

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 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 2025-26

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. Examine the management skills of Chhatrapati Shivaji Maharaj such as fair administration, rational thinking, foresight, communication, motivation, and relevance of his techniques to modern management.
2. Describe the civil and military administration of Chhatrapati Shivaji Maharaj, highlighting revenue management, trade and commerce, military organization, intelligence system, and fort management.
3. Explain Shivaji Maharaj's principles of warfare such as security, mobility, surprise, economy of force, and offensive action. How can these principles be applied in modern business and management?

P-II Entrepreneurship and Project Management

1. Read the case carefully and analyse it.

Rohit Sharma, a young entrepreneur, started **FreshBite Foods**, a small startup offering ready-to-eat healthy meals in a metropolitan city. He invested his personal savings and also took a bank loan to start the business. Initially, the idea received good response from friends and relatives, and early sales were encouraging. Motivated by this, Rohit expanded operations quickly without proper planning. He rented a large kitchen space and hired additional staff, which increased fixed costs significantly. However, Rohit failed to conduct detailed market research to understand actual customer demand and pricing sensitivity. The product was priced higher than competitors, leading to a decline in repeat customers. Poor cash flow management resulted in delayed payments to suppliers and employees. Marketing efforts were weak and mostly dependent on word-of-mouth. Due to lack of professional guidance and inadequate financial planning, losses increased month by month. Within two years, Rohit was unable to repay loans and finally had to shut down the business.

2. Explain the Theories of Entrepreneurship.
3. Give details the Stages of Project Formulation.

P-III International Business

1. Read the case carefully and analyse it.

GlobalTech Solutions Ltd., an Indian IT company, sent Mr. Anil Mehta, a senior project manager, on a three-year expatriate assignment to its Germany subsidiary. The objective was to oversee a critical international client project and transfer technical expertise to the local team. Although Mr. Mehta was technically competent, he faced several challenges after relocation. He struggled to adjust to the local culture and work practices. Language barriers created communication gaps with German colleagues. Differences in leadership style led to misunderstandings and conflict within the team.

Mr. Mehta's family also found it difficult to adapt to the new environment, especially regarding schooling and social life. The company had provided limited cross-cultural training before the assignment. Support from the HR department was minimal

after relocation. Performance reviews showed a decline in team morale and project coordination. The expatriate felt isolated and stressed, which affected his decision-making ability. Local employees perceived him as rigid and insensitive to cultural norms. Project deadlines started slipping, and client dissatisfaction increased. After one year, Mr. Mehta requested early repatriation.

How can GlobalTech Solutions improve its expatriate selection, training, and support systems to ensure successful international assignments and avoid expatriate failure?

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. Read the case carefully and analyse it.

SmileCare Hospital is a well-known private healthcare service provider in a metropolitan city. The hospital offers specialized medical services and promotes itself on the basis of high-quality patient care. Recently, however, the hospital has received an increasing number of patient complaints. Patients report long waiting times despite prior appointments. Front-desk staff often appear unresponsive and lack empathy while dealing with patients. There is inconsistency in service delivery across different departments. Some doctors provide excellent service, while others fail to communicate properly with patients.

The hospital invested heavily in modern equipment but neglected staff training in service behavior. There is poor coordination between medical, administrative, and support staff. Patients feel anxious due to lack of timely information about procedures and delays. Negative reviews on social media have started affecting the hospital's image. Repeat visits have declined, and patient referrals have reduced. Management realizes that service quality is not just about technology but also about people and processes.

How can SmileCare Hospital improve its service marketing strategy to enhance service quality, customer satisfaction, and brand image?

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. Read the case carefully and analyse it.

EcoPure FMCG Ltd. is a fast-growing company manufacturing household cleaning products. With increasing awareness about environmental protection, the company decided to adopt **green marketing** as a core business strategy. EcoPure introduced eco-friendly products made from biodegradable ingredients and recyclable packaging. The company promoted these products as safe for the environment and human health. Initially, customers appreciated the company's environmental initiatives and sales increased.

However, over time, certain challenges emerged. Green products were priced slightly higher due to higher production costs. Some customers questioned the authenticity of the company's environmental claims and accused it of "greenwashing." Distribution partners complained about lack of proper information regarding eco-labels and product benefits. Advertising messages focused heavily on environmental aspects but failed to clearly communicate product performance. Internally, employees were not fully trained about green practices, leading to inconsistent communication with customers. Competitors also started launching similar eco-friendly products, increasing market competition.

2. What is Global Marketing Environment? Explain different entry strategies in global market.

3. Write Short notes (Any two)

- i. Rural marketing environment and Characteristics of rural marketing
- ii. Event Marketing
- iii. 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. Read the case carefully and analyse it.

Pragati Manufacturing Ltd. is a large-scale engineering company employing nearly 1,200 workers across production, maintenance, and administrative departments. For many years, the company enjoyed cordial industrial relations and stable productivity. Recently, however, tensions between management and employees have increased. The workers are represented by a strong trade union, which has been demanding revision of wages, improved safety measures, and reduction in contract labour. Management, on the other hand, is facing rising raw material costs and intense market competition, which has limited its ability to increase wages immediately.

Communication between management and union leaders has weakened over time. Grievances raised by workers are often delayed or ignored, leading to frustration among employees. The introduction of new machines and automation created fear of job losses among workers. Training and redeployment plans were not clearly communicated. As a result, rumors spread on the shop floor, affecting trust and morale. The union issued a notice for a go-slow strike, which reduced output and delayed customer orders. Management responded by tightening supervision, which further strained relations. The situation reached a point where government labor authorities had to intervene for conciliation.

How can Pragati Manufacturing Ltd. restore healthy industrial relations and create a cooperative relationship between management and workers while balancing productivity and employee welfare?

2. Describe the grievance handling procedure followed in an organization.
3. Write Short Notes (Any Two):
 - i. Maternity Benefits
 - ii. Role of the Trade Unions in Modern Industrial Society
 - iii. Social Security Fund

P-V International Human Resource Management

1. Define International Human Resource Management (IHRM). Distinguish between Domestic HRM and International HRM.
2. Describe the major models of International Human Resource Management (IHRM).
3. Write a short Note (Any Two)
 - i. Ethno-centralism v/s Polycentricism
 - ii. Country Culture versus MNE Culture
 - iii. Role of expatriate training

Elective Group D: Production and Operations Management

P-IV WORLD CLASS PRODUCTION MANAGEMENT

1. Describe the role of Information Technology and automation in World Class Manufacturing.
2. Explain types of manufacturing automation, lean production tools, and Poka-Yoke.
3. Read the case study carefully and analyse it.

Shree Precision Components Ltd. is a medium-scale manufacturing company supplying parts to automobile manufacturers. Over the last two years, the company has been facing

serious quality-related problems. Customer complaints regarding defective components have increased significantly. Rejection rates at the customer end are high, leading to penalties and loss of goodwill. Internally, rework and scrap levels have also increased, resulting in higher production costs.

The company mainly focuses on achieving production targets, while quality inspection is carried out only at the final stage. Employees are not adequately trained in quality tools and techniques. There is poor coordination between production, quality control, and maintenance departments. Top management believes that quality is the responsibility of the quality control department alone. Documentation and standard operating procedures are not properly maintained. Supplier quality is inconsistent, causing variation in raw material quality. Employee involvement in quality improvement is minimal, and suggestions from workers are rarely encouraged.

Management is now considering implementing Total Quality Management (TQM) to improve product quality and customer satisfaction.

How can Shree Precision Components Ltd. implement TQM principles and tools to reduce defects, involve employees, and achieve continuous quality improvement?

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. Read the case carefully and analyse it.

TransWorld Exports Pvt. Ltd. is an Indian company engaged in exporting textile products to markets in Europe, the USA, and the Middle East. With increasing international demand, the company expanded its global logistics operations. However, several logistics-related challenges began to affect its performance. The company depends on multiple international shipping partners and freight forwarders. Delays at ports due to customs clearance issues often disrupt delivery schedules. Inconsistent documentation and errors in shipping papers result in penalties and demurrage charges.

Transportation costs have increased due to fluctuating fuel prices and changing international trade regulations. Poor coordination between suppliers, warehouses, and overseas distributors leads to excess inventory in some regions and stock-outs in others. The company uses outdated tracking systems, making it difficult to monitor shipments in real time. Communication gaps between domestic logistics teams and overseas agents further complicate operations. Customers have started complaining about delayed deliveries and lack of shipment visibility. Management realizes the need for an efficient global logistics strategy to remain competitive in the international market.

How can TransWorld Exports Pvt. Ltd. improve its global logistics management to reduce delays, control costs, and ensure timely and reliable international deliveries?

Elective Group E-International Business

P IV Cross Cultural Management

1. Read the case carefully and analyse it.

Zenith Global Systems is a multinational electronics company with operations in India, Japan, and Germany. Mr. Rahul Verma, an Indian national, was appointed as Global Operations Manager to coordinate production and supplier relationships across these countries. One of his key responsibilities was to make strategic decisions related to cost optimization and supplier selection. While applying a standardized optimization model, Rahul focused mainly on cost efficiency and delivery time. However, Japanese managers emphasized long-term relationships and quality, while German managers prioritized precision, compliance, and detailed planning. These cultural differences created disagreement on what “optimal” decision meant.

Rahul also faced limits to rationality due to incomplete information, time pressure, and uncertainty in global supply chains. In one situation, he had to decide whether to continue sourcing from a low-cost supplier accused of violating labor standards. This created an ethical dilemma between cost reduction and corporate social responsibility.

As a negotiator, Rahul conducted meetings with international suppliers and internal teams. Language barriers and different communication styles posed challenges. German managers preferred direct and explicit communication, whereas Japanese counterparts relied on

indirect and context-based messages. Misinterpretation of silence and non-verbal cues led to confusion during negotiations. Conflict arose during price and delivery negotiations, requiring Rahul to adapt his communication style, show cultural sensitivity, and focus on collaborative conflict resolution.

How can a global manager effectively balance rational decision-making, ethical considerations, and cross-cultural communication and negotiation to achieve successful global operations?

2. Define Culture. Explain characteristics of it along with cross cultural interaction model.
3. Write short notes on (Any two)
 - i. Negotiation and conflict resolution across culture.
 - ii. The challenges of multicultural work groups and Teams
 - iii. The changing environment of business-uneven development

P-V International Marketing

1. Read the case carefully and analyse it.

Astra MedTech Ltd. is an Indian pharmaceutical equipment manufacturer planning to expand into Southeast Asia, Europe, and Africa. Initially, the company entered foreign markets through exporting by setting up a built-in export department within its domestic operations. As export volumes increased, Astra created a separate export department to handle documentation, logistics, and overseas customer relations more efficiently. To strengthen its presence, the company later established an export sales subsidiary in Singapore to manage regional distribution and after-sales service.

In some African countries, Astra adopted contract manufacturing to reduce transportation costs and overcome import restrictions. For government hospital projects in the Middle East, the company executed turn-key contracts, supplying complete medical equipment setups from design to commissioning. In Europe, strict regulatory requirements encouraged Astra to enter through licensing and franchising, allowing local partners to manufacture and distribute products under its brand.

As competition intensified, Astra formed strategic alliances with technology firms to access advanced R&D capabilities. In one fast-growing market, the company entered into a joint venture with a local firm to share risks and gain market knowledge. Eventually, Astra acquired a small European manufacturer through mergers and acquisitions to gain full control over technology and market access. With expanding international operations, the company reorganized itself into an international division, and later evolved into a global organization with integrated worldwide strategy.

How should Astra MedTech Ltd. evaluate and select appropriate market entry strategies and organizational structures to balance risk, control, and growth in different international markets?

2. Explain international pricing and promotion in export marketing.

3. Write Short Notes (Any Two)

- i. International Division
- ii. Personnel Selling in International Marketing
- iii. Licensing and franchising