



**DEPARTMENT OF BUSINESS MANAGEMENT
DR. B. R. AMBEDKAR OPEN UNIVERSITY
ROAD NO. 46, JUBILEE HILLS, HYDERABAD – 500 033**

**FIRST YEAR – 2ND SEMESTER ASSIGNMENTS
(2025-26 BATCH)**

Dear Student,

We are enclosing two assignments in each course, for all **SIX** courses of Second semester, of first year **MBA Programme (Batch: 2025-26)**. Please note the following points while answering these assignments:

1. Writing and submitting these given ‘Assignments’ are compulsory for the students of MBA Programme. They have a weightage of 30% in each course.
2. You have to submit both the assignments compulsorily. You will not be allowed to appear for the year-end examinations of any course, unless you submit the specified number of assignments in time, for that course.
3. Each assignment carries a maximum of 15 marks and you have to score a minimum of 40% marks, i.e., 6 out of 15, to qualify in that assignment. If you fail to score the minimum marks in any assignment, you have to necessarily resubmit that particular uncleared assignment along with the regular/current batch. Repetition of the same assignment will in no case be allowed.
4. The maximum marks for each course at the semester-end examination are 70 and you have to score a minimum of 40% marks, i.e., 28 out of 70 marks.
5. Division will be awarded on the basis of the aggregate marks obtained in assignments as well as in the semester-end examinations.
6. Dates of submission for the assignments are:

FIRST AND SECOND ASSIGNMENTS:

**All the Six Courses
22-10-2026**

ASSIGNMENTS SUBMITTED AFTER THE DUE DATE WILL NOT BE ACCEPTED

7. If, under unavoidable circumstances, you fail to submit the assignments within the stipulated time, your results will be declared only after the submission and evaluation of all the assignments.
8. If any student fails to submit all the assignments within the stipulated time, he/she has to answer the set of assignments that are sent to the batch in currency/progress at that time.
9. You have to submit your assignments in the same Study Centre to which you are attached.

10. The first page of your response sheet should be in the following format:

Student Admission No. :
Name of the Student :
Address :
Mobile No. :
E-mail Id. :
Name of the Programme :
Course Code & Title :
Assignment No. :
Study Centre (Name & Code) :
Date of Submission :
Signature of the Student :

11. Please go through the relevant course units thoroughly before answering your assignments.
12. In case the assignment is in figurative / problem & solution model, you have to answer it in the required / pertinent format. You should give working notes also wherever necessary.
13. Before submitting the assignments, check them carefully to make sure that you have attempted all the main points of all the questions.
14. You are required to use only foolscap paper for your responses. Allow some margin on the left, in order to facilitate the evaluator to record his comments.
15. You have to answer the assignments in your own words.
16. Do not copy from the response sheets of other students. If copying is noticed, the assignments of all such students will be rejected.
17. Start each assignment on separate sheets of paper.
18. You can consult your counsellors and get clarification on your doubts, if any, while answering the assignments.
19. The assignments should be neatly hand written. ***Typed or Computerized assignments will not be accepted.***
20. You have to prepare your responses in duplicate, submit the original at your study centre and retain the second copy with yourself as a record.
21. You can collect back the evaluated assignments from your study centre, if you want.
22. In case you request for a change of study centre, you should submit your assignments only to the original study centre until the University gives effect to such request for change of study centre.
23. Further correspondence should be made to the following address:

The Director (Student Services Branch)
Dr. B. R. Ambedkar Open University, Prof. G. Ram Reddy Marg,
Road No.46, Jubilee Hills, Hyderabad – 500 033

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HEAD

DEPARTMENT OF BUSINESS MANAGEMENT



**DR. B.R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT**

**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(BATCH: 2025-26)**

**MBA-20101: ORGANISATIONAL BEHAVIOUR
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Explain the concept of organisational behaviour and foundations of organisational behaviour.
b) Distinguish cognitive, behavioural and social learning theories.
2. a) Write how Big five theories useful in explaining personality of employees at workforce.
b) Discuss the factors influencing the perceptual input, throughput, and output.
3. a) What are the different types of groups? Discuss the factors influencing the formation of small groups.
b) What do you mean by functional conflict? Explain the various steps in conflict resolution.

ASSIGNMENT – II (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define the terms Organisational Culture and Organizational Climate. Discuss the antecedents and consequences of organisational climate.
b) What do you understand by Organisational Change? Discuss any two models of organisational change.
2. a) What is Positive Organizational Behaviour? Give an example. Also explain the four key psychological resource capacities and discuss their significance in the modern workplace.
b) Explain the concept of Emotional Intelligence with the help of example. Explain its major components. Identify the benefits in managing emotions at the workplace.
3. Analyze the following case and answer the questions asked at the end:

Infosys, one of India's leading IT services companies, has long been recognized for its structured management practices and people-centric organizational culture. In 2014, under the

leadership of Vishal Sikka, Infosys underwent a significant organizational transformation aimed at revitalizing growth and responding to the rapidly changing digital economy.

The leadership transition brought substantial changes in organizational design, decision-making processes, and the culture of innovation. Sikka emphasized design thinking and automation, encouraging employees to move beyond repetitive tasks and take up more value-creating roles. As part of this transformation, the company introduced various training and development initiatives to strengthen employee learning and support organizational transformation.

However, the transformation also created challenges related to group dynamics and employee motivation. Middle-level managers, in particular, faced difficulties in adapting to the top-down changes and new ways of working. The leadership had to consider employee needs and motivational factors, including Maslow's hierarchy of needs and Herzberg's two-factor theory, to retain talent and maintain employee morale.

The introduction of a flatter organizational structure also created challenges, as it differed from the existing hierarchical system and led to some confusion regarding reporting relationships and authority. Despite these difficulties, Infosys developed self-managed teams in selected innovation centres, which improved cross-functional collaboration and employee participation.

Leadership also sought to strengthen the organizational culture by promoting transparency and creating platforms for collaborative dialogue. By aligning organizational objectives with employee aspirations, Infosys gradually moved towards a more agile and digitally driven organization while managing the challenges associated with organizational change.

Questions:

- a) Identify the leadership style demonstrated by Vishal Sikka during Infosys' organizational transformation and analyze its impact on organizational behaviour.
- b) Examine how the change in organizational structure at Infosys affected employee motivation and group dynamics during the transformation.
- c) What change management strategies can be applied to reduce resistance when introducing transformational initiatives?



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**MBA-20102: FINANCIAL MANAGEMENT
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define 'Financial Management' and outline its core objectives. Differentiate between Financial Planning and Financial Forecasting.
b) Present Value of Single Cash Flow: Calculate the Present Value (PV) of ₹50,000 receivable 5 years from now, discounted at an annual interest rate of 10%.
2. a) Explain the nature and significance of Capital Budgeting and discuss the steps involved in the capital expenditure decision process.
b) A project costs Rs.5,00,000 and has a scrap value of Rs.1,00,000. Its stream of income before depreciation and taxes during first year through five years is Rs.1,00,000, Rs.1,20,000, Rs.1,40,000, Rs.1,60,000, and Rs.2,00,000. Assume a 50% tax rate and depreciation on straight line basis. Calculate the accounting rate for the project. Also state whether you recommend the project for investment when the management expects a rate of return of 10%.
3. a) What do you understand by Optimum Capital Structure? Also critically examine the Modigliani-Miller (MM) approach to capital structure.
b) A company has on its books the following amounts and specific costs of each type of capital:

Type of Capital	Book Value (Rs.)	Market Value (Rs.)	Specific Costs (%)
Debt	4,00,000	3,80,000	5
Preference	1,00,000	1,10,000	8
Equity	6,00,000]		15
Retained Earnings	<u>2,00,000]</u>	<u>12,00,000</u>	13
	13,00,000	16,90,000	

Determine the Weighted Average Cost of Capital using (a) Book Value Weights and (b) Market Value Weights. How are they different? Can you think of a situation where the Weighted Average Cost of Capital would be the same using either of the weights?

ASSIGNMENT – II
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

(MARKS: 15)

1. a) What do you mean by Relevance of Dividend and Dividend Irrelevance? Also present any one Dividend Model of your choice.
b) From the following information find out operating, financial and combined leverages. Sales: Rs. 1,00,000; Variable Cost: Rs. 60,000; Fixed Cost: Rs. 20,000, and Interest: Rs. 10,000.
2. a) A company has total investment of Rs. 5,00,000 assets and 50,000 outstanding equity shares of Rs. 10 each. It earns a rate of 15% on its investments and has a policy of retaining 50% of the earnings. If the appropriate discount rate for the firm is 10%, determine the price of its share using Gordon Model. What shall happen to the price, if the company has a payout of 80% or 20%?
b) Enumerate various forms of dividends. Also examine the constraints of dividend policy.
3. a) M/s. Tejal Ltd. sells goods in the domestic market at a gross profit of 25%, not considering depreciation as part of the cost of goods sold. (Figures in INR).
Its annual figures are: Sales: Home, at one months' credit - 12,00,000; Export, at three months' credit (Sales price 10% below home price) -5,40,000; Materials used (suppliers extended 2 months' credit) - 4,50,000; Wages, paid half months in arrear - 3,60,000; Manufacturing expenses (cash) paid one month in arrear - 5,40,000; Administrative expenses, (paid one month in arrear) -1,20,000; Sales promotion expenses, payable quarterly in advance - 60,000; Income –tax payable in four instalments of Which one falls in the next financial year -1,50,000.
The company keeps one months' stock of each of the raw materials and finished goods and believes in keeping Rs. 1,00,000 available to it included the overdraft limit of Rs. 50,000 not yet utilized by the company. Assuming a 15% safety margin, ascertain the requirements of the working capital of the company. Ignore work-in-progress.
b) The initial cash outlay of a project is Rs.2,00,000 and it generates cash annual inflows (CFAT) of Rs.40,000, Rs.60,000, Rs.90,000, and Rs.50,000 for four years. Assume a 10% rate of discount. Calculate: i) NPV, ii) Profitability Index, and iii) IRR.



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**MBA-20103: MARKETING MANAGEMENT
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Discuss the evolution and process of marketing. Describe the significance of marketing mix in marketing planning. Analyze the role of technology enabled marketing strategy.
b) What do you mean by Services? Discuss the use of technology in marketing of services.
2. a) What is 'Market Segmentation'? Give an example. Analyze the need for market segmentation. Also discuss briefly the basis and benefits of market segmentation.
b) Explain the principles of designing marketing organization. State different types of marketing organizations. Also explain the role of technology in integration of marketing organization.
3. a) Discuss the importance, scope and applications of marketing research. Also explain the Marketing Information System (MkIS) in conducting marketing research.
b) Explain the nature and scope of consumer behaviour. Discuss the factors influencing consumer behaviour with the help of relevant examples.

ASSIGNMENT – II (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) What do you understand by Globalisation? Discuss the pros and cons of digital marketing in Indian context.
b) What is Product Life Cycle? Discuss how the marketing mix should be changed during the various stages of the PLC. Give an example.
2. a) How do brands help companies market their products? Discuss various factors contributing to brand equity.
b) Write a note on AIDA Model. Discuss the importance of Communication Mix in marketing. Explain its components.

3. Analyze the following case and answer the questions asked at the end:

The renaming of Toyota's Auris model as the Corolla brought back a name familiar to many Toyota drivers from the past, while spearheading a strategy to steer customers toward unfamiliar new technology. The small family car—part of a declining market segment as buyers increasingly switch to SUVs and crossovers—was chosen to test Toyota's strategy of emphasizing hybrid models and increasing their production. This plan required Toyota to encourage 90% of Corolla buyers to choose the more expensive hybrid versions.

Along with the new name, the revived Corolla featured updated styling and improved specifications aimed at addressing critics who had described the Auris as dull. However, the Corolla also came with a hefty price increase compared to the old model, with hybrid versions typically costing around €3,000 more than petrol-powered versions.

A key consumer insight revealed that mainstream car buyers are keen to keep up with technology trends, even if they are reluctant to be early adopters. The challenge for the 2019 launch of the Corolla was to communicate the tangible benefits of its hybrid technology, which offers lower emissions than purely petrol-powered cars without the perceived range and charging limitations of fully electric vehicles. Toyota also sought to address consumer misconceptions about hybrids and to emphasize their conventional performance benefits rather than just environmental advantages.

The campaign message—"Don't get left behind. Keep moving with the Corolla Hybrid"—summed up these concepts. The creative treatment featured a Corolla overtaking a succession of historic and modern vehicles, including an electric car stationary while recharging.

Consumers understood the message, leading to a sharp increase in interest and consideration of the Corolla. Sales rose by an impressive 45% compared to the previous Auris model. This success culminated in Toyota winning the 2020 Marketing Week Masters award for automotive.

Questions:

- a) If you were the decision-maker for the particular brand, which name would you suggested, and why?
- b) How should marketing managers position the brand name, and what are the ways of communicating value?
- c) When car value is decreasing in the market, what innovative approach can you bring to influence customers?



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**MBA-20104: HUMAN RESOURCE MANAGEMENT
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is HRM? Discuss the characteristics and functions of HRM.
b) What is Human Resource Planning? Enumerate the factors that affect HRP. Also state the advantages and limitations of HRP.
2. a) Distinguish between Recruitment and Selection. Explain different types of interviews in brief. Which one is difficult to conduct among them? Why?
b) What is Career Development? Examine various stages involved in career development.
3. a) Define 'Performance Appraisal'. Explain briefly the following methods of performance appraisal: (a) 360^O Performance Appraisal; (b) MBO; (c) Paired Comparison; and (d) Critical Incidents.
b) Define the term Job Satisfaction. Identify the factors that influence job satisfaction.

ASSIGNMENT – II (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Enumerate the steps involved in the job evaluation process. Also explain the non-analytical methods of job evaluation.
b) What do you mean by Total Rewards? Present the components of Total Reward System in a diagrammatic form. Also enumerate the guiding principles of reward system.
2. a) What is Human Resource Information System? What are the benefits of HRIS to managers? Explain various types of HR Analytics with examples.
b) What do you understand by Human Resource Audit? What are the various levels of HR Audit? Also explain briefly various approaches to HR Audit.
3. Analyze the following case and answer the questions asked at the end:

Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months' intervals by a committee of two executives. Graphic scales have been used as means of appraisal.

The qualities considered are responsibility, initiative, interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the Chief Executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions:

- a) How far do you agree with the management that performance appraisal should be discontinued?
- b) If you were the HR manager, how would you tackle the situation?
- c) What modifications would you suggest in the performance appraisal system of the company?



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**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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**MBA-20105: OPERATIONS MANAGEMENT
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) What is Operations Management? Discuss how operations functions related to other functions in the organisation.
b) “Globalization affects OM activities in different ways” – Comment. What is the competitive advantage of Samsung Phones over its competitor Oppo and how does Oppo handle it?
2. a) Write a brief note on: CAD, CAM, CIM, FMS, AND ROBOTICS.
b) Write a detailed note on plant layout and process layout. Discuss its advantages and disadvantages.
3. a) What is Batch Production? Examine the characteristics, advantages and disadvantages of batch production.
b) In a factory, there are six jobs to perform, each of which should go through two machines A and B, in order AB. The processing timings (in hours) for the jobs are given below. Calculate the sequence for performing the jobs that would minimize the total elapsed time T.

Job	Machine A	Machine B
1	7	3
2	4	8
3	2	6
4	5	6
5	9	4
6	8	1

ASSIGNMENT – II
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

(MARKS: 15)

1. a) Explain the concepts of Sub-Contracting and Multi-Level Sub-Contracting with the help of an example for each category. What are the benefits of sub-contracting?
 b) In the production of an item, the process is said to be under control if the diameters have a mean of 3.5 inches and a standard deviation of 0.05 inches. Construct a control chart for the mean of random sample of size 10 showing the control limits on the graph paper.
2. a) What do you mean by Plant Maintenance? Discuss its scope, importance and purpose.
 b) Explain the concepts of Materials Requirement Planning and Manufacturing Resources Planning. What are the elements of Materials Requirement Planning? Also discuss how the elements contribute to effective materials management of a firm?
3. a) A project consists of the following activities and different time estimates:

Activity	Least time (in days)	Most Time (in days)	Most likely time (in days)
1-2	3	15	6
1-3	2	14	5
1-4	6	30	12
2-5	2	8	5
2-6	5	17	11
3-6	3	15	6
4-7	3	27	9
5-7	1	7	4
6-7	2	8	5

Questions:

- a) Draw a network
 b) Determine the critical path and their variances
 c) Find the earliest and latest expected times to reach each node
- b) An inspector counted the number of defective monthly billing statements of a company telephone in each of 20 samples. Using the following information, construct a control that will describe 99.74% of the chance variation in the process when the process is in control. Each sample contained 100 statements.

Sample	No. of Defectives	Sample	No. of Defectives
1	4	11	8
2	10	12	12
3	12	13	9
4	3	14	10
5	9	15	21
6	11	16	10
7	10	17	8

8	22	18	12
9	13	19	10
10	10	20	16
Total			220



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**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
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**MBA-20106: QUANTITATIVE TECHNIQUES
I YEAR – 2ND SEMESTER**

ASSIGNMENT – I (MARKS: 15)
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define 'Statistics'. Discuss the role of Statistics in decision making. Explain the concepts of arithmetic and geometric progression with appropriate examples.
b) What do you mean by matrix? Discuss the various types of matrix with appropriate examples.
2. a) What is Business research? Explain the step by step process in business research process.
b) Distinguish between primary and secondary data. What are the different methods of collecting primary data?
3. a) Define and explain mean, median, and mode. Then calculate the mean, median, and mode for the following grouped frequency distribution:

Age	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60
No. of Persons	100	140	200	360	300	240	140	120

- b) Calculate the Standard Deviation from the data given below:

Class	Below 10	Below 20	Below 30	Below 40	Below 50	Below 60	Below 70
Frequency	5	12	26	38	47	53	55

ASSIGNMENT – II
ANSWER ALL QUESTIONS
ALL QUESTIONS CARRY EQUAL MARKS

(MARKS: 15)

1. a) What is positive and negative correlation? Discuss the advantages and disadvantages of positive and negative correlations.

b) Develop the Regression Lines from the following data:

Employee experience in years	6	8	10	12	14	16
Employee performance rating in %	87	88	85	86	80	85

2. a) Explain the different components of fluctuations in a time series. Discuss the various methods used to measure the trend component, highlighting their relative merits and demerits.

b) What is meant by probability? Explain the different approaches (schools of thought) to probability briefly.

3. a) What is sampling distribution? What are the different types of sampling distributions?

b) Among 168 off-springs for a certain cross breed puppies as red, black and white with puppies of 92, 24 and 52 respectively. Accordingly to the genetic model, these numbers should be in the ratio of 5:2:3. Is this data consistent with the model at precision of 0.05?
