect of some of the other materials it consumes, particularly coal and Gunny bags. WICC has to put up with low quality (High Ash content) of coal and also irregular supply. In addition there is long haulage for Coal. WICC manages its Coal requirements though adequate stock of Coal along with occasional purchase from open market and road transport.

The situation in respect of Gunny bags is somewhat different. The availability of Gunny bags is not a serious issue but the cost incurred on maintaining the Gunny bags inventory is of concern to the management of WICC. Almost the entire quantity of Cement produced in the Country is despatched through 50 Kg bags. The bulk transport of Cement, as in developed Countries, is yet to be accepted widely in India.

There are some choices in respect of the Bags for transportation of Cement: in the form of paper, polythene, Gunny Bags - with or without polythene lining, etc. The Government of India has been consistently advocating and continuously supporting the use of Gunny bags for Cement transportation partly to keep the Jute Industry viable and also for energy and environmental considerations. WICC has been as a policy using Gunny bags for the entire transportation requirements of Cement.

The total requirement of Gunny bags for a 1.0 million Tonne plant comes to 20.4 million bags per year, considering burstage and other losses of about 2%. The annual expenditures on procurement of Gunny Bags amounts to Rs. 20.4 crores at an average cost of Rs. 10.00 per bag. This being a high consumption value item it becomes essential to monitor its supplies on a regular basis, so that there is no abnormal increase in the inventories as also the plant is adequately catered against stockouts. The monthwise receipts and consumption pattern of Gunny bags for the years 1989, 1990, and 1991 have been presented in Appendix -1, Appendix - 2 and Appendix - 3 respectively.

Calcutta is the major source of Gunny bags in the Country. Almost entire quantity of Gunny bags requirement of WICC is obtained from Calcutta. There is no major bottleneck in the availability of Gunny bags. However, there is variation in the transportation time of Gunny bags from Calcutta to the works of WICC. The bags are despatched from Calcutta by goods train to Delhi. Once the wagons arrive in Delhi, the bags are unloaded within 5 hours and loaded on to trucks for transportation to the works site. Past records of railway receipts received from Calcutta and the date on which the bags were received at the factory indicates that on an average 12 days (Appendix - 4) are required from the day the materials are despatched from Calcutta till it reaches the factory. Normally monthly orders are placed by the Purchase Division. The despatches from Calcutta are regulated through despatch advice communicated periodically through telex/fax.

The expected monthly requirement of bags for the year 1992 have been furnished in Appendix -6. It is desired to finalise the procurement and inventory policy in respect of Gunny bags for the year 1992 in order to minimise the total cost related to Gunny bags.

The Purchase Division has indicated an ordering Cost of Rs. 740/order (Appendix - 5). The cost of each Gunny bag can be taken to be Rs. 10.00 per bag.

Question –

Comment on the Compensation of Ordering Cost. Suggest an alternate (better) method if any. Also indicate how the inventory carrying cost (which has been estimated to be 21%) needs to be computed.

Suggest a procurement and inventory policy for Gunny Bags for the year 1992, with cost and consumption and other data provided in the case.

Q.2) JAI TECHNICAL INSTITUTE

10

At Jai Technical Institute, demand patterns in the copy-center environment had been highly seasonal, following a similar pattern during each school year, and had exhibited an increasing trend from year to year. Requests for low-demand items (odd colors of paper, for example) were very erratic, while use of high-demand items (such as 882 x 11, white paper) was predictably seasonal. Unacceptably high stock levels of low-demand items were being maintained, and emergency orders on high-demand items were frequent. Data records were scarce and had been kept with little consistency, often being just monthly orders with no record of beginning or ending inventories or increased inventory with no ordering. Several of the 75 stock-keeping unit items (SKUs) were obtained via discount cost schedules, and one source had a Rs. 1500/- minimum-order requirement. Lead times generally had minor variances, with means of 1 to 10 working days.

Storage space was insufficient to accommodate a 1 -week supply during peak demand and was partitioned into product families. Stockout penalties were very high, and managers placed orders at the verbal request of the workers. The workers were well seasoned, experienced, and highly proficient in the intuitive management of the copy center. Daily work schedules were highly

erratic; hence, time available to maintain an inventory control system would be very irregular. Polite political tensions existed between managers and workers, resulting from a history of poor communication, lack of resources available to assist in controlling the inventory, lack of accountability for inventory decisions, and a previous failure to implement a manual inventory control system. The workers were resistant to management control, and managers were not satisfied with the way inventory was being managed. It was evident that an inventory system was needed to achieve a balance between the workers' need for flexibility to adapt to uncertain and highly varying demand and managers' desire that the inventory be managed efficiently. The problem solution therefore required that the workers operate an inventory control system yet be unable to manipulate the system into practical ineffectiveness. The operators would have to be given sufficient historical demand data to allow for intelligent deviation from a suggested ordering pattern and the freedom to fine-tune the ordering patterns when those patterns began to violate the constraints of limited inventory space and high stockout penalties. System integrity would have to be beyond compromise, and any deviations from a suggested order pattern would be flagged to prevent accidental, duplicate, or oversized orders.

Questions:

1. How do the behavioral and political concerns affect the design of the inventory management system?
2. Develop a thorough set of recommendations, taking into account the unique characteristics of demand and other information that would affect inventory management decisions. Present your findings in a report to the copy center manager.

**Elective: - Insurance and Risk Management
Paper IV**

RISK MANAGEMENT

- | | |
|-----------------------------------------------------------------|----|
| Q.1) What is Risk management? Explain the steps involved in it. | 10 |
| Q.2) What is the difference between insurance and hedging. | 10 |
| Q.3) What are the objectives of risk management. | 10 |

**Elective: - Insurance and Risk Management
Paper V**

RISK MANAGEMENT

CASE STUDIES IN INSURANCE & RISK MANAGEMENT

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

- Q.1). Life Insurance Corporation (LIC) was the only dominant player in the Indian life insurance industry. But since last decade, there has been a sea change in the life insurance industry in India. Due to advent of globalization, the dominance of the LIC has declined and lot of private as well as foreign players are coming to grab the insurance market in India. According to the official sources, LIC is still leader in the market. The numbers of policies, premiums are more than any other companies. But still it is believed that the market share of the LIC has declined to a great extent. You are asked to analyse the case and discuss the challenges being faced as well as opportunities to be explored.
- Q.2) Solve case study no. 7.2, Unit no. 7 (Case on Mr. Suresh [Utmost good faith/Disclosure]).
- Q.3) Solve case study no. 7.6, Unit no. 7 (Case on Mr. Satyajeet [Claim]).

Elective: - Industrial Management
Paper IV
INDUSTRIAL MARKETING

- Q.1) What is meant by Industrial Marketing & Consumer Marketing? 10
Explain the difference between Industrial Marketing & Consumer Marketing.
- Q.2) Explain Industrial Buying Process and Decision Making Process in Industrial Buying. 10
- Q.3) Describe the activities of Marketing logistics or physical distribution 10
and explain reasons for complex relationship between these activities.

Elective: - Industrial Management
Paper V
CASE STUDIES IN INDUSTRIAL MANAGEMENT

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

Q.1) Dream of Launching a National newspaper 10

Mohanlal seemed to be in a very happy mood those days, since his son Naresh has returned from Delhi after completing Bachelor's course in Journalism, from Delhi School of Journalism.

Mohanlal (55), popularly known as Lalaji, is basically an agriculturist. Lalaji commands respect in social and political life of Akola district. His father was a renowned freedom fighter. Mohanlal too, being very active in politics, was twice elected as President of Municipal Committee, Akola. He is proud of his contacts at Bombay and Delhi.

Lalaji had cherished a dream of having a Newspaper Publication of his own. Ramesh, his youngest son runs a Printing Press at Akola. With Naresh completing his Journalism course, Lalaji thought, now he can fulfill his long cherished dream and on one auspicious day he placed the following proposal before Naresh and Ramesh.

"Naresh, now I want you to plan for the publication of a National Daily from Akola. You are aware of my social and political contacts. Finance and patronage to the proposed daily will not be problem. You can use my image and reputation. The proposed daily shall have the mission of building social character. Ramesh is already running a Printing Press. Now, he should plan expansion of his press to meet the production requirements of the proposed daily. Akola has a long tradition of reputed journalists. Getting man-power, in my opinion, will not be a difficult task".

After listening to his father, Ramesh expressed doubts over the feasibility of expansion on such a large scale. Naresh remarked, “Both of us are committed to fulfill your dream. At the same time, we must not neglect realities of business life. There is a vast difference between Local, Regional and National Markets. As far as Newspaper Industry is concerned, Local, Regional and National Newspapers differ considerably in respect of size, content, quality, price and consideration. Moreover in view of the changing technology, Akola as a place, has its natural limitation for production and circulation of a National Level Daily”.

Ramesh, while supporting his brother, commented, it would be better, if we restrict our objective to Akola and adjoining districts.

At this stage Naresh said, “Why not reconsider the Proposal? Let us begin with a daily Newspaper for Akola District with the clear understanding that, in course of time, we want to achieve the status of National Daily”. In support, Ramesh, also requested Lalaji to scale down his proposal. In a somewhat discouraged manner, Lalaji remarked “ I have faith in you, but it seems that, you do not believe in my strength and contact. Moreover, you should not forget that my age is 55, I do not know whether, I shall have the fortune of seeing that our newspaper has achieved National Status”. Both, Naresh and Ramesh are puzzled. But at the same time, they feel that, this is a business proposal and the decision should not be influenced by emotional factor. However, they do not know how to convince Lalaji.

Questions for discussion

- 1) Present your own analysis of the problem with whom do you agree Lalaji or his sons why?

Q.2) Caselet 1 : Marketing at Coca Cola

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Coca Cola had exited India in 1977 and reentered India in 1993. It acquired Parle's soft drink brands and acquired 60 percent Market share compared to 26% of Pepsi at that time.

Coca Cola had a problem of plenty. It had two colas – Thums up and Coke, two orange flavors – Gold Spot and Fanta and Crush. The company had various brands but was not able to manage it. There was a lack of focus in marketing efforts.

The management of Coca Cola had to address the problems of 6 P's – Profit, Partners, People, Planet, Portfolio, Productivity.

In the soft drink business, managing the bottlers, who interface with retailers and influence customer satisfaction is very important. It has two types of bottlers – Company owned and franchisee owned. Both the bottlers had losses and problems, it were later resolved.

It has recently got Shahrukh Khan (a former Pepsi brand Ambassador) to advertise it. The objective of the company is to achieve growth with concern for society and sustainability. It has got a third party environment audit done.

Thums up has been the king of Indian Colas. Thumsup continues to attract the Gen Next audience who are familiar with Pepsi and Coke.

(Source: Business Today, 31st May 2009)

Questions :

- a) What approach did Coca Cola follow to retain the top position in market.
- b) How is Coca Cola able to achieve the target of being everywhere in market?
- c) What are the reasons for Thums up to be at No.1 position today?

Q.3 Solve one case study given in the self instructional material. (Unit No- 7)

Elective: - Management of Higher Education
Paper IV
GOVERNANCE & QUALITY OF HIGHER EDUCATION

- | | |
|--------------------------------------------------------------------------|----|
| Q.1) What are the requirements of team-building? | 10 |
| Q.2) State and explain David's definition of 'Participatory Management'. | 10 |
| Q.3) Explain (in brief) the importance of SWOT Analysis in HEIs. | 10 |

Elective: - Management of Higher Education
Paper V
CASE STUDIES IN HIGHER EDUCATION

Students have to write in detail the steps involved in the case solution development and how the case solution(s) has been arrived at.

No marks would be given for writing and submitting only the case solution.

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|-----------------------------------------------------------------------------------------|----|
| Q.1) Preventing injustice in the distribution of honorarium to unit writers paper-wise. | 10 |
|-----------------------------------------------------------------------------------------|----|

An educational institution decides to develop the own course material at the undergraduate level by utilizing its own academic resource persons. It could have outsourced this assignment but felt that in the process of preparing the course material the academic staff would benefit greatly by –

- i) Increase in the in-depth knowledge of the subject (extra referencing)
- ii) Updating their subject knowledge
- iii) Overall improvement in their classroom teaching
- iv) Deriving satisfaction of reaching out to students through their writing
- v) Included in their bio-data and self appraisal etc.

The remuneration for writing and editing the course material was fixed unit-wise by the authorities. The board of Studies Chair Persons were involved for selecting writers and editors based on the criteria of their teaching experience for the subject.

In the orientation workshop, the syllabus was distributed paper-wise, however at that time it came to light that the number of units in each paper differed from 6 units to 18 units for some papers, though each paper was for 100 marks. This would mean more payment for the paper with more number of units and less payment to those with less number of units. Payment of each paper should be uniform as this was not acceptable to writers of papers with less number of units.

What action should the institution implement in order to prevent the injustice that would be done in -

- i) Distribution of honorarium to the unit writers paper-wise

- ii) Doing away with the difference being created among writers and editors due to different amounts to be paid to papers.
- iii) Disparity in the number of writers being involved in different papers (in some with 6 units only 6 writers, while there would be 21 writers in papers with 21 units)

Do you think some major policy decision would be involved? What action would you take to solve the case amicably keeping in mind that the weightage of marks for each paper was 100 marks? Suggest alternatives to solve the problem.

Q.2)

10

Research Activities :

Research activities in Universities are undertaken, individually departmentally and collectively. Individual teachers pursue research projects which they receive funding internally and externally on the basis of their expert evaluation. Some teachers carry research for journal publication and may register as M.Phil and Ph.D. examiners.

All such activities are normally examined by Research and Recognition Committees, whose recommendations are placed before Board of University Teaching and Research and normally all proposals approved by BUTR are accepted by Academic Council/Management Council as the case may be.

Recently, UGC has issued a notification to all universities to include qualitative uniformity for Ph.D. and M.Phil. examinations.

It is now proposed that –

- i) Universities will declare number of M.Phil/Ph.D vacancies well in advance.
- ii) The common entrance test will be conducted by each PG Dept. annually
- iii) Only those examinees who fall within available quota will be admitted Reservation rules shall apply
- iv) After completing a certain minimum preparatory training, the departmental scrutiny committee will allot candidates to research guides in tune with vacancies specialization etc.
- v) Each guide can have, at any point of time, not more than 8 researchers as Ph.D. and 5 M.Phil. students
- vi) Before submission, the researcher will give a presentation on his work before the Dept. Committee and with their suggestions incorporated will submit the thesis for final evaluation.
- vii) Before submission, the researcher must have published at least one paper in a referred journal.
- viii) The thesis must be evaluated by two external experts; one from within the State and another from outside the State

- ix) After both experts approval and conduct of a viva test is satisfactorily completed, result will be published
- x) A soft copy of the thesis will be submitted to UGC depository.

Most of the universities in the country will have to adopt these rules. In implementing these guidelines. Following issues emerge –

- i) What about teacher's freedom of choice regarding a student?
- ii) What about student's freedom of choice regarding a guide?
- iii) What about research proposal in local language?
- iv) What about those who already have M.Phil degree?
- v) Is the condition of one publication in a research journal necessary?
- vi) What about time-schedule of assessment?
- vii) What about incentives for research guides, remunerations for assessment, viva and T.A. / D.A. – mainly Car travel or Air travel or A.C. 1st Class rail travel

Q.3 What are the steps involved in the solution of case in Higher Education? What precautions should be taken while analyzing And interpreting cases?