

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION
MBA Distance Mode Course 2026 -2027

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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. 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

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: _____

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

1. Case Study: The Strategic Crisis at BrightLine Retail

BrightLine Retail started ten years ago as a well-known store selling household electronics. The company built a strong market presence and customer trust by offering high-quality products, reliable warranties, and attentive customer service. After enjoying years of steady growth and high profitability, corporate leadership decided to execute a rapid expansion strategy. Within a single year, BrightLine opened twelve new large-format retail stores across five major cities, funding this massive undertaking primarily through heavy, high-interest bank loans.

Shortly after this expansion, the retail environment shifted dramatically as several major e-commerce platforms entered the market. These online competitors offered identical electronic products at discounts of up to twenty percent, alongside convenient home delivery options. Because BrightLine operated strictly through physical stores and lacked an online selling platform, customer footfall dropped significantly across all locations. Consequently, sales plummeted, leaving the company with massive amounts of unsold seasonal inventory trapped in warehouses, tying up essential working capital.

The decline in revenue quickly triggered a severe liquidity crisis, leaving BrightLine struggling to meet its monthly loan installments, store rents, and operational costs. The newly opened stores generated far less revenue than projected while continuously consuming cash for utilities, maintenance, and staff salaries. Internal conflict worsened the situation, as the board of directors split into opposing factions. One group pushed to secure additional debt to run aggressive discount sales, while the other group demanded the immediate closure of underperforming stores. BrightLine now stands on the brink of financial insolvency and requires a comprehensive strategic overhaul to survive.

Q. Analyse the case of BrightLine Retail by identifying the core strategic and operational problems, and suggest appropriate solutions or strategies to restore the business to profitability.

2. Elaborate the Porter's Five Forces Model.
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

1. Case Study: Indian Ethos and Value-Based Management at Tata Steel

Tata Steel, founded by Jamsetji Tata in 1907, was built on the core Indian principle that community is not merely a stakeholder in business, but the very purpose of its existence. Long before corporate social responsibility became a legal requirement or global trend, Tata Steel integrated the ancient Vedic philosophy of Trusteeship into its managerial framework. The founding vision established that wealth created by an enterprise belongs to society, treating company assets as a sacred trust held on behalf of the public rather than personal property.

This ethos transformed the company's human resource management practices by embedding the concept of *Vasudhaiva Kutumbakam*, viewing the workplace as an extended family. Tata Steel introduced an eight-hour workday, paid annual leave, maternity benefits, and provident funds decades before the Indian government mandated them by law. During severe global economic recessions and steel market downturns, corporate leadership consistently rejected mass employee layoffs. Instead, management focused on workforce retraining, cost optimization, and executive salary caps. This human-centric approach built deep mutual trust, leading to more than eight consecutive decades of industrial peace without a single labor strike.

When Tata Steel expanded globally through international acquisitions, management encountered a significant conflict between traditions. Western managerial models emphasized immediate shareholder value, aggressive cost-cutting, and rapid workforce downsizing during downturns. In contrast, Tata's leadership sought to maintain its traditional emphasis on *Dharma* (ethical conduct) and *Karma Yoga* (duty without attachment to short-term greed). Senior executives faced intense pressure from foreign investors who argued that prioritizing social welfare and employee security reduced profit margins compared to aggressive global competitors.

The leadership team worked to demonstrate that ethical governance, compassion, and long-term stakeholder care create superior organizational resilience. However, modern managers inside the expanding global enterprise continue to navigate the friction between preserving traditional Indian values and meeting the demanding performance metrics of international financial markets.

Q. Analyse the case of Tata Steel by identifying how principles of Indian Ethos shaped its leadership practices, and evaluate how modern companies can balance traditional ethical values with global competitive pressures.

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

1. Case Study: Mastering B2B Selling and Negotiation at Apex Logistics Tech

Apex Logistics Tech, represented by Key Account Manager Rahul Mehta, sought to close a major Business-to-Business (B2B) deal with Metro Mart, a rapidly expanding retail chain. Rahul spent weeks researching Metro Mart's supply chain bottlenecks, discovering that their manual inventory tracking was causing costly shipping delays. Recognizing the high financial stakes of enterprise transactions, Rahul formulated a customized B2B personal selling strategy. He scheduled an executive presentation with Metro Mart's procurement team, tailoring his message around how Apex's automated warehouse software could reduce their operational errors by thirty percent.

During the initial sales presentation, Rahul demonstrated key personal selling skills by listening actively to understand the buyer's pain points rather than rushing through a generic product pitch. Metro Mart's procurement director acknowledged the software's technical value but raised immediate objections regarding the high upfront integration costs and a lengthy implementation timeline. Exhibiting the traits of an adaptable sales professional, Rahul validated their budget concerns without panicking. He shifted the conversation into the formal negotiation phase by proposing a phased deployment model that would spread initial setup expenses over several quarters.

As contract negotiations intensified, Metro Mart's bargaining team demanded a fifteen percent price discount alongside free lifetime technical support. Rahul recognized that giving away uncompensated discounts would destroy Apex's profit margins and devalue their product. Applying structured negotiation techniques, he offered a strategic trade-off concession: Apex would grant a ten percent license discount if Metro Mart agreed to sign a multi-year service commitment and handle initial staff onboarding internally. This mutual compromise addressed Metro Mart's cash flow limits while securing long-term recurring revenue for Apex, leading to a signed agreement and a lasting enterprise partnership.

Q. Analyse the case of Apex Logistics Tech by identifying the key stages of the personal selling process and negotiation phases demonstrated by Rahul, and evaluate how effective negotiation skills contributed to a successful B2B closing.

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

1. Case Study : “Building Trust through PR and Publicity: The Case of GreenLeaf Organics”

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.

Questions:

1. How did GreenLeaf Organics effectively use PR strategies to manage the certification controversy?
 2. In what ways did publicity initiatives help GreenLeaf reshape public opinion and regain consumer confidence?
 3. What lessons can other businesses learn from GreenLeaf’s approach to handling negative media coverage?
2. Define Integrated Marketing Communication. Describe different advertising media along with its merits and demerits.
 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

1. Case Study: Consumer and Organizational Buying Behavior at Aura Appliances

Aura Appliances recently launched a smart home air purifier named PureBreeze to serve both individual households and corporate office clients. When individual consumers purchase the product, their decision process is heavily shaped by psychological, social, and cultural factors. Growing urban pollution and health awareness trigger initial problem recognition, while social proof and peer recommendations act as powerful influencers. In a typical household purchasing scenario, teenage children often act as initiators by highlighting indoor air quality concerns, mothers act as key influencers evaluating health features, and fathers function as deciders and buyers managing the family budget. This individual buying behavior is personal and emotional, strongly driven by brand reputation, product aesthetics, and lifestyle preferences.

In recent years, consumer decision-making has shifted from traditional linear buying models to modern digital-first behaviors. Rather than relying on traditional store visits or print advertisements, modern individual buyers perform extensive online research, compare customer reviews across social media platforms, and seek environmental sustainability certifications before purchasing. Sellers must adapt to these changing models by offering transparent digital information, omnichannel purchasing options, and responsive post-purchase customer service. These evolving behavioral patterns demonstrate that consumer choices are increasingly shaped by digital exposure, convenient purchase channels, and dynamic social trends.

Simultaneously, Aura Appliances established a B2B sales division to market enterprise-grade air purification systems to corporate clients like Horizon Financial. Unlike individual consumer purchases, organizational buying behavior involves a long, highly structured decision process executed by a formal buying center. At Horizon Financial, the facility manager initiated the purchase request, health and safety officers acted as technical influencers, administrative assistants served as gatekeepers controlling vendor communications, and the corporate procurement director acted as the final decider and buyer. Organizational purchasing decisions are strictly rational and heavily governed by legal regulations, operational budget limits, total cost of ownership, vendor reliability, and detailed contract negotiations.

The contrast between individual and organizational buying behavior creates distinct operational challenges for Aura's management team. Individual consumers make faster decisions influenced by product styling, promotional discounts, and immediate personal needs. In contrast, corporate clients operate through formal purchase committees, complex evaluation metrics, and lengthy approval cycles. Furthermore, macro-environmental factors such as economic fluctuations, government health standards, and digital procurement technologies continuously reshape both consumer and business purchase decisions. Aura's leadership must tailor its marketing and sales operations to effectively address the distinct motivations of emotional individual buyers and rational corporate institutions.

Q. Analyse the case of Aura Appliances by identifying the key stages, decision-making players, and influencing factors across both individual and organizational buying behaviors, and evaluate how the company can adapt its marketing strategies to effectively target both consumer and B2B market segments.

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

3. Case Study: Brand Repositioning and Equity Crisis at Veda Botanicals

Veda Botanicals was established twenty years ago as a trusted premium herbal skincare brand built on authentic Ayurvedic ingredients and sustainable sourcing. The brand created exceptional customer loyalty among middle-aged consumers who valued product purity, earning high brand equity and dominating regional wellness markets. However, as digital commerce expanded, younger consumers began preferring modern, fast-acting skincare brands marketed aggressively on social media with minimal packaging. Realizing that its core customer base was aging, leadership decided to execute a major brand repositioning strategy to attract younger buyers.

To capture this new market segment, the marketing team launched a sub-brand extension called Veda Glow. This product line featured bright neon packaging, synthetic fragrances, and low price points designed specifically to appeal to budget-conscious online shoppers. The company launched a massive social media campaign that completely omitted references to traditional heritage and holistic wellness in favor of instant beauty trends. The strategy backfired significantly as long-time loyal customers accused Veda of compromising its natural purity, leading to a sharp drop in flagship product sales.

Simultaneously, younger buyers viewed Veda Glow as an insincere marketing gimmick that lacked authentic sustainability, failing to generate meaningful brand adoption. Retail partners expressed deep concern over the confused brand identity, while the rushed sub-brand created severe brand dilution across all market segments. Veda Botanicals now stands at a critical strategic crossroad, needing to repair its damaged brand equity, align its product portfolio, and determine how to engage younger demographics without alienating the loyal customers who built the business.

Q. Analyse the case of Veda Botanicals by identifying where the brand positioning and brand extension strategies failed, and recommend a strategic plan to recover the company's brand equity while appealing to modern consumers.

Elective- II: Human Resource Management

Paper-I- Human Resource Planning And Procurement

1. Case Study 1: Workforce Forecasting and HRP at Nova Tech Solutions

Nova Tech Solutions, a fast-growing software services company, recently decided to expand into cloud computing and artificial intelligence services. To support this strategic shift, executive leadership set aggressive revenue targets for the upcoming financial year. However, the human resource department failed to conduct systematic human resource planning or utilize structured workforce forecasting models. Instead, project heads relied on informal personal estimates to determine future staffing needs, completely ignoring quantitative methods like trend analysis or workload modeling.

When Nova Tech successfully secured several major enterprise client contracts, the company immediately suffered a severe shortage of qualified cloud architects and machine learning engineers. Unable to meet project delivery deadlines with existing staff, management was forced to recruit external contract consultants at inflated pay rates, severely shrinking profit margins. At the same time, traditional software testing and legacy programming departments experienced a labor surplus due to automated workflow tools. Dozens of permanent employees were left underutilized with insufficient billable project work.

The HR team lacked an updated internal talent inventory or supply forecasting framework, making it impossible to identify existing employees who could be reskilled for open cloud engineering positions. This operational gap caused growing frustration among project managers, high stress among overworked team members, and client complaints regarding missed deadlines. Nova Tech now stands at a critical juncture, needing to overhaul its human resource planning process, align workforce supply with future technology demand, and eliminate costly staffing imbalances.

Q. Analyse the case of Nova Tech Solutions by identifying the key errors in its workforce forecasting approach, and recommend suitable demand and supply forecasting techniques to establish an effective Human Resource Planning framework.

2. Case Study 2: HR Procurement and Onboarding at Apex Health Services

Apex Health Services, a expanding network of private clinics, launched an aggressive hiring campaign to staff three newly constructed healthcare facilities. Facing tight opening deadlines, the human resource department rushed the recruitment drive without conducting proper job analysis or updating existing job descriptions. HR relied on outdated job specifications created five years earlier, failing to reflect modern digital health records systems, automated patient scheduling tools, and updated patient-care standards required in the new facilities.

The procurement process was further compromised by an unstructured selection methodology. HR managers bypassed internal employee referrals and relied exclusively on external recruitment agencies. Candidate evaluations consisted solely of brief, subjective interviews, omitting technical skill assessments, role-play scenarios, or psychometric evaluations. Consequently, several newly hired department supervisors and patient coordinators lacked essential digital competencies and communication skills necessary for high-volume hospital environments.

The placement and onboarding phase proved equally deficient. New hires were assigned directly to active clinical wards without undergoing a formal orientation program, safety training, or organizational policy briefing. Unclear about operational workflows, administrative protocols, and reporting structures, new employees experienced extreme workplace anxiety and made frequent operational mistakes. Within six months, voluntary employee turnover reached forty percent, leading to inflated recruitment expenses, compromised service quality, and declining patient satisfaction scores.

Q. Analyse the human resource procurement process at Apex Health Services, evaluate the weaknesses across job analysis, selection, and induction phases, and design a structured recruitment and placement strategy to improve employee retention.

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

1. Zenith Financial Services experienced rapid market expansion over five years, growing its corporate and retail banking portfolio. However, top management viewed Human Resource Development strictly as an administrative compliance task rather than a long-term strategic priority. The organization lacked a systematic framework for career planning, competency mapping, and continuous employee development. Performance appraisals were used solely to determine annual monetary bonuses and salary increments, completely ignoring employee potential, developmental needs, and long-term career aspiration mapping.

High-performing junior and mid-level managers frequently found themselves stuck in repetitive operational roles with no clear internal career progression pathways or structured executive coaching. Zenith failed to establish formal mentoring programs or leadership pipelines, choosing instead to fill senior executive vacancies through expensive external lateral hiring. This practice created deep frustration among existing employees, who felt their loyalty and performance were unrewarded. Furthermore, the firm offered no cross-functional job rotation opportunities, leaving managers with narrow, single-department perspectives.

When Zenith attempted to launch a major digital banking transformation, the workforce lacked the strategic agility, technological mindset, and leadership capability required to drive the change. High-potential employees began resigning to join competitors that offered clear career growth and continuous learning initiatives. Zenith faced severe leadership gaps, declining employee engagement, and an inability to adapt to evolving market demands due to its historical neglect of holistic human resource development.

Q. Analyse the case of Zenith Financial Services by identifying the major deficiencies in its HRD framework, and propose a comprehensive Human Resource Development strategy incorporating career planning, competency mapping, and leadership development.

2. Vantage Motors, an automotive service and manufacturing firm, recently introduced a new line of electric vehicles across its nationwide service centers. To prepare its technical staff for this transition, the human resource department launched an expensive, mandatory company-wide employee training program. However, HR initiated the rollout without conducting a formal Training Needs Analysis to identify specific skill gaps among different technician groups. Veterans with decades of mechanical experience and newly hired apprentices were subjected to the exact same generic curriculum.

The training program relied almost exclusively on passive off-the-job training methods, consisting of lengthy classroom lectures, theoretical manuals, and video slideshows. The firm provided virtually no on-the-job practical training or hands-on simulator practice with actual electric vehicle motors and high-voltage battery systems. Technicians were expected to master complex diagnostic software solely through reading instructional guides, without interactive practice or real-time feedback from expert trainers.

To measure success, HR evaluated the program using basic feedback forms distributed at the end of the lecture sessions, asking participants to rate instructor enthusiasm and venue comfort. The company conducted no post-training assessment to evaluate skill acquisition or actual job performance improvements. When technicians returned to the service floor, repair errors spiked, vehicle servicing times doubled, and customer complaints regarding misdiagnosed faults rose sharply. Vantage Motors incurred massive training expenses without achieving meaningful transfer of learning or improved operational efficiency.

Q. Analyse the training program at Vantage Motors by identifying the flaws in training needs assessment, delivery methods, and evaluation, and redesign the training process using the Kirkpatrick Evaluation Model and practical learning techniques.

3. 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.

Elective -II: Human Resource Management

Paper-III- Compensation Management

1. Case Study: Balancing Incentives and Fringe Benefits at Crestview Logistics

Crestview Logistics introduced an aggressive monetary incentive scheme to boost operational speed and drive sales growth across its regional hubs. Under this scheme, field agents and warehouse supervisors received high cash bonuses tied strictly to meeting aggressive monthly throughput targets. While product dispatch rates initially surged, the hyper-focus on individual monetary incentives created an unhealthy internal culture marked by extreme competition, elevated stress levels, and operational shortcuts. Employees began neglecting safety protocols, mismanaging inventory reports, and refusing to collaborate with peers simply to hit their personal quota metrics and claim short-term cash rewards.

While front-line sales and logistics staff received substantial performance payouts, support departments such as customer service, human resources, and quality control felt marginalized because they lacked access to incentive plans. Furthermore, Crestview's fringe benefits package was severely outdated, providing only basic individual health coverage, no family medical plans, rigid working schedules, and zero wellness or retirement contributions. Staff members expressed growing frustration that their hard-earned performance bonuses were frequently spent on personal medical expenses brought on by workplace stress and burnout.

Consequently, employee turnover spiked to thirty-five percent, particularly among experienced mid-level managers and support personnel who left for competitors offering comprehensive benefit packages, flexible work arrangements, and family care options. Corporate leadership realized that reliance on monetary incentives alone was failing to build organizational

commitment or protect employee well-being. Crestview now faces rising recruitment costs and declining service quality, requiring a complete restructuring of its total rewards framework to harmonize financial incentives with attractive fringe benefits.

Q. Analyse the case of Crestview Logistics by identifying the flaws in its reward structure, and evaluate how combining performance-based incentives with comprehensive fringe benefits can improve organizational culture, morale, and employee retention.

2. Case Study: Managing VRS Compensation and Golden Parachute Packages at Apex Engineering

Apex Engineering, a legacy industrial manufacturing firm, faced severe financial losses due to shifting market demand and rising operational expenses. To regain profitability and prepare for a potential corporate merger, the board of directors initiated a major workforce restructuring program. The company launched a Voluntary Retirement Scheme (VRS) to reduce factory headcount, offering a lump-sum compensation package based on years of service to long-standing employees who chose to retire early. However, the VRS design suffered from flawed execution. Instead of retaining critical operational talent, the generous VRS compensation prompted the firm's most skilled senior technicians to take the payout and leave for competitors, while underperforming workers chose to stay, leaving the factory floor with a severe skill deficit.

The company's financial drain was further compounded by massive executive "Golden Parachute" agreements embedded in top management contracts. Under these severance clauses, senior executives were guaranteed exorbitant cash payouts, stock options, and continued health benefits if they were terminated or stepped down following the restructuring. As the merger negotiations progressed, several executive directors resigned, triggering their multi-million-dollar parachute payouts despite having presided over years of declining revenues.

When details of the executive parachute compensation leaked to the public and factory trade unions, intense labor unrest erupted across all manufacturing units. Workers and union leaders accused corporate leadership of gross hypocrisy, arguing that top executives were rewarded with lavish safety nets for managerial failure while front-line factory workers were pushed into taking modest VRS packages. The controversy ignited widespread strikes, halting production lines, eroding shareholder value, and destroying brand reputation. Apex Engineering now faces a severe liquidity crunch, operational disruption, and an ethical crisis, needing an immediate strategy to resolve workforce anger and restructure its executive compensation policies.

Q. Analyse the case of Apex Engineering by identifying the operational and ethical flaws in its VRS and Golden Parachute compensation schemes, and propose a fair, financially sustainable strategy to restructure severance policies and restore labor harmony.

3. What is employee incentives and benefits?

Explain individual incentives with suitable examples.

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

1. Case Study: Formation of Operations Strategy at Nova Tech Manufacturing

Nova Tech Manufacturing, a consumer appliances company, expanded into international markets to capitalize on growing global demand and lower production costs. Initially, corporate leadership formulated its operations strategy around a centralized, low-cost model, concentrating all manufacturing facilities in a single overseas region. This approach allowed Nova Tech to achieve high economies of scale and maintain low unit production costs for several years. However, as the global economy grew more volatile, the firm faced severe supply chain disruptions, fluctuating import tariffs, long shipping delays, and rising foreign transportation costs, exposing the vulnerabilities of a single-location operational network.

Additionally, Nova Tech realized that a standardized, centralized production strategy ignored critical differences in consumer preferences across European, Asian, and American markets. Local competitors were winning market share by offering flexible, customized appliances tailored to regional power standards and cultural habits. Recognizing these challenges, Nova Tech's executive team initiated a complete overhaul to reformulate its global operations strategy. The leadership sought to align their long-term corporate vision with operational trade-offs, balancing cost efficiency, product quality, delivery speed, and operational flexibility across different geographic regions.

To form a more resilient global operations strategy, management decided to shift from a centralized factory footprint to a regionalized, multi-hub manufacturing network. They selected strategic factory locations near high-demand markets, integrated automated production lines to maintain quality control, and established dual-sourcing partnerships for critical raw materials. However, implementing this new operations strategy created significant operational friction. Regional facility managers struggled to maintain consistent global quality standards while attempting to adapt product designs for local markets. Furthermore, building multiple regional facilities increased fixed overhead costs and diluted economies of scale, leading to internal debates over whether the company should prioritize global cost leadership or local market agility.

Q. Analyse the case of Nova Tech Manufacturing by identifying the key factors that influenced the formation of its global operations strategy, and evaluate how the company can effectively balance global cost efficiency with local market responsiveness.

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

1. Case Study: Production Planning System Failures at Apex Motors & Appliances

Apex Motors & Appliances, a mid-sized electrical machinery manufacturer, faced severe operational chaos due to an outdated, manual production planning system. The company relied on disconnected spreadsheets and informal communication between sales and shop floor teams to schedule manufacturing operations. Because market sales forecasts were rarely integrated into the Master Production Schedule (MPS), plant managers constantly changed daily assembly priorities to handle urgent customer orders. This reactive approach led to frequent machine setup changes, high equipment downtime, and massive work-in-progress inventory accumulating across the factory floor.

Without a synchronized Material Requirements Planning (MRP) system, the procurement team frequently experienced shortages of critical electrical components while simultaneously

overstocking low-demand raw materials. This mismatch created recurring bottlenecks, missed delivery deadlines, and inflated warehouse storage costs. When Apex tried to scale up operations to handle higher market demand, the lack of accurate capacity planning resulted in excessive overtime expenses, worker fatigue, and frequent machine breakdowns caused by skipped maintenance schedules.

To fix these operational inefficiencies, executive management invested heavily in an integrated, automated Production Planning System featuring real-time shop floor tracking and automated scheduling algorithms. However, the system rollout faced immediate resistance from factory personnel. Shop floor supervisors struggled to use the digital interface, often entering inaccurate inventory data or bypassing the system's scheduling rules to run manual priority jobs. Consequently, the software generated incorrect material requirements alerts, causing further delivery delays and customer frustration. Apex now needs a comprehensive strategy to align its workforce culture, data integrity, and digital tools to achieve a smooth production workflow.

Q. Analyse the case of Apex Motors & Appliances by identifying the key operational weaknesses in its production planning system, and propose a structured implementation plan to integrate demand forecasting, Material Requirements Planning (MRP), and shop floor control.

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

1. Case Study: Inventory Planning Crisis at Vanguard Goods

Vanguard Goods, a regional distributor of household consumer products, experienced rapid business expansion by increasing its product portfolio across multiple retail channels. However, the company managed its warehouse operations without formal inventory planning models, relying instead on subjective estimates from warehouse managers to determine purchase orders. The absence of systematic demand forecasting led to severe misalignments between actual market sales and inventory levels. Fast-moving high-demand items frequently suffered from unexpected stockouts, resulting in lost sales, missed delivery deadlines, and dissatisfied retail partners who turned to competing distributors.

Conversely, Vanguard experienced severe overstocking of slow-moving and seasonal items because purchasing managers ordered large bulk quantities to secure supplier volume discounts. Without using ABC inventory classification to categorize products by value and sales velocity, the company allocated equal warehouse space and monitoring effort to all goods.

Consequently, holding costs soared due to increased storage fees, insurance premiums, working capital blockage, and product obsolescence. Warehouse personnel struggled to manage chaotic storage spaces, leading to mislaid stock, inventory shrinkage, and inaccurate stock counts during physical audits.

To resolve these operational issues, executive leadership attempted to implement a Just-In-Time (JIT) replenishment strategy without evaluating supplier lead times or establishing reliable vendor agreements. Unpredictable supplier delays caused further disruptions, leaving regional distribution hubs with empty shelves for critical product lines. Meanwhile, tension mounted between the finance department, which demanded immediate inventory reductions to free up working capital, and the sales team, which insisted on maintaining massive safety stocks to prevent stockouts. Vanguard Goods now requires a complete overhaul of its inventory planning framework to balance holding costs, lead times, and customer service levels.

Q. Analyse the case of Vanguard Goods by identifying the primary inventory planning failures, and propose a structured inventory management strategy incorporating Economic Order Quantity (EOQ), safety stock calculations, and ABC classification to optimize holding costs and stock availability.

2. What is Materials Management? Explain its meaning, objectives, functions, and importance in an organization.
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. **Questions:**

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

1. What is International Logistics? Explain its meaning, objectives, global sourcing (make or buy), and the role of INCO TERMS in international trade.
2. Explain International Supply Chain Management. Discuss the impact of free trade zones and customs regulations.
3. **Case Study: Global Supply Chain Vulnerabilities at Horizon Electronics**

Horizon Electronics, a mid-sized consumer tech company based in Europe, built its global market success on an international supply chain model. The firm sourced specialized microchips from East Asia, plastic casings from South America, and assembled its final products in Southeast Asia before distributing them across North American and European retail markets. By leveraging global cost arbitrage and maintaining a lean inventory approach, Horizon achieved high profit margins and competitive pricing. However, its international operations relied heavily on single-source suppliers and long-distance ocean freight networks without backup sourcing strategies.

The company's global supply chain suffered severe disruptions when geopolitical tensions led to sudden trade tariffs and international shipping route delays. Ocean freight transit times quadrupled from three weeks to nearly three months due to port congestion, container shortages, and canal blockades. Consequently, factory assembly lines in Southeast Asia frequently ground to a halt waiting for delayed microchip shipments. To avoid stockouts in North American markets, Horizon switched to expensive air freight, which caused shipping expenses to surge by over two hundred percent and severely eroded corporate profit margins.

The operational crisis was worsened by fluctuating currency exchange rates and complex cross-border compliance issues. Customs clearance delays at major import hubs caused large shipments of seasonal goods to miss crucial holiday retail windows, leading to order cancellations from key global distributors. Furthermore, Horizon lacked real-time digital visibility across its multi-tiered international supplier network, making it impossible for managers to track cargo movements or anticipate supply bottlenecks. Horizon now faces intense pressure to restructure its international supply chain to build resilience while maintaining global cost competitiveness.

Question- Analyse the case of Horizon Electronics by identifying the key risks and operational vulnerabilities in its international supply chain, and propose a strategic framework incorporating nearshoring, multi-sourcing, and supply chain visibility tools to balance cost efficiency with global resilience.

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