

M.B.A. Public Policy and Management

Assignments

□ **Instructions to Candidates**

01. Attached are four assignments for each of the papers, which you have to complete and submit for evaluation to the Study Centre.
02. Each assignment follows a particular Module (book) of the course. In some cases, the assignment could also cover topics discussed in one or more of the earlier modules / books.
03. Attempt each assignment after you have studied the topics covered in the module / book.
04. Each assignment should not take you more than ONE HOUR to complete. While you do the assignment, keep track of the time you take to complete it. State, VERY HONESTLY, at the end of your answer sheets, how much time you took to complete the assignment.
05. Attempt the assignments UNDER STRICT EXAMINATION CONDITIONS. Resist the TEMPTATION to refer to the COURSE MATERIAL, books or other material, while you are writing the answer.
06. Present your answer VERY NEATLY. Badly presented answers indicate your state of mind and preparedness as you write.
07. Use A4 size White Paper only.
08. The Cover Page (first page) must have the following information:

Name :

P. R.N. : Study Centre Code :

Subject :

Assignment No. :

Date of Submission :
09. All Questions carry equal marks.
10. Each assignment paper is of 20 marks.
11. All the four sets of assignment for each subject should be submitted within the specified date as advised to the students from time to time.
12. You should submit the assignments to the STUDY CENTRE only.
13. **No assignment will be received at the university.**
14. Internal marks will be calculated based on the average of all four set of assignment for the particular course.
15. BE HONEST. Only then will you get a proper feedback about your performance and progress.

BEST OF LUCK !

STRATEGIC MANAGEMENT (CP 2001)

Book : 1 Assignment No. : CP2001A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt ANY TWO of the following.*

- (1) (a) What is “Strategy” Explain its importance.
(b) Explain the levels at which strategy is formulated.
- (2) How are goals formulated? Differentiate between goals and objectives.
- (3) Explain the following terms :
 - (a) SWOT Analysis
 - (b) PEST Analysis
 - (c) ETOP Analysis
 - (d) QUEST Analysis
 - (e) Vision and mission
- (4) What do you understand by the terms “Critical Success Factor” and “Key Rating Factor”?

Strategic Management (CP 2001)

Book : 2 Assignment No. : CP2001B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt ANY TWO of the following.*

- (1) Explain the concept of corporate restructuring.
- (2) Explain the terms “ value creation” and “value capture”. What are the ways by which a corporate adds value to underlying business?
- (3) Explain Michael Porter’s framework of competitive strategies.
- (4) What is global strategy? Explain in detail transnational strategy?

Strategic Management (CP 2001)

Book : 3 & 4

Assignment No. : CP2001C

*Note : (1) Attempt this after you have studied book 3.
(2) Attempt ANY TWO of the following.*

- (1) Distinguish between strategy formulation and strategy implementation.
- (2) What is the role of research and development in technology strategy?
- (3) Explain the evaluation of strategies in non-profit and government organisations.
- (4) Write short notes on :
 - (a) Learning Organisations
 - (b) Strategic business unit
 - (c) Whistle blowing

Strategic Management (CP 2001)

Book : 1, 2 , 3& 4

Assignment No. : CP2001D

Note : (1) Attempt this after you have studied all the four books.

FINGER CHECK – a Case Study

Raghunandan V. Raghavan, as the Marketing Manager of the well respected pharmaceutical off Shoot Company. Medicare India, was intrigued by the sales statistics of the company's latest product: the portable blood pressure machine called finger check. This instrument, meant for direct customer use, did away with the clumsy mercury instruments and the mandatory visit to the doctor. The patient, in the relaxing comfort of his home or office, could now monitor his BP on a regular basis. The product had been priced reasonably, at Rs. 2750. This price was well below similar Japanese products that were being smuggler into the country. Sales were stagnant at an embarrassingly low level. The surprising thing was that a conceptually similar product, a digital instrument to test blood sugar levels, had been a run-away success.

Blood pressure is a killer disease. It has been estimated by surveys that are in every four males in India suffers from this problem. It has no symptoms and if not checked, can result in hammerage, paralysis, renal failure and cardiac arrest. Its cause is immediately related to the hardening of the blood vessels, leading the heart to increase its musenlar action. It is aggravated by a sedentary life style, a high salt diet, food habits that include high cholesterol forming inputs and fried food. Indians, because of their dietary habits, are more prone to BP than the rest of the world.

The disease can be effectively controlled. There are different drugs in the market like beta blockers etc. that can effectively keep pressure under control. There is, however, no cure for this and the patient has to be under medication and supervision for the rest of his life.

The measurement of the disease itself is quite simple. A mercury instrument (normally priced around Rs.500), with a cloth band around the arm and a pump balloon, which would restrict the flow of blood through the blood vessels, can measure both the systolic and diastolic readings. A reading of 120/70 is considered normal, although with age, doctors are willing to allow readings up to 140/90. Readings in excess of this are considered to be symptomatic of this disease.

Finger check, on the other hand, did not have any of the problems of elaborate instrumentation. A small device is to be tied around the index finger, a small balloon pump and a digital reading would be provided, which could be stored in the small but effective memory that was provided. The price, though higher than the conventional instruments, was quite reasonable for the clientele that the company was catering to. Imported models, with varying degree of sophistication were available from Rs. 6,000 upwards. Raghu figured that he had got both the price and positioning right.

It was not that Raghunandan had omitted to do a correct market survey. At an estimated 200 million middle class and a ratio of 1:5, we were talking about a population of over 5 million. Even with stringent assumptions about income distribution a population of 1 million was being targeted (leaving out 50% of the population that were women). This was a good enough market for Medicare, which had an installed capacity of 40,000 units per annum. Moreover, there was also the possibility of institutional sales.

Raghu's strategy had been simple enough. Even without the luxury of a huge budget, he had managed fairly well in creating brand awareness. Point of purchase advertising at medicine shops in targeted colonies, mailers to credit card holders. Limited national advertising in business journals and papers and a one-shot comparing on TV, featuring colgate –style, a doctor in white coat promoting the product had seen the awareness level of the brand rise significantly. Six months down the line, when an independent advertising agency had been commissioned to do a survey, it had come up with surprisingly pleasing results. Geographically, the segmented approach had been adopted. Beginning with Delhi, he had taken the campaign to Mumbai and other metropolitan cities. He would have liked to take the product to the smaller towns also, but lacked the resources to support the national distribution channel.

Despite best efforts, the sales had been sluggish. Brand endorsement by local physicians had not been strong. Most had turned down the offer of a free sample to be displayed on their table. The medical community was, by and large, suspect of the new digital technology and did not see it adding too much value to

their practice. Institutional sales too were low. Most of the hospitals and government dispensaries could not see the merit in such an instrument with its existing characteristics price too had been a major deterrent.

Secondary sales did not suggest too big a market. Although pregnant women, with associated BP Problems would find this instrument invaluable, Raghu doubted whether the Indian middle class housewife would spend Rs. 3000 for a product that she would consider a luxury, and that too a temporary one!

At the forthcoming Board meeting Raghu would have to justify the product or “Junk” it. Was it possible that Raghu, who had led the brilliant campaign on the blood sugar machine, had met his Waterloo!

ISSUES

- (1) Where is Raghu going wrong?
- (2) What would be your recommendation to him for the next Board meeting?
- (3) Can you suggest a turnaround strategy for the product?

ORGANISATIONAL CHANGE AND DEVELOPMENT(HR 2301)

Book : 1 Assignment No. : HR2301A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What are the various types of change and its forces?
How can you implement change in an organisation ?
- (2) Explain, with the help of a diagram, growth as a factor of change. What strategies have been proposed by Grainier at each stage of growth?
- (3) As a manager of an organisation with 400 employees, how will you promote organisational culture?
- (4) What are the various means by which change can be implemented?
Explain in detail.

HUMAN RESOURCE PLANNING (HR 2302)

Book : 1 Assignment No. : HR2302A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt **ANY TWO** of the following.*

- (1) (a) Explain the principal steps in policy formulation.
(b) Discuss the different types of HR policies.
- (2) (a) Define procedure. What are the characteristics of a good procedure ?
(b) What are the advantages and disadvantages of procedures ?
- (3) What do you understand by Demand Forecasting in Human Resource Planning ?
- (4) What are the limitations of Human Resource Planning Programmes?

HUMAN RESOURCE DEVELOPMENT (HR 2303)

Book : 1 Assignment No. : HR2303A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Define Human Resource Development and explain its characteristics.
- (2) What are the HRD Processes? Describe them in detail.
- (3) What is HRD in the organisational context ? Explain the early approaches to HRD in the organisational context.
- (4) Differentiate between the strategic approach to training and development and SHRD.

MANAGING INTERPERSONAL AND GROUP PROCESSES

(HR 2305)

Book : 1 Assignment No. : HR2305A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Define organisational learning. How can a manager build organisational learning ability ?
- (2) Define groups. Explain the different types of groups
- (3) What is a change agent ?
Who plays this role ?
- (4) Define Organisational Development.
What are its techniques ?

MANAGEMENT OF TRAINING AND DEVELOPMENT (HR 2309)

Book : 1 Assignment No. : HR2309A

Note : (1) *Attempt this after you have studied book 1.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Explain training and development process in detail ?
- (2) What is meant by "learning by imitation ?
- (3) Describe the various methods of training.
- (4) Describe in detail the role of the management in making a training programme.

ORGANISATIONAL CHANGE AND DEVELOPMENT (HR 2301)

Book : 2 Assignment No. : HR2301B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What are levels of changes and as a leader of an organisation, what steps will you take to plan change?
- (2) Why is organisational change often resisted by individuals and groups? Suggest strategies to prevent such resistance.
- (3) What are the important concepts of organisation Development ?
- (4) Explain the concept of Quality of Work Life and its importance today.

HUMAN RESOURCE PLANNING (HR 2302)

Book : 2 Assignment No. : HR2302B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Discuss the concept of productivity. What contributions could be made towards the improvement of productivity ?
- (2) State the advantages and disadvantages of a job evaluation programme.
- (3) How is career planning developed in an organisation ?
- (4) Explain the benefit of a career development system. What are the stages in the career development process?

HUMAN RESOURCE DEVELOPMENT (HR 2303)

Book : 2 Assignment No. : HR2303B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt **ANY TWO** of the following.*

- (1) "HRD is concerned with building competence, commitment and culture".
Explain
- (2) What are the various HRD mechanisms for workers ?
- (3) Explain the need for counselling. What are the functions of counselling ?
- (4) Briefly discuss the various methods of imparting training.

MANAGING INTERPERSONAL AND GROUP PROCESSES

(HR 2305)

Book : 2 Assignment No. : HR2305B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Explain the elements and process of communication.
- (2) Explain the term "grapevine" as a channel of communication. What are its benefits to the management?
- (3) Explain the stages in the development of interpersonal relationship.
- (4) Compare and contrast group and individual decision-making.
What are the problems with group decision-making?

MANAGEMENT OF TRAINING AND DEVELOPMENT (HR 2309)

Book : 2 Assignment No. : HR2309B

Note : (1) *Attempt this after you have studied book 2.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Write an essay on the different types of training programmes.
- (2) What do you understand by pedagogy ?
What are its advantages and disadvantages ?
- (3) Write an essay about the various meta-theories of learning.
- (4) Explain how feedback helps in implementing effective control in the organisation.

ORGANISATIONAL CHANGE AND DEVELOPMENT (HR 2301)

Book : 3 Assignment No. : HR2301C

Note : (1) *Attempt this after you have studied book 3.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What are the various considerations and action components of OD programmes ?
- (2) Explain the kind of politics that is generally played in the organisation.
- (3) What are the various strategies relating to personal concern that is carried out by organisations for its development ?
- (4) Write notes on –
 - (a) Organisation mirroring
 - (b) Creative Model
 - (c) Formalisation
 - (d) Job redesign strategy.

HUMAN RESOURCE PLANNING (HR 2302)

Book : 3 Assignment No. : HR2302C

Note : (1) *Attempt this after you have studied book 3.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Briefly discuss the methods of imparting training.
- (2) "Performance Appraisal is not merely for appraisal but for accomplishment and improvement of performance", Discuss.
- (3) What is competency mapping? How does competency mapping contribute to Human Resource Planning?
- (4) What is a Transfer Policy? Enumerate the steps to be followed in a transfer.

HUMAN RESOURCE DEVELOPMENT (HR 2303)

Book : 3 **Assignment No. : HR2303C**

Note : (1) *Attempt this after you have studied book 3.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What is Quality Circle? Describe the advantages and limitations of Quality Circle.
- (2) How do you relate Pavlov's experiments with dogs to human behaviour ?
- (3) "Any observable change in behaviour is prima facie evidence that learning has taken place". Discuss.
- (4) Why should organisations be concerned about stress at work? What are the costs of distress to organisations ?

MANAGING INTERPERSONAL AND GROUP PROCESSES

(HR 2305)

Book : 3 **Assignment No. : HR2305C**

Note : (1) *Attempt this after you have studied book 3.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What is power ?
How is it related to political behaviour ?
- (2) Define organisational politics.
Why is it so widespread in organisations ?
- (3) Describe the four political types of people Michael Maccoby discuss.
- (4) What is organisational culture ?

MANAGEMENT OF TRAINING AND DEVELOPMENT (HR 2309)

Book : 3 Assignment No. : HR2309C

Note : (1) *Attempt this after you have studied book 3.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Describe the different types of charts and graphs, which are used as teaching aids.
- (2) Describe the process of communication. Add a note on communication failures.
- (3) What do you mean by terminal measurements?
- (4) Describe the Kirk Patrick method of evaluation.

ORGANISATIONAL CHANGE AND DEVELOPMENT (HR 2301)

Book : 4 Assignment No. : HR2301D

Note : (1) *Attempt this after you have studied book 4.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Explain the mechanism for organizational learning in context with Indian organization?
- (2) As a manager of a shoe manufacturing company, enumerate the areas about which you may like to acquire more knowledge? What do you feel is the major source of knowledge? Give reasons.
- (3) What are the various elements of the knowledge Management Process?
- (4) You are the HR manager of a production unit of Bhopal based pharmaceutical company. Of late, it has been noticed that skilled employees leave your organisation and join different organisations. What steps will you take to retain them with particular reference to knowledge management?

HUMAN RESOURCE PLANNING (HR 2302)

Book : 1, 2 and 3 Assignment No. : HR2302D

Note : (1) *Attempt this after you have studied all the three books.*
(2) *Attempt **ANY TWO** of the following.*

- (1) What is ROI? Explain the four stages of the Kirkpatrick model.
- (2) What are the life and career stages? How do organisations plan for the career of employees based on the career stages?
- (3) What are the main sources of manpower supply for an organisation?
- (4) What steps would the management of an organisation have to take to make their Human Resource Planning effective?

HUMAN RESOURCE DEVELOPMENT (HR 2303)

Book : 1, 2 and 3 Assignment No. : HR2303D

Note : (1) *Attempt this after you have studied all the three books.*
(2) *Attempt **ANY TWO** of the following.*

- (1) Explain the three HRD models.
- (2) "No organisation today can choose between training and no training."
Comment.
- (3) Describe field force analysis and its relationship to Lewin's change model.
- (4) Explain in detail the four-step sequence in designing HRD interventions.

MANAGING INTERPERSONAL AND GROUP PROCESSES (HR 2305)

Books : 1, 2 and 3 Assignment No. : HR2305D

Note : (1) Attempt this after you have studied all the three books.
(2) Attempt **ANY TWO** of the following.

- (1) Describe four different ways in which managers manage stake holders' relationships.
- (2) What do you mean by self-managed teams?
How do they differ from conventional work groups?
- (3) What is cohesiveness? State the reasons for groups to be cohesive.
- (4) As a manager in an organisation, in what situations might you practice authoritative rather than authoritarian communication with your employees?

MANAGEMENT OF TRAINING AND DEVELOPMENT (HR 2309)

Books : 1, 2 and 3 Assignment No. : HR2309D

Note : (1) Attempt this after you have studied all the three books.
(2) Attempt **ANY TWO** of the following.

- (1) Elaborate the importance of seating arrangements in a classroom. Discuss the different types of seating arrangements.
- (2) Describe the various steps involved in an incident process of the training method.
- (3) Describe the role played by programmed institution in the training programme of an organisation.
- (4) Explain in detail the survey method of collecting information.