

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION
MBA Distance Mode Course 2026-27

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General Instructions for Submission of Assignments
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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. 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	Shri. 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	Shri. Mahesh Kesarkar 9421371182

Last date of Submission of Assignments –

Submit the assignments at your study centre immediately after receiving the Hall Tickets.

Sd/-

Asst. Prof. M.B.A. (Distance Mode)
Centre for Distance and Online 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. Mobile No/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:

Assignment Questions – MBA Part-I Semester – I

Internal Evaluation	Marks	
	4 Credits	2 Credits
1) Seminar/ Group Discussion/ Presentation/ Role Play	10	5
2) Case Study/ Problem solving/ Poster Presentation/ Book Review/Research Paper review	10	5
3) Home Assignments	10	5
4) Class Assignment	10	5
Total	40	20

The Internal Evaluation is of 40 marks for 100-mark subjects and 20 marks for 50-mark subjects, as shown in the above table.

For 100-mark subjects, each of the four activities carries 10 marks.

For 50-mark subjects, each activity carries 5 marks.

Students have to complete the following activities:

- Q.1 Presentation – 10 Marks / 5 Marks
A topic will be given for each subject. Students have to prepare a PowerPoint Presentation (PPT) on the given topic and present it online.
- Q.2 Case Study – 10 Marks / 5 Marks
A case study will be given. Students have to study the case and answer/solve the questions given with it.
- Q.3 Home Assignment – 10 Marks / 5 Marks
Long-answer questions will be given. Students have to write the answers in detail and submit the assignment as instructed.
- Q.4 Class Assignment – 10 Marks / 5 Marks
One question will be given based on the topics covered during the contact sessions. Students have to write the answer and submit the assignment.

Note: The marks for each activity will be 10 marks for 100-mark subjects and 5 marks for 50-mark subjects. This file includes only Case study, Home Assignment, Class Assignment. Students will be separately informed about Presentation

PAPER-I FUNDAMENTALS OF MANAGEMENT

1. Read the case carefully and analyse the case.

Case Study: Recruitment and Selection

ABC Manufacturing Ltd. is a growing company that manufactures electrical products. Due to an increase in production, the company decided to recruit 10 new employees for its production department. The HR Manager discussed the requirement with the Production Manager and prepared the job description and job specification.

The company invited applications through online job portals and social media. Around 100 candidates applied for the available positions. The HR department screened the applications and shortlisted candidates based on their educational qualifications, skills and experience. The shortlisted candidates were called for a written test. The test included questions related to technical knowledge, basic mathematics and general workplace situations. Candidates who performed well in the written test were called for a personal interview.

During the interview, the HR Manager and Production Manager asked questions about the candidates' education, previous experience, communication skills and ability to handle workplace problems. Some candidates had good qualifications but lacked practical knowledge, while others had good technical skills and better communication abilities. After the interviews, the selection committee compared the performance of the candidates and prepared a final list. The selected candidates' educational certificates and previous employment details were verified. Finally, suitable candidates were given appointment letters and were asked to join the company.

Q. Analyse the recruitment and selection process followed by ABC Manufacturing Ltd. and suggest any two improvements the company can make in its process.

2. What do you mean by Management? Explain the Approaches of Management in brief.
3. Explain the concept of Corporate Social Responsibility (CSR). Discuss its key factors and explain the benefits of CSR to an organisation and society.

PAPER II - MANAGEMENT ACCOUNTING

1. Read the case carefully and analyse the case.

Case Study: ABC Manufacturing Company

ABC Manufacturing Company produces and sells office furniture. The company maintains proper financial and cost accounting records to understand its financial performance and control its costs. During the year, the company incurred ₹4,00,000 on direct materials, ₹2,50,000 on direct labour and ₹1,50,000 on factory overheads. The company produced 10,000 units during the year and sold 8,000 units at ₹120 per unit. The management wants to understand the cost of production and profitability of the business.

The company is also facing a decision regarding one of its products. The selling price of the product is ₹100 per unit and its variable cost is ₹60 per unit. The fixed cost of the company is ₹2,00,000. The management is considering whether it should continue producing the product or take an alternative decision. The Finance Manager has been asked to prepare the necessary cost and profitability information and advise the management.

Question: Read the case carefully and analyse the case. Prepare a suitable Cost Sheet and calculate the Break-Even Point and Margin of Safety. Also explain the factors that management should consider while taking the decision.

2. Explain the meaning, objectives, scope and importance of Cost Accounting. Distinguish between Financial Accounting and Cost Accounting.
3. Explain Cost-Volume-Profit (CVP) Analysis. Discuss BEP, Margin of Safety, P/V Ratio and Angle of Incidence with suitable examples.

PAPER III - MANAGERIAL ECONOMICS

1. Read the case carefully and analyse the case.

Case Study: ABC Electronics Ltd.

ABC Electronics Ltd. manufactures and sells home appliances. During the last two years, the company noticed that demand for its products changed frequently due to changes in price, customer income, competition and market conditions. The management wanted to understand these changes before deciding the price and production level.

The company reduced the price of one of its popular products, and as a result, sales increased. The management also observed that when the price of a related product increased, the demand for its product changed. The company therefore decided to study price elasticity and cross elasticity of demand before making future pricing decisions.

At the same time, the cost of raw materials and labour increased. The Production Manager had to decide whether increasing production would reduce the average cost of production. The company was also facing strong competition from other manufacturers offering similar products at different prices.

The management decided to use demand forecasting, cost analysis and market analysis to support its future business decisions. It also wanted to understand how changes in government monetary and fiscal policies could affect the business.

Question: Read the case carefully and analyse the case. Explain the economic concepts involved in the case and suggest how managerial economics can help ABC Electronics Ltd. in its business decision-making.

2. Explain the meaning, features and scope of Managerial Economics. Discuss the importance of Managerial Economics in business decision-making with suitable examples.
3. Explain the concept and phases of Business Cycle. Discuss Hicks' Theory and Schumpeter's Theory of Business Cycle and explain the role of monetary and fiscal policies in managing business cycles.

Paper IV - LEGAL AND BUSINESS ENVIRONMENT

1. Read the case carefully and analyse the case.

Case Study: ABC Enterprises and Business Environment

ABC Enterprises is a growing Indian company that manufactures and sells eco-friendly household products. The company recently decided to expand its business through online sales and enter international markets. Before starting the expansion, the management wanted to understand the legal and business environment affecting the company.

The company entered into an agreement with a supplier for regular supply of raw materials. Later, the supplier failed to deliver the goods as agreed, resulting in a loss to the company. The management wanted to understand the provisions of the Indian Contract Act relating to performance and breach of contract.

The company also planned to register its brand name and logo to protect them from being used by competitors. It was also considering patent protection for a new product developed by its employees. At the same time, the company planned to use e-contracts and digital signatures for its online business transactions.

The management observed that changes in technology, government policies, customer preferences and environmental concerns were affecting its business. The company was also considering exporting its products and entering foreign markets. Therefore, it decided to study the legal, economic, technological, social and global business environment before taking major decisions.

Question: Read the case carefully and analyse the case. Identify the important legal and business environment issues faced by ABC Enterprises and explain how the company can deal with them.

2. Explain the Indian Contract Act, 1872 with reference to the general rules for formation, performance and discharge of contracts. Discuss breach of contract and remedies for breach of contract.
3. Explain the Business Environment and its major components. Discuss the impact of economic, socio-cultural, technological and natural environment on business organisations with suitable examples.

PAPER V - RECENT TRENDS IN INFORMATION TECHNOLOGY FOR BUSINESS

1. Read the case carefully and analyse the case.

Case Study: SmartKart Online Business

SmartKart is a growing retail company that traditionally sold products through physical stores. To increase its customer base, the management decided to start an online business. The company developed a website and mobile application through which customers could search for products, place orders and make payments.

The company connected its offices through a computer network and started using the Internet and cloud-based services for communication and business activities. It also introduced mobile commerce and quick-commerce services to provide faster delivery to customers.

For payment collection, SmartKart started accepting UPI, cards and other electronic payment methods. The management also wanted to use customer data to understand buying patterns and improve its marketing decisions. However, the company faced concerns related to data security, online fraud, privacy and protection of customer information.

To manage large amounts of customer and transaction data, the company planned to implement a Database Management System and use data warehousing and data mining tools for business analysis.

Question: Read the case carefully and analyse the case. Identify the major IT and e-commerce technologies used by SmartKart and explain how they can help the company improve its business operations.

2. Explain the meaning and components of **Information Technology**. Discuss computer networks, LAN, MAN and WAN, and explain the applications of the Internet for management.
3. Explain the concept of Financial Technology (FinTech) and Electronic Banking. Discuss Core Banking Solution (CBS), electronic payment systems, services of NPCI, and the ethical and security issues in electronic payment systems.

PAPER VI - ORGANIZATIONAL BEHAVIOR

1. Read the case carefully and analyse the case.

Case Study: Employee Behaviour at XYZ Company

XYZ Company is a growing organisation with around 150 employees. The company recently introduced new work procedures to improve productivity and quality. However, some employees accepted the changes positively, while others resisted them. This created tension between employees and managers.

The HR Manager observed that employees had different personalities, attitudes, values and ways of responding to the same situation. Some employees were highly motivated and satisfied with their jobs, while others showed low interest in their work. Differences in communication and working styles also created conflicts among team members.

The company also formed new teams for important projects. Initially, team members worked well together, but differences in opinions later resulted in disagreements. Some employees preferred democratic leadership, while others expected clear instructions from their managers. Increased workload also created stress among some employees.

The management decided to understand employee behaviour and improve teamwork, motivation and job satisfaction. It planned to use team-building activities, employee feedback and suitable leadership practices to improve organisational effectiveness.

Question: Read the case carefully and analyse the case. Identify the major Organizational Behavior issues in the case and explain how the organisation can improve employee motivation, teamwork and job satisfaction.

2. Explain the concept and nature of Organizational Behavior. Discuss the contribution of Psychology, Sociology, Anthropology, Social Psychology, Economics and Political Science to the study of Organizational Behavior.
3. Explain the concept of Motivation and discuss Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory and McClelland's Theory of Needs with suitable examples.

PAPER VII - INDIAN KNOWLEDGE SYSTEM

1. Read the case carefully and analyse the case.

Case Study: Applying Indian Knowledge in Modern Management

An Indian company named Sahyadri Organics produces food products using traditional Indian methods. The company wants to expand its business while maintaining ethical practices and protecting the environment. The management believes that traditional Indian knowledge can provide useful ideas for modern business.

The company studied the principles of Arthashastra to understand governance, administration, taxation and trade practices. It also studied the concept of Shrenis (guilds) to understand cooperation among business groups. The managers wanted to apply ethical values such as Dharma while taking business decisions.

The HR department introduced ideas from Indian psychology, including the Triguna theory, to understand differences in employee behaviour. Managers were also encouraged to follow the principle of Nishkama Karma, focusing on sincere performance rather than only on personal rewards.

The company also adopted traditional methods of water conservation, organic farming and responsible use of natural resources. Management believed that combining traditional knowledge with modern technology could support sustainable business development.

Question: Read the case carefully and analyse the case. Explain how Indian Knowledge Systems can be applied in modern management, with reference to ethics, leadership, employee behaviour and sustainable business practices.

2. Explain the Four Purusharthas – Dharma, Artha, Kama and Moksha. Discuss their relevance to modern management and business decision-making with suitable examples.
3. Explain the contribution of Arthashastra to economic, political and management thought in ancient India. Discuss its principles of governance, leadership, economic administration, taxation, trade and business practices.

Optional–A

I. CHH. SHIVAJI MAHARAJ: THE MANAGEMENT GURU

1. Read the caselet and answer the question.

Chhatrapati Shivaji Maharaj developed an effective administrative system while establishing Swarajya. He gave importance to proper planning, organisation, communication, discipline and coordination. He selected capable people for different responsibilities and maintained a strong system of forts, intelligence and military administration. He also focused on revenue collection, trade, welfare and the security of his people. His leadership and decision-making helped him manage difficult situations and bring different groups together towards a common goal.

Question: Explain any four management principles or leadership qualities of Chhatrapati Shivaji Maharaj that are relevant to modern management.

2. Explain the concept of Swarajya and its importance in the administration of Chhatrapati Shivaji Maharaj.
3. Write a short note on the Ashta Pradhan Mandal.

II. BUSINESS COMMUNICATION

1. Read the caselet and answer the question.

ABC Ltd. is a growing company where employees regularly communicate through emails, meetings, presentations and digital communication tools. Recently, some employees faced problems because emails were unclear, important information was not communicated on time, and different employees understood the same message differently. During team meetings, some employees did not listen to others and this created conflicts. The HR Manager decided to conduct a communication training programme focusing on the 7C's of communication, active listening, workplace etiquette, professional email writing and effective presentation skills.

Question: Read the case carefully and explain any four principles or practices of effective business communication that can help ABC Ltd. improve its workplace communication.

2. What are the 7C's of effective communication? Explain any five in brief.
 3. Write a short note on Professional Email Writing.
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