

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**CENTRE FOR DISTANCE AND ONLINE EDUCATION**  
**MBA Distance Mode Course 2024 -2025**

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***General Instructions for Submission of Assignments***  
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1. *These assignments should be submitted only by those students who have registered for the examinations to be held in October 2024-25*
2. The assignment for each course/paper/subject should be **hand written** on a separate sheet.
3. Strictly use **Blue colour** ink only for writing the assignments.
4. Illustrate your answer by giving suitable examples/graphs/charts/figures/tables/diagrams wherever necessary.
5. Assignments should not be copied, should be clear, readable and well presented. Students are advised that in case two or more students' assignments are too similar in content, nature, the study centre co-ordinator would at his / her discretion decide on the quantum of marks to be awarded, irrespective of how good the submitted assignments are.
6. Students are also advised to quote sources (if any) of data, facts, sketches, drawings etc in their assignments. They have to give References at the end of each assignment.
7. A separate set should be made for each subject (Total 8 sets, one per subject).
8. A cover page as per the format given below 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 semester.
10. Submit assignments to the centre coordinator of the respective study centre. **It is the student's responsibility to ensure that the assignments should reach the concerned study centre on or before the due date. No excuses of any kind for late or non-submission of assignments will be entertained.** 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.
11. Please note that there is **separate passing head** for internal assignments (Term Work) and university examinations, 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 and total of minimum 40% in each subject for passing. 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.

**Figure No.1 Contact details of the Study Centres**

<b>Course</b>	<b>Study Centre</b>	<b>Coordinator</b>
<b>MBA Distance Mode</b>	Center for Distance and Online Education, Shivaji University, Vidyanagar Post Office, Kolhapur 416 004.	Smt. S. U. Mogale (0231) 2693771/2694771
<b>MBA Distance Mode</b>	Vivekanand College, 2130, 'E' Tarabai Park, Kolhapur 416 003	Shri S.S. Kale (0231)2658612/ 2658840
<b>MBA Distance Mode</b>	Sadguru Gadage Maharaj, Karad Masur Rd, Ashtavinayak Colony, Vidyanagar, Karad, Maharashtra 415 110	Shri G. S. Bansode (02164) 271794
<b>MBA Distance Mode</b>	Arts, Commerce & Science College, Palus Tal-Palus Dist-Sangli	Shri. P.S. Nikam (02346) 226226
<b>MBA Distance Mode</b>	Sadashivrao Mandlik Mahavidyalaya, Murgud, Tal- Kagal Dist – Kolhapur	Dr. M.R. Benake (02325) 264213
<b>MBA Distance Mode</b>	Shri Vanktesh Mahavidyalaya, Ichalkaranji, Tal- Hatkangale, Dist - Kolhapur	Dr. Mahesh Kesarkar (0230) 2424534

**Last date of Submission of Assignments** –

SUBMIT THE ASSIGNMENTS AT YOUR STUDY CENTRES ON OR  
BEFORE 25<sup>th</sup> November 2024

Sd/-

Coordinator M.B.A.

Centre for Distance Education

Shivaji University, Kolhapur (0231) 2693871

**Shivaji University, Kolhapur**  
**Centre for Distance and Online Education**  
**MBA Distance Mode Course 20 -20**  
**Cover Page**

The Cover Page (First Page) for each Assignment paper should include following information.

1. Name of the Study Centre: \_\_\_\_\_

**Exam  
Seat No.**

2. Name of the Candidate: \_\_\_\_\_

3. Address: \_\_\_\_\_

\_\_\_\_\_ Pin Code: \_\_\_\_\_

4. MobileNo/Contact No: \_\_\_\_\_

5. Course: MBA-I/II (Semester- )

6. Paper No. & Name of Subject: \_\_\_\_\_

7. Subject Code: \_\_\_\_\_

8. Exam Seat No. \_\_\_\_\_

9. PRN No. \_\_\_\_\_

10. Date of Submission of Assignment: \_\_\_\_\_

11. Signature of Student: \_\_\_\_\_

**(Only for Official Use)**

Marks obtained out of 20: \_\_\_\_\_

Name & Signature of Evaluator of Assignment: \_\_\_\_\_

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**CENTRE FOR DISTANCE AND ONLINE EDUCATION**  
**MBA Distance Mode**

**Assignment Questions – MBA Part-II/ Semester – III**

**General Instructions for all subjects.**

1. All questions carry 10 marks each.
2. Attempt any two questions for each paper.
3. Maximum total marks 20 for each paper.

**P-I Corporate Policy and Strategic Management.**

**1. Case Study: Premier Electronics Ltd.**

Premier Electronics Ltd., an emerging leader in India's consumer electronics industry, has developed a reputation for producing affordable yet innovative devices, including smartphones, televisions, and audio equipment. However, as competition escalates and market dynamics become increasingly complex, Premier Electronics faces both opportunities and challenges that require a more defined and systematic approach to strategic management. To navigate these evolving circumstances and strengthen its competitive advantage, Premier Electronics' executive team has chosen to implement a structured strategic management process that aligns with its overarching vision and mission.

At Premier Electronics, strategic management is viewed not merely as a set of planning exercises but as an ongoing commitment to aligning the company's resources and capabilities with a clear vision for future growth. This approach allows the company to set long-term objectives while remaining agile enough to respond to market shifts and customer demands. The strategic vision at Premier Electronics is rooted in its aspiration to become a global leader in consumer electronics, known for providing innovation and affordability. This vision motivates every level of the organization, establishing a shared understanding of what success looks like. Complementing this is a mission that emphasizes the creation of high-quality products that adapt to the fast pace of technological advancements while meeting the everyday needs of consumers.

Within this structured process, goal-setting is a vital component. Premier Electronics has identified short-term goals such as expanding its product portfolio by entering the smart home

device market and increasing its market share within Asia by 15% over the next two years. These immediate goals are aligned with the broader objectives, which include establishing a top-10 global presence in consumer electronics. Achieving these objectives demands a deep understanding of the market environment and effective planning that considers both internal strengths and external forces. Premier Electronics' executive team regularly conducts market and competitor analyses, gathering insights that shape both operational and strategic decisions, enabling the company to adapt in a rapidly evolving industry.

At the core of Premier Electronics' strategic vocabulary are foundational concepts like vision, mission, goals, objectives, strategists, and business models, which all serve to guide the organization's direction and decision-making. Their **vision**—to become a recognized global leader in consumer electronics known for its innovative yet affordable solutions—serves as a beacon for all strategic efforts, fostering a unified sense of purpose. The **mission**, emphasizing high-quality, accessible products that enhance modern lifestyles, underpins the company's core activities, from product development to customer service.

In practical terms, **goals** and **objectives** provide specific targets that the company can work toward within set timeframes. Short-term goals focus on boosting production capacity and brand visibility in new Asian markets, while long-term objectives include expanding global reach and scaling the product line. These clearly defined targets help Premier Electronics' team make precise, impactful decisions. **Strategists** at Premier Electronics include the CEO, the head of marketing, and the operations manager. Together, they drive the company's strategic plans by combining market insights with operational knowledge. The company operates under a cost-leadership **business model**, which prioritizes minimizing production costs while delivering products that meet market demand. This model enables Premier Electronics to remain competitive by offering quality products at affordable prices—a crucial differentiator in its market positioning strategy.

To further refine its strategic plan, Premier Electronics regularly conducts a SWOT analysis, examining its internal strengths and weaknesses while identifying external opportunities and threats. This analysis has revealed several **strengths**, including advanced R&D capabilities and a skilled workforce that enables Premier Electronics to consistently innovate. The company has earned a solid reputation in the market for delivering affordable electronics without compromising on quality, positioning it favourably against competitors. However, **weaknesses** like limited global presence and reliance on outsourced suppliers expose the company to risks such as supply chain disruptions and price volatility in raw materials.

In terms of **opportunities**, Premier Electronics recognizes the rapid growth of the smart home device market as a promising avenue for expansion. The increasing demand for eco-friendly products also aligns with the company's expertise in producing energy-efficient devices. The leadership is exploring potential partnerships that could facilitate its entry into new markets, extending its reach beyond Asia. Conversely, **threats** from intense competition, especially from established global brands, pose significant challenges. Furthermore, rapid technological

changes and economic uncertainties threaten to impact consumer spending, potentially reducing demand.

Premier Electronics leverages its SWOT insights to formulate strategies that align with its goals, thereby capitalizing on opportunities while proactively addressing potential risks. For instance, by using its R&D strengths, the company is exploring sustainable product innovations that cater to environmentally conscious consumers. Through careful planning and targeted investments, Premier Electronics aims to overcome its challenges and achieve its vision of global prominence.

## Questions

- i. How does the strategic management process at Premier Electronics help the company establish a clear and unified direction in a highly competitive market? Why are vision and mission statements crucial for guiding this process?
- ii. Based on the SWOT analysis, suggest two strategic initiatives Premier Electronics could adopt to enhance its market position. How might the company utilize its strengths in R&D to address emerging market opportunities?

(Sources for the case study:

\*Libraries. Retrieved from <https://open.lib.umn.edu/principlesmanagement/chapter/4-3-the-roles-of-mission-vision-and-values/> on 10/10/2024

\* Vision, Mission and Goals. Retrieved from <https://opentextbc.ca/strategicmanagement/chapter/vision-mission-and-goals/> on 10/10/2024

\* Emerging Brands Disrupt Consumer Electronics: Lessons from India for Other Emerging Markets. Retrieved from <https://www.euromonitor.com/article/the-rise-of-indian-brands-in-consumer-electronics> on 10/10/2024

\*India calling. Retrieved from <https://www.pwc.in/research-and-insights-hub/india-calling-decoding-the-countrys-electronics-manufacturing-journey-and-the-way-forward.html> on 11/10/2024)

2. Describe Strategy Implementation and Project Implementation in details.

3. Write short notes on (Any two)

- a. Strategy Evaluation and control.
- b. Porter's 5 forces model.
- c. Business level strategies.

## **P-II Indian Ethos and Business Ethics**

### **Q.1 Case study- Organizational Effectiveness at Tech Solutions Inc.**

Tech Solutions Inc., a rapidly growing software development company based in Bangalore, India, has become a significant player in the IT sector since its founding in 2015. With over 200 employees and an annual revenue growth rate of 25%, the company specializes in developing custom software solutions for various industries, including healthcare, finance, and education. In 2023, Tech Solutions expanded its client base to over 150 organizations, including notable names like HealthCare Corp and FinTech Innovations. As the company scaled its operations, it recognized the critical need for robust planning, organizing, staffing, directing, and controlling processes to maintain its competitive edge and ensure long-term success.

The planning process at Tech Solutions Inc. serves as the backbone of its strategic initiatives, guiding decision-making and resource allocation. The company employs various types of planning, including strategic, tactical, and operational planning. For example, the strategic plan for 2024 outlines objectives such as increasing market penetration by 20% and launching three new software products aimed at small to medium-sized enterprises (SMEs). Tactical planning breaks these goals down into actionable steps, such as implementing targeted marketing campaigns that are projected to increase lead generation by 30%. Operational planning ensures that daily tasks align with these broader strategic objectives. However, the planning process is not without limitations. For instance, unforeseen market changes, such as the recent global semiconductor shortage, can impact timelines and project costs, necessitating a degree of flexibility and adaptability in their execution.

To effectively implement its plans, Tech Solutions Inc. has established a clear organizational structure. The company adopts a hybrid organizational structure that combines functional and project-based elements, allowing for efficient communication and collaboration across departments. This structure enhances the organization's ability to respond quickly to client needs while maintaining specialized expertise in areas like software development and project management. The organizing process involves defining roles and responsibilities—approximately 60% of employees work in development, 20% in project management, and 20% in support roles—allocating resources, and establishing reporting relationships, all of which contribute to a streamlined workflow and enhanced productivity.



Staffing at Tech Solutions Inc. is critical to its success, as the company recognizes that a skilled and motivated workforce is essential for delivering high-quality software solutions. The staffing process encompasses several key steps, including workforce planning, recruitment, selection, training, and performance management. In 2023, Tech Solutions hired 50 new employees, aiming for a diverse talent pool that includes software engineers, designers, and business analysts. The importance of effective staffing is underscored by the company's commitment to ongoing employee development, with an annual training budget of ₹5 million dedicated to upskilling employees in emerging technologies like artificial intelligence and machine learning. This investment not only fosters loyalty but also reduces turnover, which currently stands at a low 10% compared to the industry average of 15%.

Directing at Tech Solutions Inc. involves guiding and motivating employees to achieve organizational goals. The company employs various principles of directing, such as clear communication, employee empowerment, and constructive feedback. Effective directing methods include one-on-one coaching, team meetings, and performance appraisals, which create a supportive environment where employees feel valued and motivated to contribute to the company's success. Additionally, Tech Solutions Inc. has established a robust control process that monitors performance against established benchmarks. For instance, the company uses key performance indicators (KPIs) to measure project delivery timelines and customer satisfaction, aiming for an 85% client satisfaction rate. This control process includes setting clear performance standards, measuring actual performance, comparing it with standards, and taking corrective actions when necessary. In 2022, this approach led to a 15% reduction in project delivery delays, showcasing the effectiveness of their control mechanisms.

Through its comprehensive approach to planning, organizing, staffing, directing, and controlling, Tech Solutions Inc. has established itself as a leader in the competitive software development industry. By fostering a culture of collaboration and continuous improvement, the company has positioned itself for sustainable growth, aiming to achieve a revenue target of ₹1 billion by 2025. This case study illustrates the interrelated nature of various management functions and their significance in ensuring organizational effectiveness and adaptability in an ever-changing market landscape. (Sources for the case study: \*Functions of Management. Retrieved from <https://www.managementstudyhq.com/functions-of-management.html> on 11/10/2024\* UGAC-5 Principles of Great Management. Retrieved from <https://www.uagc.edu/blog/5-principles-of-great-management> on 11/10/2024\* How the tech city of Bangalore became the Silicon Valley of India. Retrieved from <https://elitebusinessmagazine.co.uk/global/item/how-the-tech-city-of-bangalore-became-the-silicon-valley-of-india> on 12/10/2024\* 10 Top Tech Startups in Bangalore. Retrieved from <https://www.startup-insights.com/innovators-guide/startups-in-bangalore/> on 11/10/2024)

## Questions

- i. How does the hybrid organizational structure at Tech Solutions Inc. enhance its ability to respond to market changes and client needs? What are the advantages of combining functional and project-based elements in an organizational structure?
  - ii. Discuss the importance of the staffing process at Tech Solutions Inc. How does effective staffing contribute to employee motivation and organizational success?
2. What is Indian Ethos? Explain its History, Features and role in Managerial Practices.
  3. Write short notes on (Any two)
    - a. MBO and its process
    - b. Management Lessons from Mahabharata. Management lessons from Bible
    - c. G.D. Birla and J.R.D Tata policies and practices of business Ethics

### **Elective Group A: Marketing Management**

#### **P-I: Sales and Distribution Management**

##### **1. Case Study: "Reviving Sales at Apollo Electronics"**

Apollo Electronics, a mid-sized company specializing in consumer electronics, has experienced a decline in sales over the past year. To combat this, the company's management has decided to implement a personal selling strategy, recognizing its potential to build stronger customer relationships, understand customer needs better, and provide tailored solutions that increase customer loyalty and satisfaction. Personal selling is seen as crucial for Apollo Electronics. It allows the company to connect more deeply with its customers, understand their specific needs, and offer customized solutions. This approach not only aims to boost sales but also to enhance overall customer satisfaction.

The formulation of a personal selling strategy at Apollo Electronics involves several key steps. Firstly, market research is conducted to understand customer preferences and market trends. This is followed by identifying the target audience based on various factors such as demographics, psychographics, and buying behavior. Clear sales objectives are set, including a 20% increase in sales within six months. Comprehensive training is provided to the sales team, covering product knowledge, communication skills, and negotiation techniques. Finally,

the sales team is equipped with essential tools like CRM software, product brochures, and demo units. The primary objectives of the personal selling strategy are to increase sales, achieve a 20% boost within six months, improve customer satisfaction scores by 15%, and expand market share by targeting new customer segments.

The personal selling process at Apollo Electronics includes various stages. It begins with prospecting to identify potential customers through referrals, social media, and trade shows. The next step is the pre-approach, where information about potential customers is gathered to prepare a customized sales pitch. This is followed by the approach, where initial contact is made through phone calls, emails, or face-to-face meetings. During the presentation stage, the product's features and benefits are demonstrated to the customer. Any customer concerns and objections are effectively addressed in the handling objections stage. The process concludes with closing, where the sale is secured and customer satisfaction is ensured, followed by a follow-up to maintain contact and encourage repeat business.

A good salesperson at Apollo Electronics exhibits several key characteristics, including excellent communication skills, empathy, persistence, in-depth product knowledge, and adaptability. These characteristics are essential for building strong relationships with customers and achieving sales objectives. Selling skills are also crucial for success in personal selling. This includes active listening to understand customer needs and feedback, asking relevant questions to gather information, building rapport with customers, using effective closing techniques to secure sales, and following up to ensure customer satisfaction. Negotiation skills are another important aspect of personal selling. This involves preparation to understand the customer's needs and develop a negotiation strategy, active listening to address concerns and objections, problem-solving to find mutually beneficial solutions, persuasion to highlight the product's value, and closing to finalize the agreement. The negotiation process at Apollo Electronics consists of several phases, starting with preparation, followed by opening to make the initial offer, bargaining to discuss terms and make concessions, closing to reach an agreement, and follow-up to ensure the implementation of the agreement and address any issues.

In the context of B2B selling, Apollo Electronics focuses on selling products to other businesses, such as retail stores and office complexes. The sales team needs to understand the specific needs of these businesses and provide tailored solutions to meet their requirements.

(Sources for the case study:

\*Functions of Management. Retrieved from <https://www.managementstudyhq.com/functions-of-management.html> on 11/10/2024

\* UGAC-5 Principles of Great Management. Retrieved from <https://www.uagc.edu/blog/5-principles-of-great-management> on 11/10/2024

\* How the tech city of Bangalore became the Silicon Valley of India. Retrieved from <https://elitebusinessmagazine.co.uk/global/item/how-the-tech-city-of-bangalore-became-the-silicon-valley-of-india> on 12/10/2024

\* 10 Top Tech Startups in Bangalore. Retrieved from <https://www.startup-insights.com/innovators-guide/startups-in-bangalore/> on 11/10/2024)

### **Questions:**

- i. How can Apollo Electronics measure the success of its personal selling strategy?
  - ii. What challenges might the sales team face while implementing the personal selling strategy, and how can they overcome them?
2. Describe evolution of Sales Management and types of sales forecasting.
  3. Write short notes on
    - a. Sales control and cost analysis
    - b. Emerging concepts in logistics
    - C. Definition & scope of logistics, key logistics activities

## **P-II Integrated Marketing Communication**

1. Describe Sales promotion along with its different types also write merit and demerits for it.
2. What is Integrated Marketing Communication? Explain Public Relation and Publicity along with types of PR.
3. Write short notes on (Any two)
  - a. DAGMAR
  - b. Search Engine Optimization (SEO)
  - c. Content Marketing: story telling in Social media

### **P-III Buying Behaviour and Brand Management**

1. Differentiate between individual buying behaviour and organizational buying behaviour.
2. Explain different factors affecting on buying behaviour with examples.
3. Write short notes on (Any two)
  - a. Brand name & trade mark
  - b. Process of Brand building and Brand Architecture
  - c. Brand proliferation and celebrity endorsement,

### **Elective Group B: Financial Management**

#### **P-I Indian Financial System**

1. What are the Objectives and Functions of Insurance Regulatory & Development Authority (IRDA)?
2. What is Capital Market? Explain Instruments in capital Market.
3. Explain in detail Types of Insurance.

#### **P-II Financial Decision Analysis**

1. What are the Determinants of Dividend Policy?
2. Define Merger. Explain in detail Reasons for Merger.
3. What are the causes and Symptoms of Financial Sickness?

#### **P-III Project Appraisal and Finance**

1. What are the Roles and Responsibilities of Project Manager?
2. Explain in detail National Environmental Policy (2006).
3. Write Short Notes on:
  - a. Payback Period
  - b. Project Formulation

### **Elective Group C: Human Resource Management**

#### **Paper-I- Human Resource Planning and Procurement**

1. What is Human Resource Planning. Explain Techniques of Human Resource Planning.
2. Write the meaning of Recruitment. What are Modern Techniques of Recruitment?
3. Explain the Types of Promotion.

#### **Paper-II- Human Resource Development**

1. Write Definition of Human Resource Development. Explain Major challenges of Human Resource Development (HRD).
2. State Modern Methods of Performance Appraisal. Explain Assessment Centre in detail.
3. Write details on important methods for management development.

#### **Paper-III- Compensation Management**

1. Write short notes on any two:
  - a. Employee Stock Option Plan (ESOP)
  - b. Employee benefit plan
  - c. Deferred compensation
2. What are the major components of minimum wages as per the code on wages?
3. Explain Objectives and Elements of Executive Compensation.

### **Elective Group D: Production and Operations Management**

#### **P-I OPERATIONS MANAGEMENT STRATEGIES**

1. Define Product Development and elaborate the production process design.
2. What are the different decision areas in Operations Management? Explain in brief.
3. Write short notes
  - a. PERT & CPM
  - b. Operation strategies in global economy

#### **P-II PRODUCTION PLANNING AND CONTROL**

1. What is Production Planning and Control? What are the types of planning?
2. Define Scheduling. Explain the various standard scheduling methods?

3. Write short notes
  - a. Dispatching
  - b. CAPP

### **P-III MATERIALS & INVENTORY MANAGEMENT**

1. What are the Functions of Materials Management? Explain the purchasing cycle.
2. Explain the various inventory models in brief.
3. Write short notes
  - a. Challenges in materials management
  - b. Warehouse

### **Elective Group E: International Business**

#### **P-I PRINCIPLES OF INTERNATIONAL BUSINESS**

1. What do you mean by International Business? Explain International Business Environment Economic Integration in brief.
2. Explain IMF and its functions.
3. Write short notes –
  - a. FDI
  - b. MNC

#### **P-II EXPORT AND IMPORT POLICY**

1. What do you mean by EXPORT? How the importers are selected?
2. What do you mean by IMPORT? How the exporters are selected?
3. Write short notes -
  - a. EXIM policy
  - b. Risks of Export and Import business

#### **P-III ISSUES IN INTERNATIONAL BUSINESS**

1. Explain International laws related to logistics and transportation of goods.
2. What are the various modes of transports in International Transpiration?
3. Write short notes –
  - a. Free Trade Zone
  - b. Trademark and Copy Rights