

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION
MBA Distance Mode Course 2025 -2026

.....
General Instructions for Submission of Assignments
.....

1. Only students registered for the semester end exams can submit assignments.
2. Write each subject's assignment **by hand** on separate sheets.
3. Use any A4 size paper for writing the assignment.
4. Use only **blue ink** for writing.
5. Include examples, graphs, charts, or diagrams where needed.
6. Assignments must be original, clear, and well-presented. If two or more are too similar, marks may be reduced.
7. Cite sources for data, facts, sketches, and provide references at the end.
8. Prepare a **separate set** for each subject (total **8 sets**).
9. Attach a **cover page** (as per the given format) on top of each set.
10. Compile **one file per semester** (8 sets per file). If submitting for multiple semesters, make separate files.
11. Submit assignments to the **study centre coordinator** before the due date. Late submissions will **not** be accepted. If unable to submit in person, send via a trusted person or courier at your own risk.
12. To pass:
 - **Internal assignments:** Min **8/20** marks required.
 - **University exams:** Min **32/80** marks required.
 - **Overall:** At least **40% in each subject** and **50% aggregate** across 32 subjects in four semesters.
13. Ensure timely submission to avoid penalties.

Figure No.1 Contact details of the Study Centres

Study Centre	Coordinator/Administrative Staff
Center for Distance and Online Education, Shivaji University, Vidyanagar Post Office, Kolhapur 416 004.	Smt. S. U. Mogale 8459127168 Shri. Dhanaji Karwade 9545902020
Vivekanand College, 2130, 'E' Tarabai Park, Kolhapur 416 003	Shri. Sunny Kale 8149689235 Shri. Sandeep Pawar 9890121666
Sadguru Gadage Maharaj, Karad Masur Rd, Ashtavinayak Colony, Vidyanagar, Karad, Maharashtra 415 110	Mr. G.S. Bansode 8421605322 Shri. Yogesh Patil 9284688144
Arts, Commerce & Science College, Palus Tal-Palus Dist-Sangli	Shri. P.S. Nikam 8208967960
Sadashivrao Mandlik Mahavidyalaya, Murgud, Tal-Kagal Dist – Kolhapur	Dr. Dhanaji Khatkar 9011467995
Shri Vanktesh Mahavidyalaya, Ichalkaranji, Tal-Hatkangale, Dist - Kolhapur	Dr. Mahesh Kesarkar 9421371182
Gopal Krishna Gokhale College, Kolhapur	Shri. Nilesh Susware 7798447199

Last date of Submission of Assignments –

Submit the assignment at your study centre on or before **15 March 2026**

Sd/-

Assistant Professor (MBA Distance Mode)
Centre for Distance and Education
Shivaji University, Kolhapur

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.

Corporate Policy And Strategic Management

Q.1. Read the case carefully and analyse the case.

ABC Ltd. is a mid-sized manufacturing company producing consumer durable products. For many years, the company enjoyed a stable market position due to good product quality and loyal customers. However, in recent years, ABC Ltd. started facing strong competition from low-cost domestic and international players. Sales growth slowed down, and profit margins declined.

The management realized that continuing with the old strategy would not be effective. A strategic analysis was carried out to study the external environment, customer needs, and competitor strategies. The company identified opportunities in product innovation and online sales channels. It also recognized its strengths in brand reputation and skilled workforce.

Based on this analysis, ABC Ltd. adopted a new strategy focusing on cost efficiency, introduction of energy-efficient products, and expansion through e-commerce platforms. Training programs were conducted to upgrade employee skills, and technology was upgraded to improve productivity.

Within two years, the company improved its market share and profitability. This case highlights the importance of strategic management in helping organizations adapt to changing environments and achieve long-term success.

Q.2. Elaborate the Porter's Five Forces Model.

Q.3. Write short notes on (Any two)

- a. Nature of strategy Implementation
- b. Participants in strategic evaluation
- c. Types of strategic control

Indian Ethos And Business Ethics

Q1. Read the case carefully and analyse it.

XYZ Pvt. Ltd. is a growing pharmaceutical company known for affordable medicines. Due to high competition, the marketing team was under pressure to increase sales. Some executives suggested offering incentives to doctors to promote the company's products. This practice could improve sales quickly but was ethically questionable.

The senior management discussed the issue in detail. They realized that such actions might damage the company's reputation and violate ethical standards. The company decided to follow ethical business practices and refused to give unethical incentives. Instead, it focused on product quality, transparent communication, and ethical marketing.

Training programs on business ethics were conducted for employees. A code of ethics was also introduced to guide decision-making. As a result, trust among customers and healthcare professionals increased. Though sales growth was slow initially, the company achieved long-term sustainability and goodwill. This case shows that ethical business practices are essential for long-term success.

Q.2. What do you mean by **Business Ethics**? Discuss ethics in different functional areas like HR, Marketing, Finance, and IT.

Q.3. Write short notes on (Any two)

- a. Levels of Management and skills
- b. Gandhian Trusteeship
- c. Role of Indian Ethos in Managerial Practices

Elective- I: Marketing Management

Paper-I- Sales And Distribution Management

Q.1. Read the case carefully and analyse it.

LMN Electronics is a company that manufactures smart home appliances. Every year, the company faces problems of either excess inventory or shortage of products due to poor planning. Management realized that inaccurate sales forecasting was the main reason for these issues.

Earlier, the company depended only on past sales data. However, market demand had changed due to new technology and customer preferences. To improve accuracy, the company adopted scientific sales forecasting methods. It analyzed past sales trends, market conditions, seasonal demand, and competitor activities. Feedback from sales staff and distributors was also included.

Based on the improved forecast, the production and inventory plans were revised. As a result, stock shortages reduced and excess inventory was controlled. Customer satisfaction improved due to timely availability of products. This case highlights the importance of sales forecasting in effective planning and decision-making.

Q.2. Elaborate to the determining size of the sales force.

Q.3. Write short notes on (Any two)

- a. Personal selling objectives
- b. Characteristics of good sales person
- c. Concept of supply chain management

Elective- I: Marketing Management

Paper-II- Integrated Marketing Communication

Q.1 Read the case carefully and analyse it.

GreenLeaf Organics, a mid-sized company selling organic food products, had built a loyal customer base over the years. However, the company faced a setback when a national newspaper published a report questioning the authenticity of its organic certification. Social media picked up the story, and many customers began to doubt the brand's credibility. To address this, GreenLeaf's public relations team immediately issued an official statement, clarifying the misunderstanding and sharing detailed certification documents on their website. They also organized a press conference with industry experts and government officials to validate their claims. Simultaneously, GreenLeaf launched a publicity campaign focusing on its long-standing commitment to sustainable farming. The company sponsored a well-known health awareness marathon and partnered with local farmers' cooperatives, which gained significant media attention. Positive customer testimonials were highlighted through press releases and social media posts. Over time, the brand was able to restore public trust and even attract new customers who admired its transparent approach. The case highlighted how a balanced mix of PR crisis management and positive publicity can turn challenges into opportunities.

Q.2 Define Integrated Marketing Communication. Describe different advertising media along with its merits and demerits.

Q.3. Write short notes on (Any two)

- a. DAGMAR
- b. Digital Marketing:
- c. Content Marketing: story telling in Social media

Elective- I: Marketing Management

Paper-III-Buying Behaviour And Brand Management

Q1. Read the case carefully and analyse it.

PQR Retail Store is a popular supermarket located in an urban area. The store noticed a sudden decline in sales of certain branded food products. To understand the problem, management studied the buying behavior of customers. The study showed that customers had become more price-conscious due to rising living costs. Many buyers preferred local brands offering similar quality at lower prices. Customers were also influenced by online reviews and promotional offers.

Based on these findings, the store changed its strategy. It introduced discount schemes, combo offers, and better product placement. Local brands were given more shelf space along with clear price labels. As a result, customer footfall increased and sales improved. The case shows that understanding consumer buying behavior helps businesses design better marketing strategies and meet customer expectations effectively.

Q. How did understanding consumer buying behavior help PQR Retail Store improve its sales performance?

Q2. Discuss the process of brand management and highlight different strategies like brand extension, co-branding, and rebranding.

Q.3. Write short notes on (Any two)

- a. Difference between Brand & Product
- b. Organizational Buying Behavior
- c. Brand Equity

Elective- II: Human Resource Management

Paper-I- Human Resource Planning And Procurement

Q1. Read the case carefully and analyse it.

ABC Services Ltd. is a fast-growing IT services company. Due to rapid expansion, the company needed to recruit a large number of skilled employees in a short time. Earlier, recruitment was done informally through references, which resulted in poor job fit and high employee turnover.

To solve this problem, the HR department reviewed its recruitment and selection process. The company decided to use both internal and external sources of recruitment, including job portals, campus recruitment, and employee referrals. Clear job descriptions and specifications were prepared.

A structured selection process was introduced, including written tests, technical interviews, and HR interviews. Background verification was also made compulsory. As a result, the quality of hiring improved and employee retention increased. This case highlights the importance of a systematic recruitment and selection process for organizational success.

Q. Why did ABC Services Ltd. introduce a structured recruitment and selection process, and what benefits did the company achieve from it?

Q.2. Explain the various forms of internal mobility in organizations such as promotion, transfer, and demotion.

Q.3. Write short notes on (Any two)

- a. Job Enrichment vs. Job Enlargement
- b. Uses of HRIS
- c. Quality of Work Life

Elective -II: Human Resource Management

Paper-II- Human Resource Development

Q1. Read the case carefully and analyse it.

XYZ Manufacturing Ltd. provides on-the-job training to new workers on the production floor. The aim was to help employees learn skills quickly while working with experienced staff. However, the company started facing several problems. New employees made frequent mistakes, leading to machine damage and wastage of raw material.

It was observed that senior workers were not properly trained to act as trainers. There was no fixed training plan or clear instructions. In addition, supervisors were more focused on meeting production targets than guiding trainees. This created confusion and stress among new employees.

To solve these issues, the company designed a structured on-the-job training program. Experienced workers were trained as mentors, and clear training guidelines were prepared. Supervision and feedback were improved. As a result, errors reduced and employee confidence increased. This case shows the importance of proper planning in on-the-job training.

Question:

What were the main problems in the on-the-job training system at XYZ Manufacturing Ltd., and how were they resolved?

Q2. Explain the training and development process in organizations. Discuss the methods of employee training, including on-the-job, off-the-job, and e-training methods in brief.

Q.3. Write short notes on (Any two)

- a. Performance Appraisal

- b. Electronic performance support system (EPSS)
- c. ROLES of HR Developer

Elective -II: Human Resource Management

Paper-III- Compensation Management

Q1. Read the case carefully and analyse it.

ABC Textiles Ltd. is a medium-sized manufacturing company employing nearly 250 workers. Over the past few months, the management noticed a decline in employee productivity. Workers were completing only minimum assigned tasks and showed little initiative. Absenteeism and late reporting had also increased. An internal survey revealed that employees felt their extra efforts were not recognized. The company followed a fixed wage system with no performance-based rewards. High-performing employees received the same pay as average performers. Supervisors reported low morale on the shop floor. To improve performance, management considered introducing incentives. Both monetary and non-monetary incentives were discussed. Possible incentives included production bonuses and attendance rewards. Recognition awards and appreciation certificates were also suggested. Employees expected fair and transparent incentive criteria. Management planned to link incentives with individual and team performance. Training sessions were arranged to explain the incentive scheme. After implementation, productivity showed slight improvement. However, some employees felt the incentive targets were difficult to achieve. Others felt teamwork was getting affected due to competition. Supervisors found it challenging to measure performance accurately. How can the company design an incentive system that motivates employees while maintaining fairness and teamwork?

Q.2 What is employee incentives and benefits? Explain individual incentives with suitable examples.

Q.3. Write short notes on (Any two)

- a. Pay for Performance
- b. Cafeteria compensation
- c. VRS

Elective -III: Financial Management

Paper-I- Indian Financial System

Q. 1 Explain the key objectives of IRDA and discuss how they contribute to the development of the insurance sector in India.

Q. 2 Discuss the key functions of Depository Participants (DPs) in the securities market.

Q.3. Write short notes on (Any two)

- a. Instruments in Money market
- b. BSE Online Trading (BOLT)
- c. Implications of SARFAESI Act

Elective –III: Financial Management

Paper-II-Financial Decision Analysis

Q. 1 Explain the key objectives of Corporate Restructuring

Q.2 Capital Structure or Leverage Ratios(Problems)

A company has a P/E (Price/Earnings) ratio of 10. The amount of share Capital is Rs. 50,00,000 dividend into shares of Rs. 100 each. The company expects a declaration of dividend of Rs. 8 per share. On the assumption that the company pays dividend, its net income is Rs. 5,00,000 and it makes new investments of Rs. 10,00,000 during the period proven under the MM assumption that the value of the firm remains unchanged when (a) Dividends are paid (b) Dividends are not paid

Q.3. Write short notes on (Any two)

- 1.What is the nature of cash?
- 2. Name various motives for holding cash?
- 3. Write few lines on Lock box system

Elective –III: Financial Management

Paper-III- Project Appraisal And Finance

Q.1.ABC Ltd. is planning to start a new project of manufacturing electric scooters.

- a. Project Cost: ₹10 lakh
- b. Expected Life of Project: 5 years
- c. Expected Annual Profit (after tax): ₹3 lakh per year

d. Funding:

1. Bank Loan: ₹6 lakh at 10% interest
2. Own Capital: ₹4 lakh

Points to Consider

- a. Companies must plan how to arrange funds.
- b. Project feasibility needs to be checked (whether profit is enough).
- c. Risks: Change in government policy, new competitors, and price of raw materials.

Questions

1. What is the Payback Period of the project?
2. Is the project profitable compared to its cost?
3. What are the advantages and disadvantages of taking a bank loan for this project?

Q.2. What are the Roles and Responsibilities of a Project Manager?

Q.3. Write Short Notes On (Any 2 out of 3)

- a. Project Life Cycle
- b. ARR
- c. Environmental management Plan (EMP)

Elective -IV: Production & Operations Management

Paper- I- Operations Management Strategies

Q.1. Read the case carefully and analyse it.

Nova Appliances Pvt. Ltd. is a growing company manufacturing small kitchen appliances. The company decided to launch a new energy-efficient mixer grinder to meet changing customer needs. Market research indicated high demand for durable and low-noise products. A cross-functional team of marketing, design, and operations was formed. The marketing team gathered customer requirements and competitor data. Design engineers prepared initial product concepts and technical specifications. Operations managers evaluated

feasibility in terms of machines, materials, and cost. Several prototype models were developed for testing. Quality and safety tests were conducted on the prototypes. Feedback from test users was collected and analyzed. Based on feedback, design modifications were made. The operations department planned the production process and workflow. Suppliers were identified for key components. Cost estimates and break-even analysis were prepared. Training was given to workers for new assembly methods. A pilot production run was carried out. Minor defects were identified and corrected. The final product was approved for full-scale production. The product was successfully launched in the market.

How can the company reduce product development time without compromising quality and cost?

Q.2 Explain the structural and infrastructural decision areas in operations management, including capacity planning, quality, human factors, and planning & control.

Q.3. Write short notes on (Any two)

- a. Activity-Based Costing (ABC)
- b. Facilities Management
- c. PERT & CPM

Elective -IV: Production & Operations Management

Paper- II- Production Planning And Control

Q.1. Read the case carefully and analyse it.

Sunrise Auto Components Ltd. is a medium-scale manufacturing company producing brake parts for automobiles. The company has been facing serious problems in its Production Planning and Control (PPC) system. Although the firm receives regular orders from automobile manufacturers, frequent changes in customer demand and poor forecasting have resulted in improper production planning. Raw materials are sometimes not available when required, while at other times excess inventory piles up in the stores. Machine breakdowns and lack of preventive maintenance further disrupt production schedules. Monthly production plans are prepared, but they are not reviewed or updated regularly. There is weak coordination between the purchase, production, and stores departments, leading to confusion on the shop floor. Supervisors are often unclear about daily production targets, which increases work-in-progress inventory and causes delivery delays. Customers have started complaining about late deliveries and inconsistent supply.

How can the company improve its PPC system to ensure timely production, optimal inventory levels, and better coordination among departments?

Q.2 Explain routing, scheduling, and dispatching in production planning. Include route sheet, Bill of Material, standard scheduling methods, and follow-up types.

Q.3. Write short notes on (Any two)

- a. Job Production
- b. CAPP (Computer-Aided Process Planning)
- c. ERP Production Module

Elective- IV: Production & Operations Management

Paper- III- Materials & Inventory Management

Q1. How can the company improve its materials management system to ensure timely availability of materials, reduce inventory cost, and support smooth production operations?

Omega Electronics Ltd. is a medium-sized company manufacturing consumer electronic products. The company has been facing problems related to materials management in recent months. Raw materials are often either overstocked or unavailable when required for production. Due to poor demand forecasting and lack of proper inventory control techniques, excess capital is blocked in inventory. At the same time, frequent stock-outs lead to production stoppages and delivery delays. The purchase department places orders without proper coordination with production schedules. Stores records are not updated regularly, resulting in inaccurate stock information. Suppliers also complain about last-minute orders and frequent changes in order quantity. Material handling on the shop floor is inefficient, causing damage and wastage. These issues have increased overall production cost and reduced customer satisfaction.

Q2. Explain Inventory Planning and Material Requirement Planning (MRP). Discuss lot size, safety stock, and the role of bill of materials.

Q.3. Write short notes on (Any two)

- a. 5R of purchasing
- b. Stores Management
- c. Just-in-time (JIT)

Elective -V: International Business

Paper- I- Principles of International Business

Q.1. Explain in detail Nature, scope and Importance of International Business.

Q.2. Case Study

Sunrise Spices Pvt. Ltd. is an Indian company that produces high-quality spices like turmeric and cardamom. The company recently received an export order from the United

States. By selling its products abroad, the company expects to earn more profit compared to selling only in the Indian market. However, Sunrise Spices also faces some challenges such as changes in foreign currency rates, competition from other countries, and higher shipping costs. The management is now trying to plan its international trade strategy carefully so that the business can grow in global markets.

Questions:

1. Why does Sunrise Spices Pvt. Ltd. want to sell its products in the United States?
2. What benefits can the company get from exporting its products?
3. What are the main challenges faced by Sunrise Spices in international trade?

Q.3. Write Short Notes On (Any 2 out of 3)

- a. Forms of FDI
- b. Types of Economic Integration
- c. Benefits of MNC's

Elective -V: International Business

Paper- II-Export and Import Policy

Q.1 Case Study : “Starbucks: Brewing Success in Global Markets”

Starbucks, originally a small coffee shop in Seattle, has become a global brand with thousands of outlets in more than 80 countries. The company's success is largely attributed to its ability to adapt to local tastes while maintaining a consistent global brand identity. For instance, in India, Starbucks partnered with Tata Group and introduced menu items such as “Masala Chai” and “Paneer Tikka Panini” alongside its classic coffee beverages. In China, it designed larger store spaces to accommodate group gatherings, aligning with cultural preferences. Despite these local adaptations, Starbucks maintains its premium positioning, quality standards, and signature brand image worldwide. Globalization of markets has allowed Starbucks to benefit from economies of scale, global supply chains, and cross-border knowledge sharing. At the same time, the company faces challenges such as cultural differences, rising competition from local coffee chains, and fluctuations in currency exchange rates. Starbucks' journey demonstrates both the opportunities and complexities that businesses face in an increasingly interconnected world.

1. How has Starbucks balanced global standardization with local adaptation in its international strategy?
2. What are the key advantages Starbucks has gained from the globalization of markets?
3. Identify the major challenges Starbucks might face in global expansion and suggest possible solutions.

Q.2 Describe the Selection of Importers, Pre shipment and Post shipment Documentation.

Q.3. Write short notes on (Any two)

- a. SSTH (Super Star Trading Houses)
- b. Import Procedures, Selection of Exporters, Import of Samples
- c. Sources of Direct Foreign Investment

Elective -V: International Business

Paper-III- Issues In International Business

Q1. What is International Logistics? Explain its meaning, objectives, global sourcing (make or buy), and the role of INCO TERMS in international trade.

Q2. Explain International Supply Chain Management. Discuss the impact of free trade zones and customs regulations.

Q.3. Write short notes on (Any two)

- a. Modes of International Transport
- b. Freight Forwarder (FF)
- c. CSR in International Business