

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

1. ***These assignments should be submitted only by those students who have registered for the examinations to be held in October 2024-2025***
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

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

Last date of Submission of Assignments –

Submit the assignments at your centre on or before 25th November 2024

Sd/-

Coordinator M.B.A.

Centre for Distance and Online Education

Shivaji University, Kolhapur (0231) 2693871

Shivaji University, Kolhapur
Centre for Distance and Online Education
MBA Distance Mode Course 2024-2025
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 2024-25

Assignment Questions – MBA Part-II/ Semester – IV

General Instruction's 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 CHH. SHIVAJI MAHARAJ – THE MANAGEMENT GURU

1. Explain the various Management Skills of Chhatrapati Shivaji Maharaj.
2. Explain the 14 principles of Chatrapati Shivaji Maharaj and Henry Fayol.
3. Write short notes-
 - a. Battle Management
 - b. Chatrapati Shivaji Maharaj as a tactician

P-II Entrepreneurship and Project Management

1. Explain the Theories of Entrepreneurship.
2. Explain the concept of Women entrepreneur with one example of case-study.
3. Give details the Stages of Project Formulation.

P-III International Business

1. What is the Meaning of International Business? Explain Nature and Scope of International Business.
2. Explain in detail Importance and Benefits of MNC's.
3. Explain in detail Functions of World Trade Organisation (WTO).

Elective Group A: Marketing Management

P-IV Services Marketing and Retail Marketing

1. What is Service Marketing? Differentiate between goods and services with suitable Examples.
2. Describe Nature and Scope of Retailing also write on Evolution of Retailing.
3. Write shorts notes on (Any two)
 1. Key classifications of the Services and Service Characteristics
 2. Importance of Process in Services and Service Blueprint
 3. Formats of Retailing: Super markets, Hyper Markets and Departmental stores

P-V Contemporary Issues in Marketing

1. Explain Event Marketing along with its importance.
2. What is Global Marketing Environment? Explain different entry strategies in global market.
3. Write Short notes (Any two)
 - a. Rural marketing environment and Characteristics of rural marketing
 - b. Designing green products and Innovation
 - c. Global Pricing Strategies and Global Pricing Policy alternatives

Elective Group B: Financial Management

P-IV Investment Management and Portfolio Analysis

1. Explain in detail Process of Investment Management.
2. What is the Concept of Mutual Fund? Explain its Advantages.
3. What are the Income Tax Provisions pertaining to Investment Plan?

P-V International Finance

1. What is the Concept and Scope of International Finance?
2. Explain in detail Significance of Non-Resident Accounts (NRA).
3. Explain in detail Structure of Foreign Exchange Market.

Elective Group C: Human Resource Management

P-VI: Industrial Relations and Labour Laws

1. Explain in detail the historical perspective of system of Industrial Relations.
2. Explain the lending programs of IBRD.
3. Write Short Notes on any two:
 - i. Maternity Benefits
 - ii. Standing Orders
 - iii. Social Security Fund

P-V International Human Resource Management

1. Write short notes on any two-
 - i. Organizational Structure
 - ii. Functional Organizational Structure
 - iii. Matrix organizational Structure
2. Explain the Components of International Compensation.
3. Discuss the cultural dimensions given by Geert Hofstede.

Elective Group D: Production and Operations Management

P-IV WORLD CLASS PRODUCTION MANAGEMENT

1. Explain the types of manufacturing automation with suitable examples?
2. What is TQM? Explain the principles and tools of TQM.
3. Write short notes –
 - a. JIT
 - b. ISO 9000

P-V GLOBAL OPERATIONS & LOGISTICS

1. What is Supply Chain Network Design? Explain its process in detail.
2. What is Reverse Logistic in logistics & supply chain management? Explain in detail.
3. Write short notes-
 - a. Operating exposure
 - b. Information management for global logistics

Elective Group E-International Business

P IV Cross Cultural Management

1. Case study- GlobalTech Solutions: The Manager as a Cross-Cultural Decision-Maker and Negotiator

GlobalTech Solutions, a multinational software company headquartered in New York, had recently expanded its operations into Japan, aiming to create a strong foothold in the Asian market. The company appointed Emily Johnson, a seasoned manager, to oversee negotiations and establish partnerships with Japanese tech firms. While Emily excelled in strategic decision-making, she encountered unique challenges due to cultural differences in her new environment. Her experience highlighted the complexities managers face as decision-makers and negotiators

in cross-cultural settings, where cultural values, communication styles, and ethical dilemmas often shape outcomes.

Emily's decision-making in Japan involved more than just technical and financial analysis; it required sensitivity to cultural norms. She had successfully used optimization models in the United States, which provided a structured approach to making decisions by maximizing efficiency and minimizing costs. However, in Japan, the approach had to be more holistic and collaborative, as Japanese business culture values consensus over quick optimization. Japanese partners often held lengthy discussions to include input from various levels of the organization, emphasizing team alignment rather than rapid decisions. Initially, Emily felt constrained by this method, feeling that it limited her ability to optimize decisions quickly. She soon realized, however, that this culturally influenced approach, while slower, resulted in better long-term solutions that benefited all stakeholders. This experience taught her the limits of rationality: decisions in cross-cultural settings must sometimes prioritize relationships and harmony over strict efficiency.

Ethical Dilemmas in Decision Making

One of the most significant ethical dilemmas Emily faced involved the company's approach to local labour practices. GlobalTech had a standard procedure for setting working hours and productivity benchmarks that applied uniformly across all its branches. However, in Japan, where working long hours was common and even expected, GlobalTech's policies conflicted with local norms. Some Japanese employees felt that the company's strict benchmarks undermined the culture of dedication and diligence traditionally valued in Japan.

Emily had to decide whether to uphold GlobalTech's policies or adapt them to fit the Japanese context. Balancing her duty to respect local culture with the ethical responsibility of ensuring employee well-being, she worked with her HR team to create a flexible policy. This allowed Japanese employees the choice to work longer hours if they felt it was culturally appropriate, but without making it a mandatory requirement. Through this compromise, Emily upheld ethical values while respecting local customs. Emily's responsibilities required her to negotiate contracts and partnership terms with various Japanese tech firms. Her initial negotiation approach, which was direct and efficiency-driven, was met with hesitation by her Japanese counterparts. In Japan, business negotiations are often indirect and require building a relationship of trust before discussing formal terms. Negotiators use subtle language, and

reading between the lines is essential, as outright disagreement is typically avoided. Emily adapted by observing Japanese negotiation styles, adopting a more patient and respectful communication style. Instead of diving into the specifics of the deal immediately, she invested time in building personal relationships with her Japanese partners, discussing non-business-related topics, and even engaging in after-hours social events, a common practice in Japan. This approach allowed her to gain trust, paving the way for smoother negotiations.

Cross-Cultural Communication Process

Emily's experience underscored the importance of language and communication style in cross-cultural management. Language barriers often led to misunderstandings, even when translators were present. Furthermore, Japanese communication tends to be high-context, meaning much of the communication relies on non-verbal cues, tone, and context, rather than direct words. In contrast, Emily was used to low-context, direct communication.

To bridge this gap, Emily learned to pay close attention to non-verbal cues such as body language, tone, and pauses. She also familiarized herself with commonly used Japanese phrases and culturally appropriate gestures to show respect, signalling her willingness to adapt. By making these adjustments, she not only improved her effectiveness as a communicator but also demonstrated cultural sensitivity, building credibility and respect among her Japanese colleagues.

Emily's journey at GlobalTech Solutions illustrates the multifaceted role of managers as decision-makers and negotiators in cross-cultural contexts. Her experience demonstrates that effective management often requires adapting rational decision-making models to fit cultural norms, balancing ethical responsibilities, and embracing new communication styles. Through these adjustments, Emily successfully navigated the complexities of cross-cultural management, ensuring that GlobalTech's expansion into Japan was met with mutual respect and understanding, laying a strong foundation for the company's growth in Asia.

Sources for case study

- * The Need for Selection and Breeding of Non-commercial Tree Species. Retrieved from https://www.researchgate.net/publication/233141325_Cultural_Differences_in_Decision_Making, on 12/10/2024
- * The Cross Cultural Negotiation. Retrieved from, <https://www.pon.harvard.edu/daily/negotiation-skills/what-is-cross-cultural-negotiation/> on 12/10/2024
- * Welcome to Japanese Management. Retrieved from, <https://hbr.org/1990/11/what-working-for-a-japanese-company-taught-me> on 11/10/2024
- * What is Cultural Sensitivity in the Workplace and Why Does it Matter? Retrieved from, <https://www.edstellar.com/blog/importance-of-cultural-sensitivity-in-workplace> on 11/10/2024

Questions

- i. Explain how Emily adapted her decision-making and negotiation approach to fit the cultural context of Japan. Why was it important for her to modify her approach rather than rely on standard practices?
 - ii. Discuss the ethical dilemma Emily faced regarding GlobalTech's working policies in Japan. How did her decision reflect both respect for cultural norms and commitment to ethical practices?
2. Define Culture. Explain characteristics of it along with cross cultural interaction model.
3. Write short notes on (Any two)
- a. Negotiation and conflict resolution across culture.
 - b. The challenges of multicultural work groups and Teams
 - c. The changing environment of business-uneven development

P-V International Marketing

1. What is the Concept of International Marketing? Explain the Stages of Internationalisation?
2. What are the different Problems in International Marketing Communication?
3. Write Short Notes On:
 - a. International Division
 - b. Personnel Selling in International Marketing