



Estd:1962

NAAC "A+ +" Grade with CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

Syllabus For

Master of Business Administration (MBA)

Through Online Mode

Part – I (Semester- I & II)

Under the Faculty of Commerce and Management

(To be implemented from 2021-22)

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
Through Online Mode
(AICTE Approved)
(Introduced from the Academic Year 2021-2022 onwards)

Shivaji University, Kolhapur is one of the oldest, premier, NAAC 'A++' Reaccredited, State University. Centre for Distance and Online Education is offering AICTE Approved Master of Business Administration (MBA) programme through Online Mode from the academic year 2021-2022 under the Faculty of Commerce and Management. It has one thousand intake capacities and the programme is designed by considering the achievements of the following aims:

1. Aims of the Programme:

1. To strengthen conceptual base of executives.
2. To help them improve decision making ability, creative and logical thinking.
3. To improve analytical ability, problem solving skills and judgmental ability.

2. Duration of the Programme:

- The duration of the programme is two years divided into four semesters.
- There will be semester end examination in the winter and summer session for all the semesters, besides that in each semester, a candidate has to complete continuous internal evaluation as prescribed by the Centre for Distance and Online Education.

3. Eligibility Criteria for Admission:

A Learner residing within or outside India may enroll for M.B.A. through Online Mode programme by fulfilling following norms:

- Graduate of minimum 03 years duration from any faculty from any recognized University with minimum 50% marks for General Category and 45% for reserved categories. (for reserve category, candidate has to produce relevant documents that are applicable to concern Reservation Policy from time to time.)
- If Candidate obtained Graduation from any Foreign Institute, then Learner has to produce 'Equivalence Certificate issued by the Association of Indian Universities' for admissions.

4. Entrance Test:

- To get admission to Online MBA Programme; **there will not be any Entrance Exam.** Learners may directly apply for Admission whenever notified by Shivaji University, Kolhapur.

5. Fee Structure

- **Fee Structure for MBA through Online Mode Programme**

Learners have to pay the prescribed fees through Internet Banking, Credit Card/ Debit Card (RuPay/Visa/MasterCard/Maestro), Internet Banking, IMPS, Cash Cards/ Mobile Wallets (additional service charges, as per rules, shall be applicable in addition to the application form processing fees). This fee is non- refundable and non-transferable under any circumstances.

For Learners from India	₹ 1,20,000 /- (Excluding Examination and Other Fees) (For 4 Semesters)
For Foreign Learners	US \$ 1760 (Excluding Examination and Other Fees) (For 4 Semesters)

6. Documents Required for the Admission

❖ For Indian Learners

- Colour Scan Copy of SSC, HSC and Graduation mark sheets.
- Caste Certificate (If applicable).
- Recent passport size photograph Scan copy and Scan signature of the student.
- Any Govt. ID Proof such as Aadhaar Card, PAN Card, Passport etc.

❖ For Foreign Learners

If Learner obtained Graduation from any Foreign Institute, then he / she has to produce 'Equivalence Certificate issued by the Association of Indian Universities' for admissions.

7. Pattern of Examination:

Examination of each course will be divided as 20 Marks for Internal Evaluation and 80 Marks for Semester-End-Examination.

1. Internal Evaluation (of 20 Marks) for each Course will consists of;

a. For Semester-I and II:

Home Assignments to be hand written by Learner and to be uploaded on LMS.

b. For Semester- III and IV:

Uploading the Recorded Video on Case Presentation on LMS.

2. Semester End Evaluation (of 80 Marks) for each Course will consists of;

Nature of Question paper and Scheme of marking for all courses are as follows:

1	Nature of Examination	Proctored Online Examination through LMS
2	Nature of Questions	Multiple Choice Questions (MCQs)
3	Number of Questions	80 Multiple Choice Questions (MCQs)
4	Marks for Each Question	01 Mark
5	Marking Scheme	01 Mark for Every Correct Answer. No Negative Marking
6	Specific Nature of Questions	Multiple Choice Questions (MCQs) be asked in the form of- <ul style="list-style-type: none">• Case Study followed by MCQs (Long Case followed by 05 MCQs)• Caselet followed by 01 MCQ
7	Difficulty Level	Question Paper must have – <ul style="list-style-type: none">• 30 MCQs- Easy Level-Covering Basic Conceptions• 30 MCQs- Moderate Level- Covering Quick Decision-Making abilities.• 20 MCQs- Hard Level- Covering Analytical Thinking and its Applications
8	Time Duration	03 Hours (i.e., 180 Minutes)

8. Standard of Passing

1. Standard of Passing:

1. There will be separate head of passing for internal evaluation and Semester-End-Examination. Such internal evaluation is of the 20 Marks and learner required to earn at least 10 Marks for passing of one course and there are 80 Marks for Semester-End-Examination and learner has to earn at least 40 Marks for one course, that means 50% Marks learner has to earn for passing under each head.
2. No Class / Grade will be awarded to any part of examination. It will be awarded in aggregate; after successfully completion of all the courses.

2. Passing Rules:

1. For admission to MBA Part-II, a Learner has to clear at least 11 courses of Sem-I and II all together.
2. If a Learner fails in any no. of Courses of Sem.-I; shall be allowed to proceed to Sem.-II. Similarly, if a Learner fails in any no. of Courses of Sem.-III; shall be allowed to proceed to Sem.-IV.
3. Learners have to complete MBA Programme within 2+4 years from the date of admission. If Learners fail to complete the programme within the stipulated period, then their registration to the said programme stand cancel.

9. Program Outcomes:

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross-cultural understanding.
5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.
7. Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of team members in the related context.

10. Syllabus of Master of Business Administration through Online Mode:

The entire MBA through Online Mode programme is of 2900 Marks.

Each paper is of 100 marks. Project Viva Voce is of 200 Marks.

MBA Part-I Semester-I

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
1		Management Philosophy	4	20	80	100
2		Management Accounting	4	20	80	100
3		Business Statistics and Analytics for Decision Making	4	20	80	100
4		Managerial Economics	4	20	80	100
5		Computer applications for business	4	20	80	100
6		Managerial Skills for Effectiveness	4	20	80	100
7		Organizational Behavior	4	20	80	100
		Total	28	140	560	700

MBA Part-I Semester-II

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
8		Marketing Management	4	20	80	100
9		Financial Management	4	20	80	100
10		Human Resource Management	4	20	80	100
11		Operations Management	4	20	80	100
12		Legal and Business Environment	4	20	80	100
13		Research Methodology	4	20	80	100
14		Strategic Management	4	20	80	100
		Total	28	140	560	700

MBA Part-II Semester-III

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
15		Chh. Shivaji Maharaj -The Management Guru	4	20	80	100
16		Project Report and Viva	8	100	100	200
17		Elective I– Paper I	4	20	80	100
28		Elective I– Paper II	4	20	80	100
19		Elective I– Paper III	4	20	80	100
20		Elective II- Paper I	4	20	80	100
21		Elective II- Paper II	4	20	80	100
22		Elective II- Paper II	4	20	80	100
Total			36	240	660	900

MBA Part-II Semester-IV

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
23		Elective I- Paper IV	4	20	80	100
24		Elective I- Paper V	4	20	80	100
25		Elective I- Paper VI	4	20	80	100
26		Elective II- Paper IV	4	20	80	100
27		Elective II- Paper V	4	20	80	100
28		Elective II- Paper VI	4	20	80	100
Total			24	120	480	600

***27courses of 100 Marks each and 1 course of Project Viva Voce of 200 Marks**

-Grand Total 2900 Marks. Each course is of 4credits. Total programme is of 116 credits.

* Candidates are required to select any Two Electives (Elective I & Elective II) from the lists given below for the two courses separately.

Each elective has 6 papers which are included in–

(i) Semester- III

- Elective-I (Paper I, II and III)
- Elective-II (Paper I, II and III)

(ii) Semester- IV

- Elective-I (Paper IV, V and VI)
- Elective II (Paper IV, V and VI)

Electives:

- | | |
|---------------------------------------|---------------------------|
| 1. Marketing Management | 6. Entrepreneurship |
| 2. Financial Management | 7. Business Analytics |
| 3. Human Resource Management | 8. Hospitality Management |
| 4. Production & Operations Management | 9. Health Care Management |
| 5. International Business | |

Project Work:

The students have to undergo practical training of 50 days in any manufacturing or service organization and they have to submit their project report up to the fourth semester. The project work must have a Certification from the organization.

List of Elective Courses:

Courses	Elective –1 Marketing Management	Elective – 2 Financial Management	Elective – 3 Human Resource Management	Elective – 4 Production and Operations Management	Elective -5 International Business	Elective-6 Entrepreneurship	Elective-7 Business Analytics	Elective-8 Hospitality Management	Elective-9 Health Care Management
Semester – III Paper-I	Sales and Distribution Management	Indian Financial System	Human Resource Planning and Procurement	Operations Management Strategy	International Business Environment	Project Planning and Implementation	Business Data Management	Fundamentals of Hospitality Management	Fundamentals of Hospital Administrations
Semester – III Paper-II	Integrated Marketing Communication	Financial Decision Analysis	Human Resource Development	Production Planning and Control	Export and Import Policy	Startups and New Venture	Business Analytics in Management	Hotel Management	Health Care Service Management
Semester – III Paper-III	Consumer Behaviour	Project Appraisal and Finance	Compensation Management	Materials and Inventory Management	Cross Cultural Management	Institutional Support and Venture Funding	Data Visualization for Managers	Tourism Management	Medico Legal Environment in Healthcare
Semester – IV Paper-IV	Service Marketing And Retail Marketing	Investment Management and Portfolio Analysis	Strategic HRM and International Perspectives	Supply Chain Management	Issues in International Business	Family Business Management	Cloud Computing and Virtualization	Travel Agency and Tour Operations Management	Facility Management
Semester – IV Paper-V	Digital Marketing	Behavioural Finance	Industrial Relations and Labour Laws	Global Operations and Logistics	International Marketing	Venture Valuation and Accounting	Business Analytics using R	Customer Relationship Management	Healthcare Marketing
Semester – IV Paper-VI	Contemporary Issues in Marketing	International Finance	Organizational Change and Organizational Development	World Class Production Management	International Business Negotiations	Innovation Technology Management	Business Forecasting	Event Management	IT Applications in Healthcare



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दूरशिक्षण व ऑनलाईन शिक्षण केंद्र
फोन नं - २६०९१०८, २६०९४५१, २६०९४५२
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स्यातंत्र्याचा अमृत महोत्सव

Ref: SU/COOE/1014
प्रति,

10 JUL 2024

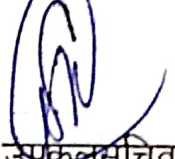
१	डॉ. ए. एन. जाधव	: -	मा. संचालक, परीक्षा व मूल्यमापन मंडळ
२	श्री. एन. एस. माने	: -	उपकुलसचिव, प्री एक्झाम
३	श्री. डी. डी. आडगळे	: -	उपकुलसचिव, पोस्ट एक्झाम एक्झाम
४	डॉ. पी. बी. जाखले	: -	उपकुलसचिव, ऑन एक्झाम
५	श्री. एस. डी. हुक्केरी	: -	सिस्टीम प्रोग्रॅमर, आय.टी. परीक्षा
६	डॉ. डी. के. मोरे	: -	मा संचालक दूरशिक्षण व ऑनलाईन शिक्षण केंद्र

विषय : - ऑनलाईन अभ्यासक्रमांच्या परीक्षा संदर्भात सर्व संबंधित परीक्षा विभाग यांची मे. टीम लिझ यांचेसमवेत दि. ०५.०७.२०२४ रोजीची एकत्रित बैठक.

महोदय,

दूरशिक्षण व ऑनलाईन शिक्षण केंद्रांतर्गत एम.बी.ए., एम. एस्सी. (कॉम्प्युटर सायन्स), एम.कॉम. व एम.एस्सी. (गणित) हे अभ्यासक्रम ऑनलाईन पध्दतीने सुरू करणेसाठी अनुषंगिक कार्यवाही सुरू आहे. यामधील ऑनलाईन एम.बी.ए. या अभ्यासक्रमासाठी फेब्रुवारी २०२४ सेशनसाठी प्रवेश घेतलेल्या विद्यार्थ्यांच्या परीक्षा व तदनुषंगिक कार्यवाहीबाबत मे. टीम लिझ यांचेसमवेत सर्व संबंधित परीक्षा विभाग यांची एकत्रित बैठक दि. ०५.०७.२०२४ रोजी दु. ०३.०० वाजता आयोजित करणेत आली असून या बैठकीस उपस्थित रहावे. तसेच याबैठकीस आपले विभागाचे संबंधित सेवक यांनाही उपस्थित राहणेबाबत सूचना देण्यात याव्यात, ही विनंती.

आपला विश्वासू,


उपकुलसचिव



A++ Accredited by NAAC (2021)
With CGPA 3.52

Centre for Distance and Online Education
Shivaji University, Kolhapur
Online MBA Examination Tentative Schedule

The following table presents the **tentative schedule for the Online MBA Semester I & II Examinations**. This schedule outlines key activities leading up to the main examination, ensuring that students and proctors are well-prepared for a smooth and efficient exam process. We are continuously following up with the exam section. It includes important dates such as demo tests, proctors' training sessions, student notifications, and hall ticket availability. Tentatively, the examinations are scheduled to begin in the second week of April.

Sr. No.	Activity	Date	Remarks
1	First Demo Test	02.03.2025	For familiarization with exam system
2	Proctor Assignment Confirmation	Second week of March	Exam section to provide proctor details
3	Demo Test with Proctors (if assigned)	Last two weeks of March	For familiarization with proctored exam system
4	Student Intimation of Exam Dates	By 24.03.2025	Official communication to students
5	Hall Ticket Availability	05.04.2025	Students can download hall tickets
6	Start of First Semester Exam	07.04.2025	Main examination begins

Shivaji University, Kolhapur
Centre for Distance and Online Education

Online MBA Examination Report

Examination Dates: 15th April 2025 – 23rd April 2025

Programme: MBA (Online Mode)

Session: February 2024 (SEM-I & II) and July 2024 (SEM-I)

Mode: Online Proctored Environment

The Online MBA examinations for the February 2024 and July 2024 batches were successfully conducted from 15th to 23rd April 2025. The examinations were held in a fully online, proctored environment to ensure academic integrity and smooth conduct. This report outlines the participation details, proctoring arrangements, overall attendance, and suggestions for future improvements in the examination process.

Student Summary:

Batch	Total Students
Feb 2024 – SEM II	40
July 2024 – SEM I	118
Feb 2024 – Backlogs	08

Examination Monitoring & Proctoring:

- **External Proctor:**

Dr. Dayanand Khandagale, Department of Education, Shivaji University,
Kolhapur (Appointed by Exam Section)

- **Internal Proctoring Team:**

All faculties from Centre for Distance and Online Education along with
Programme Coordinator and IT Coordinator.

- **Support & Technical Assistance:**

Mr. Rohit Pawar from LMS Team provided continuous support throughout the examination period.

Attendance Summary:

Date	Batch	Attempted	Not Attempted
15.04.2025	July'24 SEM I	97	21
	Feb'24 SEM II	33	7
	Feb'24 Backlog	5	0
16.04.2025	July'24 SEM I	96	22
	Feb'24 SEM II	32	8
	Feb'24 Backlog	3	1
17.04.2025	July'24 SEM I	97	21
	Feb'24 SEM II	32	8
	Feb'24 Backlog	6	1
19.04.2025	July'24 SEM I	97	21
	Feb'24 SEM II	33	7
	Feb'24 Backlog	4	0
21.04.2025	July'24 SEM I	98	20
	Feb'24 SEM II	32	8
	Feb'24 Backlog	4	0
22.04.2025	July'24 SEM I	97	21
	Feb'24 SEM II	31	9
	Feb'24 Backlog	3	0
23.04.2025	July'24 SEM I	97	21
	Feb'24 SEM II	32	9
	Feb'24 Backlog	2	0

General Observations:

- The overall attendance rate is **approximately 82% who** successfully appeared for the exams without significant issues, while the remaining were unable to attend due to personal reasons.
- The examinations were conducted smoothly with coordinated efforts from the academic and LMS teams.

Suggestions for LMS Team:

1. Student Login Security:

Students should be restricted from logging in using another person's credentials.

2. User ID Format:

Consider using **Email ID instead of PRN numbers** for login credentials to reduce the chances of impersonation.

**Centre For Distance and Online Education
Shivaji University, Kolhapur**

**MBA Through Online Mode
Semester –I
Sample Questions
For
Subject: Managerial Economics**

Q. 1 Rohit, a business analyst at an FMCG company, was tasked with launching a new product. Before making decisions, he analyzed consumer demand, pricing trends, and competitor strategies using Managerial Economics principles. His insights helped the company optimize production and set a competitive price. The management appreciated his data-driven approach, which maximized profitability.

How did Managerial Economics help Rohit in his decision-making?

- A) By relying on intuition rather than analysis
- B) By using economic principles to optimize production and pricing
- C) By ignoring market trends and focusing on internal processes
- D) By setting random prices for the product

Answer: B) By using economic principles to optimize production and pricing

Q.2 Ananya, a startup founder, wanted to expand her organic skincare business. To make informed decisions, she studied **demand forecasting** to estimate future sales and determine optimal production levels. She also analyzed **pricing strategies** to set competitive yet profitable prices. Additionally, she evaluated **cost analysis** to control expenses and maximize efficiency. Understanding **market structure** helped her position her brand effectively against competitors. Through these applications of **Managerial Economics**, Ananya successfully expanded her business and improved profitability.

Which aspect of Managerial Economics helped Ananya estimate future sales?

- A) Cost Analysis
- B) Demand Forecasting
- C) Market Structure Analysis
- D) Production Scheduling

Answer: B) Demand Forecasting

Q.3 Rahul owns a textile manufacturing company and plans to expand production over the next five years. In the short run, he could only increase output by hiring more workers and using

existing machines efficiently. However, in the **long run**, he invested in **larger production facilities, advanced machinery, and better technology** to scale operations. He also trained his workforce to improve productivity. Over time, he noticed that these changes significantly boosted output while reducing the average cost per unit. His decisions aligned with the **Long-Run Production Function**, where all inputs—labor, capital, and technology—are variable, allowing for greater efficiency and economies of scale.

In the long-run production function, how can a firm increase output?

- A) By using only existing resources more efficiently
- B) By increasing all inputs, including capital and technology
- C) By hiring more temporary workers without expanding capital
- D) By maintaining constant production levels

Answer: B) By increasing all inputs, including capital and technology

Q.4 Meera runs a handcrafted jewelry business. In a month, she earned **₹5,00,000 in total sales revenue**. After deducting the **cost of raw materials, labor, and production expenses of ₹2,00,000**, her **Gross Profit** stood at **₹3,00,000**. However, she also had to pay **rent, marketing expenses, and taxes totaling ₹1,00,000**. After these deductions, her **Net Profit** was **₹2,00,000**. Meera realized that while her sales were high, managing operational expenses was crucial to maximizing her net profit.

What is the key difference between Gross Profit and Net Profit?

- A) Gross Profit includes only production costs, while Net Profit accounts for all expenses.
- B) Gross Profit is always higher than Net Profit due to inflation.
- C) Net Profit is calculated before deducting operational expenses.
- D) Gross Profit and Net Profit are the same when there are no sales.

Answer: A) Gross Profit includes only production costs, while Net Profit accounts for all expenses.

Q.5 Rohan owns a café in a busy city area. Initially, his business was highly profitable due to **consistent customer flow and competitive pricing**. However, over time, he noticed a decline in profits despite steady sales. After analyzing, he found multiple reasons—**rising rent costs, higher ingredient prices, increased competition, and changing customer preferences**. He decided to **revise his pricing strategy, negotiate supplier costs, and introduce new menu items**. By making these adjustments, his profit margins gradually improved.

Which of the following factors directly affected Rohan's profit?

- A) Increased competition
- B) Rising rent costs
- C) Changing customer preferences
- D) All of the above

Answer: D) All of the above

Q.6 Sneha started a **boutique coffee brand** that offered unique flavors and customized blends. Unlike large coffee chains, her brand had **product differentiation**, which attracted loyal customers. Although there were many coffee sellers, her brand stood out due to **quality, branding, and personalized service**. She could set her own prices without losing customers easily, as no other competitor offered the exact same experience. This market structure, where many sellers exist but each product is unique, is an example of a **Monopolistic Market**.

- A) Product Differentiation
- B) No Close Substitutes Available
- C) High Barriers to Entry
- D) None of the Above

Answer: A

Q.7 Deepak runs a state-owned electricity supply company in a small town. As the only provider of electricity, his company has **exclusive control** over the supply of electricity in the region. There are **no close substitutes** available, and residents are completely dependent on his company for power. Deepak can **set prices** without worrying about competition, as the government regulates his rates. His company benefits from **economies of scale** since producing electricity in bulk lowers costs. This situation clearly exemplifies the key features of a **Monopoly**: a single seller, no close substitutes, high barriers to entry, and control over pricing.

Which of the following is a feature of a monopoly market?

- A) Multiple sellers offering similar products
- B) High barriers to entry for other firms
- C) Consumers have many alternatives to choose from
- D) The firm must compete on price to attract customers

Answer: B) High barriers to entry for other firms

Q.8 Rajeev operates a small electronics store in a competitive market. He noticed that his competitors had similar pricing for products, and whenever he lowered prices, his competitors followed suit almost immediately. However, when he raised his prices, he lost a significant number of customers as they quickly switched to other stores offering lower prices. This pattern led Rajeev to realize that the demand curve for his products had a **kink**—it was relatively elastic when prices were increased but inelastic when prices were reduced. The market behavior suggested that firms in this industry follow a **kinked demand curve**, where price changes lead to uneven responses in demand. Rajeev understood that price stability was essential to avoid drastic losses in sales, and he focused on non-price competition to maintain his market share.

What does the kinked demand curve theory suggest about price changes in an oligopoly market?

- A) Price increases lead to a significant drop in demand, while price decreases have little effect.
- B) Firms can increase prices without losing customers.

- C) Price increases lead to a small drop in demand, while price decreases cause a significant drop in demand.
- D) Price changes have no effect on demand in this market.

Answer: C) Price increases lead to a small drop in demand, while price decreases cause a significant drop in demand.

Q.9 Amit owns a furniture manufacturing company that produces custom-made furniture. To set the price of his products, he used the **Full Cost Pricing** method, which involves calculating the total cost of production, including **fixed costs (like rent and salaries)** and **variable costs (like raw materials and labor)**. After adding a profit margin on top of the total cost, he arrived at the price of each piece of furniture. Amit noticed that using this method ensured that he covered all costs and still made a profit. However, during peak seasons, he realized that this pricing model might not be competitive as it doesn't account for **market conditions or competitor prices**. Despite this, he found the full cost pricing model effective in maintaining profitability over the long run.

What is the primary characteristic of Full Cost Pricing?

- A) Pricing based on competitor prices
- B) Setting prices by adding a profit margin to total production costs
- C) Pricing based on market demand
- D) Setting prices without considering production costs

Answer: B) Setting prices by adding a profit margin to total production costs

Q.10 Aditi, a manager at a manufacturing firm, was tasked with deciding whether to invest in a new production line to increase output. To make an informed decision, she used various **Capital Budgeting Methods** to evaluate the potential investment. She first applied the **Net Present Value (NPV) method**, which showed that the future cash inflows from the new production line would exceed the initial investment, making it a profitable venture. Then, she used the **Internal Rate of Return (IRR)** method to calculate the expected rate of return on the project, which was higher than the company's required rate of return. Aditi also considered the **Payback Period** to understand how long it would take to recover the initial investment. Finally, she reviewed the **Profitability Index (PI)**, which confirmed the project's profitability. Based on these methods, Aditi recommended the investment, confident that it would add long-term value to the company.

Which Capital Budgeting method focuses on the time it takes to recover the initial investment?

- A) Net Present Value (NPV)
- B) Internal Rate of Return (IRR)
- C) Payback Period
- D) Profitability Index (PI)

Answer: C) Payback Period

Case Study: Understanding Types of Elasticity of Demand

Priya owns a premium bakery in Pune. She noticed that when she slightly increased the price of her cupcakes, the demand remained unchanged, but when she raised the price of her pastries, sales dropped significantly. She also observed that when incomes in the city rose, customers purchased more of her customized cakes. However, when the price of coffee increased at nearby cafés, fewer people bought her bakery items, as they were often consumed together. Additionally, when she offered discounts on bulk purchases, demand surged.

To expand her business, Priya experimented with introducing a budget-friendly cake line, which attracted more middle-income customers. She also started a loyalty program, but noticed that only price-sensitive customers took advantage of it, confirming their highly elastic demand. When the festive season arrived, Priya saw a sharp rise in sales, indicating a seasonal demand pattern. To counter the effect of fluctuating coffee prices on her bakery sales, she partnered with a café to offer combo deals. Through these experiences, Priya realized the importance of understanding different types of demand elasticity in shaping her pricing and marketing strategies.

Q.11 Which type of elasticity explains why Priya's cupcake demand remained unchanged despite a price increase?

- A) Price Elasticity of Demand
- B) Income Elasticity of Demand
- C) Cross Elasticity of Demand
- D) Perfect Elasticity of Demand

Answer: A) Price Elasticity of Demand

Q.12 What type of elasticity is reflected when Priya's customized cake sales increased with rising incomes?

- A) Cross Elasticity of Demand
- B) Income Elasticity of Demand
- C) Price Elasticity of Demand
- D) Promotional Elasticity of Demand

Answer: B) Income Elasticity of Demand

Q.13 When the price of coffee increased and fewer people bought bakery items, which type of elasticity was at play?

- A) Cross Elasticity of Demand
- B) Price Elasticity of Demand
- C) Income Elasticity of Demand
- D) Unitary Elasticity of Demand

Answer: A) Cross Elasticity of Demand

Q.14 If Priya offers discounts on bulk purchases and sees an increase in demand, which elasticity is relevant?

- A) Price Elasticity of Demand
- B) Income Elasticity of Demand

- C) Cross Elasticity of Demand
- D) Unitary Elasticity of Demand

Answer: A) Price Elasticity of Demand

Q.15 If demand for Priya's bakery products remains constant despite price changes, how is the demand classified?

- A) Elastic Demand
- B) Inelastic Demand
- C) Unitary Elastic Demand
- D) Cross Elastic Demand

Answer: B) Inelastic Demand

Case Study: Multi-Product Pricing Method in Economics

Vikas Enterprises is a well-known FMCG company that produces multiple products, including soaps, shampoos, and detergents. The management faced a challenge in setting prices for these products to maximize overall profitability. They realized that pricing each product independently might not work because customers often purchased them together. To optimize pricing, the company adopted a **Multi-Product Pricing Method**.

For their premium shampoo, they kept the price high due to strong brand loyalty, while they set competitive prices for their soaps to attract price-sensitive customers. They also introduced a **bundle pricing strategy**, offering a discount on a combo pack of shampoo and conditioner. Additionally, they used a **captive pricing approach** by selling affordable razors but charging higher prices for replacement blades. To further boost sales, they experimented with **price discrimination**, offering discounts to bulk buyers and special prices for online customers. These strategies helped Vikas Enterprises balance its product portfolio, improve sales, and maximize profits.

16 What is the primary goal of the Multi-Product Pricing Method?

- A) To set a single price for all products
- B) To maximize overall profitability by strategically pricing multiple products
- C) To always set the lowest price in the market
- D) To ensure all products have the same profit margin

Answer: B) To maximize overall profitability by strategically pricing multiple products

Q.17 Why did Vikas Enterprises price its premium shampoo higher than its soap?

- A) Because shampoo production costs were lower
- B) Because customers were brand loyal to the shampoo
- C) Because shampoo demand was elastic
- D) Because the government regulated shampoo prices

Answer: B) Because customers were brand loyal to the shampoo

Q.18 Which pricing strategy was used when the company offered a shampoo and conditioner combo at a discounted price?

- A) Captive Pricing
- B) Bundle Pricing
- C) Price Discrimination
- D) Psychological Pricing

Answer: B) Bundle Pricing

Q.19 Selling razors at a low price but charging more for replacement blades is an example of:

- A) Bundle Pricing
- B) Skimming Pricing
- C) Captive Pricing
- D) Penetration Pricing

Answer: C) Captive Pricing

Q.20 How did Vikas Enterprises apply price discrimination?

- A) By selling all products at the same price in all markets
- B) By offering discounts to bulk buyers and special prices for online customers
- C) By increasing prices for all products equally
- D) By charging different prices based on production costs alone

Answer: B) By offering discounts to bulk buyers and special prices for online customers

MBA Through Online Mode
MBA -I, SEM-I Paper - IV
MANAGERIAL ECONOMICS

Practice Questions

1. A company is deciding whether to launch a new product. Market research suggests high demand, but production costs are uncertain. The manager uses managerial economics principles to analyze potential profit scenarios under different cost and demand conditions before making the final decision. This analysis helps minimize risk and maximize the chances of a successful product launch.

Which of the following best describes the role of managerial economics in this scenario?

- a) Forecasting future stock prices
- b) Determining the optimal advertising budget.
- c) Analyzing market conditions and making informed business decisions
- d) Managing employee relations

2. A popular coffee shop notices a significant drop in coffee sales after raising prices by 25%. They also observe that sales of tea, a substitute beverage, increased during the same period. The manager uses this data to understand the price elasticity of demand for coffee and the impact of substitute goods on consumer choices.

Which principle of economics best explains the coffee shop's sales decline after the price increase?

- a) Law of Supply
- b) Law of Demand
- c) Law of Diminishing Returns
- d) Law of Comparative Advantage

3. A small bakery is trying to determine the optimal production level for its popular cupcakes. In the short run, they have fixed costs like oven rental and variable costs like ingredients. They analyze how their average total cost changes as they bake more cupcakes, noting how it initially decreases due to economies of scale, but eventually starts to rise as they approach capacity due to factors like overtime pay and equipment wear and tear.

Which concept best describes the bakery's cost behavior as they increase production in the short run?

- a) Economies of Scope

- b) Law of Diminishing Returns
- c) Opportunity Cost
- d) Marginal Revenue

4. A furniture manufacturer is considering expanding its operations. In the short run, they can increase output by adding more workers to their existing factory. However, in the long run, they have the option to build a new, larger facility and invest in more advanced machinery, allowing for a potentially greater increase in production capacity. They analyze the relationship between inputs (labor and capital) and output in both the short run and the long run to make the best decision.

What is the key difference between the short-run and long-run production function for the furniture manufacturer?

- a) In the short run, at least one input is fixed, while in the long run, all inputs are variable
- b) In the short run, all inputs are variable, while in the long run, at least one input is fixed
- c) In the short run, production is always higher than in the long run.
- d) In the long run, demand is always higher than in the short run.

5. Several wheat farmers in the state of Haryana grow and sell identical types of wheat. No single farmer has enough market power to influence the overall price of wheat in the national or international market. Farmers must accept the prevailing market price and decide how much wheat to produce to maximize their profit. Buyers, such as large food processing companies, have many sellers to choose from, and information about wheat prices is readily available.

Which market structure best describes the wheat market in Kansas in this scenario?

- a) Monopoly
- b) Oligopoly
- c) Perfect Competition
- d) Monopolistic Competition

Case study: Oligopoly Market

The smartphone market in India is fiercely competitive, dominated by a few major players like Samsung, Apple, and Xiaomi, each offering a diverse range of devices with varying features and prices. These companies closely monitor each other's pricing strategies, product launches, and marketing campaigns, often reacting quickly and decisively to competitor moves. For example, a price drop by one brand is often met with similar adjustments by others within days. A new entrant, "NovaPhone," attempts to disrupt the market by offering a high-spec phone with cutting-edge features at a

significantly lower price point than established competitors. However, the established giants respond with aggressive price cuts on their existing models, enhanced marketing campaigns highlighting brand loyalty and established ecosystems, and even the release of competing models with similar features to NovaPhone's offering. These tactics make it difficult for NovaPhone to gain significant traction. Consumers in the Indian market are highly aware of the brands and their reputations, often demonstrating strong brand loyalty built over years of experience. The high cost of research and development in the smartphone industry, coupled with the need for extensive distribution networks and after-sales service, also creates a significant barrier to entry for smaller companies like NovaPhone. This complex and dynamic competitive landscape necessitates strategic decision-making for all firms involved, requiring them to carefully balance innovation, pricing, marketing, and distribution to succeed. Furthermore, the rapid pace of technological advancement adds another layer of complexity, as companies constantly strive to stay ahead of the curve and anticipate future consumer preferences.

6: Which market structure best describes the Indian smartphone market?

- a) Perfect Competition
- b) Monopoly
- c) Monopolistic Competition
- d) Oligopoly

7: Which of the following is a key characteristic of an oligopolistic market, as seen in the case study?

- a) A few large firms that are interdependent
- b) A single dominant firm controlling the market.
- c) Many small firms with no individual influence on price.
- d) Many firms selling differentiated products but with free entry.

8: Why is it difficult for NovaPhone to gain market share in this scenario?

- a) Consumers are highly price-sensitive but not brand-conscious.
- b) There are no barriers to entry in the smartphone market.
- c) Established brands have strong brand recognition, engage in retaliatory pricing, and leverage existing ecosystems.
- d) The government heavily regulates the smartphone industry, favoring established players.

9: Which of the following best explains the interdependence of firms in an oligopoly?

- a) Firms operate independently and do not consider competitor actions.
- b) Firms' decisions are heavily influenced by the anticipated reactions of their competitors.
- c) Firms collude to set prices and output levels, forming a cartel.
- d) Firms have complete control over market prices and can ignore competitor actions.

10: The high research and development costs, along with the need for extensive distribution networks and after-sales service in the smartphone industry, act as:

- a) A benefit to new entrants, allowing them to innovate more easily.
- b) A factor promoting perfect competition by increasing the number of players.
- c) A barrier to entry, making it difficult for new firms to enter the market.
- d) Irrelevant to the market structure, as they are internal firm costs.

Case Study: Dumping Prices and Its Impact – The China Example

Dumping refers to the practice of exporting goods at prices lower than their normal value in the home market or below the cost of production. This strategy is often used by companies or governments to capture foreign markets, eliminate competition, and establish dominance. While it may benefit consumers with lower prices in the short term, it can harm local industries in the importing country, leading to economic and employment issues.

In the early 2010s, India faced a significant challenge in its steel industry due to cheap imports from China. Chinese steel manufacturers, backed by government subsidies and excess production capacity, started selling steel at prices lower than what Indian manufacturers could afford to produce. As a result, Indian steel companies like Tata Steel and JSW Steel suffered losses, and many small-scale steel businesses were forced to shut down.

To protect domestic industries, the Indian government imposed anti-dumping duties on certain Chinese steel products. The objective was to prevent further damage to the local market and provide a level playing field for Indian companies. However, China's counter-response included trade negotiations and diversifying its exports to other markets.

Economic and Strategic Implications

1. **Short-Term Benefits:** Indian businesses purchasing steel at low prices initially benefited as their raw material costs decreased.
2. **Long-Term Threats:** Domestic steel production became uncompetitive, leading to job losses and factory closures.
3. **Government Intervention:** India imposed anti-dumping duties to curb unfair trade practices.
4. **Global Trade Relations:** The issue became a point of contention in trade negotiations between India and China.

Q11. What is the primary purpose of dumping prices in international trade?

- a) To increase domestic production in the exporting country
- b) To capture foreign markets by selling at lower prices
- c) To promote fair competition in global trade
- d) To support small-scale industries in importing countries

Q12. How did China's steel dumping affect Indian manufacturers?

- a) It increased their market share
- b) It reduced production costs for Indian steelmakers
- c) It led to financial losses and business closures
- d) It helped Indian steel companies expand globally

Q13. What measure did India take to counter China's dumping of steel?

- a) Provided subsidies to Indian steel manufacturers
- b) Stopped steel imports completely
- c) Imposed anti-dumping duties on Chinese steel
- d) Increased steel production to compete

Q14. Which organization regulates anti-dumping practices in international trade?

- a) World Trade Organization (WTO)
- b) United Nations (UN)
- c) International Monetary Fund (IMF)
- d) Reserve Bank of India (RBI)

Q15. What is a potential negative consequence of imposing anti-dumping duties?

- a) It makes domestic industries uncompetitive
- b) It increases the dependency on foreign goods
- c) It can lead to trade retaliation from the exporting country
- d) It eliminates competition completely

Check Your Answers

1. c 2. b 3. b 4. a 5. C 6. d 7. a 8. c 9. b 10. C
11. b 12. C 13. c 14. a 15. c

**Centre For Distance and Online Education
Shivaji University, Kolhapur**

**MBA Through Online Mode
Semester –II
Sample Questions
For
Subject: Marketing Management**

Q.1 Shreya runs a sustainable clothing brand that focuses on eco-friendly materials and ethical production processes. To effectively market her products, she understands the **core concepts of marketing** that drive her strategy. First, she identifies her **target market**, which consists of environmentally conscious consumers who are willing to pay a premium for sustainable fashion. Shreya then **segments the market** by grouping her customers based on demographics, interests, and lifestyle. She develops a **unique selling proposition (USP)**, emphasizing the environmental benefits of her products. To ensure customer satisfaction, she also works on building strong **customer relationships** through social media engagement and excellent customer service. Finally, Shreya uses the **marketing mix**—product, price, place, and promotion—to align her brand with customer needs and desires, creating value and driving sales.

Which of the following is NOT a core concept of marketing?

- A) Target Market
- B) Product Placement
- C) Unique Selling Proposition (USP)
- D) Financial Profit Maximization

Answer: D) Financial Profit Maximization

Q.2 Ravi owns a chain of fitness centers that focus on providing personalized training programs. His main **objective of marketing** is to **increase brand awareness** and ensure that more people in his target market know about his unique fitness offerings. Another key objective is to **attract new customers** by offering free trial memberships, allowing people to experience the value of his services before committing. Ravi also aims to **retain existing customers** by creating personalized fitness plans and loyalty programs, ensuring they stay long-term. He constantly gathers customer feedback to improve services and make the overall experience better. Lastly, Ravi sets the objective of **maximizing profits** by focusing on the quality of his offerings and expanding his customer base. Through these objectives, Ravi ensures that his marketing efforts align with both **customer needs** and the **business's growth**.

Which of the following is a primary objective of marketing?

- A) Reducing operational costs
- B) Increasing brand awareness
- C) Minimizing customer feedback
- D) Limiting product variety

Answer: B) Increasing brand awareness

Q.3 Priya, a marketing manager at a fast-food chain, observes that the **economic environment** is favorable with rising disposable incomes, encouraging more people to dine out. However, shifting **cultural trends** demand healthier food options, prompting Priya to modify the menu. Additionally, **government regulations** on food safety impact her marketing strategies, ensuring compliance. Finally, **technological advancements** in delivery services enable her brand to reach a broader audience online.

Which of the following is part of the macro environment?

- A) Customer preferences
- B) Government regulations
- C) Product pricing strategy
- D) In-store promotions

Answer: B) Government regulations

Q.4 Amit, the owner of a high-end smartphone brand, understands that **buying motives** influence consumer decisions. His target customers are motivated by **status and prestige**, as they perceive owning the latest phone as a symbol of success. Additionally, some customers are driven by **functional needs**, seeking the best camera and performance for daily use. Amit also considers **emotional motives**, as many consumers are loyal to his brand due to positive past experiences. By addressing these motives, he tailors his marketing campaigns to appeal to each consumer's unique desires.

Which of the following is an example of a buying motive?

- A) Product price
- B) Functional need
- C) Store location
- D) Product packaging

Answer: B) Functional need

Q.5 TechWave, a leading electronics company, has successfully built its **brand identity** by emphasizing **quality and innovation** in all its products. Customers are drawn to the **brand's reputation** for reliability, which has become a significant part of their **purchase decision-making** process. TechWave also uses **emotional branding**, connecting with consumers who associate the brand with a sense of modernity and style. Through consistent marketing and strong brand messaging, TechWave has developed **brand loyalty**, where customers prefer to

buy from them over competitors. This approach has helped TechWave **command a premium price** for its products, reinforcing its image as a high-quality, trusted brand.

What is a key benefit of strong branding?

- A) Lower production costs
- B) Increased brand loyalty
- C) Decreased customer satisfaction
- D) Reduced advertising expenditure

Answer: B) Increased brand loyalty

Q.6 HealthyBite, a food company, uses various **bases for consumer market segmentation** to effectively target its customers. The company segments its market based on **demographics**, offering specialized meal plans for both young professionals and families. Additionally, they use **psychographic segmentation**, tailoring products for health-conscious individuals and those seeking indulgent treats. **Geographic segmentation** plays a role, as HealthyBite targets urban areas where demand for convenience food is higher. Finally, they segment based on **behavioral factors**, creating campaigns focused on customers' purchasing habits, such as those who prefer organic products or quick meal options.

Which of the following is a basis for consumer market segmentation?

- A) Geographic segmentation
- B) Product packaging
- C) Production processes
- D) Employee performance

Answer: A) Geographic segmentation

Q.7 EcoSmart, a sustainable brand, follows a clear **marketing planning process**. They begin with **situational analysis**, assessing market trends and competitors. Next, they set **marketing objectives**, such as increasing brand awareness. Then, they develop **strategies**, including social media campaigns. After implementation, EcoSmart evaluates **performance** to ensure success and make adjustments.

Which is part of the marketing planning process?

- A) Product development
- B) Situational analysis
- C) Financial auditing
- D) Supply chain management

Answer: B) Situational analysis

Q.8 GreenTech, a company selling energy-efficient appliances, understands the **buying decision process**. First, potential customers experience a **need recognition** when they realize

their energy bills are too high. Next, they move to **information search**, researching online or asking friends about energy-efficient options. After gathering information, customers **evaluate alternatives**, comparing GreenTech's products with others in terms of price, features, and energy savings. Once they make a choice, they proceed to the **purchase decision**. Finally, after the purchase, GreenTech focuses on **post-purchase behavior**, ensuring customer satisfaction and encouraging referrals.

Which stage comes after information search in the buying decision process?

- A) Purchase decision
- B) Need recognition
- C) Post-purchase behavior
- D) Evaluation of alternatives

Answer: D) Evaluation of alternatives

Q.9 InnovateTech, a tech company, follows a structured **new product development process**. First, they conduct **idea generation**, gathering creative ideas from both customers and employees. Next, they move to **idea screening**, filtering out the impractical ones. After selecting the best ideas, they go through **concept development and testing**, where they build prototypes and gather feedback. Then, they focus on **marketing strategy development**, deciding on pricing, promotion, and distribution plans. Finally, InnovateTech **launches the product** and continues to **evaluate its performance** in the market to make necessary improvements.

Which step in the new product development process involves creating prototypes?

- A) Idea generation
- B) Concept development and testing
- C) Marketing strategy development
- D) Idea screening

Answer: B) Concept development and testing

Q.10 Coca-Cola, a global leader in the beverage industry, uses **publicity** as a powerful marketing tool to enhance its brand image. The company often leverages **public relations** strategies, such as sponsoring large events like the FIFA World Cup, to gain media coverage. Coca-Cola also uses **corporate social responsibility (CSR)** initiatives, such as promoting sustainability through its "World Without Waste" campaign, to generate positive publicity. This kind of media coverage is not paid for directly but significantly impacts the public's perception of the brand. Through these efforts, Coca-Cola maintains its reputation as a socially responsible and globally recognized brand.

Which of the following is an example of publicity for a brand?

- A) Paid television advertisements
- B) Sponsorship of events like the FIFA World Cup

- C) Discounts and promotions
- D) Direct mail campaigns

Answer: B) Sponsorship of events like the FIFA World Cup

Case Study on Neuro-marketing

Neuro-marketing is a field that merges neuroscience with marketing to understand how consumers make purchasing decisions. **Lia, the head of marketing for a leading chocolate brand,** wanted to explore the emotional triggers that influence consumer choices. She decided to invest in **neuroimaging techniques**, such as fMRI (Functional Magnetic Resonance Imaging) and EEG (An electroencephalogram), to track consumers' brain activity while they interacted with her brand's advertisements. The research revealed that certain colors, like rich brown and gold, **triggered positive emotional responses** in the brain, which increased brand recall and purchase intent. Additionally, **the sense of smell** also played a significant role, with consumers showing stronger neural responses when they could smell chocolate during the ads. Lia's team used these insights to design more impactful ads and even changed the packaging to incorporate the colors and sensory elements that resonated with consumers. As a result, the brand saw a **15% increase in sales** after implementing these neuro-marketing strategies. Lia's approach showcased the **importance of neuroscience in consumer behavior** and how understanding the brain's response to stimuli can refine marketing strategies for better consumer engagement and profitability.

Q.11 What is the primary goal of neuro-marketing?

- A) To create advertisements based solely on consumer preferences
- B) To understand how the brain responds to marketing stimuli
- C) To increase the production of marketing materials
- D) To reduce the cost of marketing campaigns

Answer: B) To understand how the brain responds to marketing stimuli.

Q.12 Which brain imaging technique did Lia use to study consumer responses?

- A) CT Scan
- B) fMRI and EEG
- C) MRI
- D) X-Ray

Answer: B) fMRI and EEG

Q.13 What sensory element had a significant impact on consumer behavior according to the study?

- A) Sight
- B) Hearing
- C) Smell
- D) Touch

Answer: C) Smell

Q.14 What was the result of using neuro-marketing strategies for the chocolate brand?

- A) A decrease in brand loyalty
- B) A 15% increase in sales
- C) A drop in customer engagement
- D) No change in sales

Answer: B) A 15% increase in sales

Q.15 Which color triggered positive emotional responses in the brain for the chocolate brand?

- A) Red and green
- B) Brown and gold
- C) Blue and white
- D) Black and silver

Answer: B) Brown and gold

Case Study on Personal Selling

Priya manages a luxury watch brand and understands that while advertising can create awareness, personal selling is crucial for closing high-value sales. Her company's **sales representatives** engage directly with potential customers to **demonstrate the quality and craftsmanship** of the watches. The **nature of personal selling** involves face-to-face interactions, where salespeople can answer questions, address concerns, and tailor their pitch based on the customer's needs and preferences. Priya's team also builds **strong relationships with clients** by providing personalized attention and after-sales services, which results in repeat customers. This approach is especially important in the luxury segment, where the **purchase decision is emotional** and often requires reassurance and trust. By offering this personalized experience, Priya's brand sees not only **higher conversion rates** but also **increased customer loyalty**. Personal selling, therefore, plays a vital role in creating a **connection between the brand and the consumer**, leading to **long-term profitability**.

Q.16 What is the primary nature of personal selling?

- A) Indirect interaction with customers
- B) Mass communication through advertisements
- C) Direct, face-to-face interaction with customers
- D) Selling through online platforms

Answer: C) Direct, face-to-face interaction with customers

Q.17 Why is personal selling crucial in the luxury market?

- A) It lowers the cost of production
- B) It creates emotional connections and builds trust
- C) It increases brand awareness
- D) It requires minimal investment

Answer: B) It creates emotional connections and builds trust

Q.18 What is the primary benefit of personal selling for Priya's brand?

- A) Decreased customer loyalty
- B) Higher conversion rates and repeat customers
- C) Reduced operational costs
- D) Limited customer interaction

Answer: B) Higher conversion rates and repeat customers

Q.19 Which of the following is a key element of personal selling?

- A) Mass production of products
- B) Building strong relationships with clients
- C) Creating a generic pitch for all customers
- D) Relying solely on online platforms

Answer: B) Building strong relationships with clients

Q.20 What is the primary goal of personal selling?

- A) To sell the product through advertisements
- B) To create awareness about the brand
- C) To address customer needs and close sales
- D) To reduce production costs

Answer: C) To address customer needs and close sales

Shivaji University, Kolhapur
Centre For Distance and Online Education
MBA -I , SEM-II
Practice MCQ Questions on
PAPER-XIV - STRATEGIC MANAGEMENT

Prepared by Dr. Ketaki Sandeep Powar

Q.1 Ritika, the CEO of an organic food company, decides to expand operations by entering the premium health snacks market. She directs the marketing team to position the brand as a luxury health product while ensuring the production team maintains cost efficiency. This decision reflects how strategy operates at different levels within the organization.

At which level of strategy is Ritika making the decision to enter the premium health snacks market?

- A) Corporate Level
- B) Business Level
- C) Functional Level
- D) Operational Level

Q.2 Amit, the Managing Director of a textile company, notices a growing demand for sustainable fabrics. After analyzing market trends, he decides to invest in eco-friendly production technology to gain a competitive advantage. His decision reflects the importance of strategic decision-making in shaping the company's long-term direction.

Which of the following best describes Amit's decision to invest in eco-friendly production technology?

- A) Tactical Decision
- B) Operational Decision
- C) Strategic Decision
- D) Routine Decision

Q3. Meera, the founder of a successful online clothing brand, decides to expand into the international market. She conducts extensive research on consumer preferences, pricing strategies, and logistics before launching her first overseas store in Dubai. This expansion decision requires careful planning and risk assessment.

What type of growth strategy is Meera implementing by entering the international market?

- A) Market Penetration
- B) Market Development
- C) Product Development
- D) Diversification

Q.4 Rajesh, the strategy head of a consumer electronics company, analyzes the company's product portfolio using the BCG Matrix. He classifies their flagship smartphone as a Star due to its high market share in a rapidly growing industry, while their traditional landline phones

fall into the Dog category due to declining demand. The company's smartwatches, though having low market share, show high growth potential, making them a Question Mark. Based on this analysis, Rajesh decides to invest more in smartwatches while gradually phasing out landline phones.

According to the BCG Matrix, which category represents products with high market share but slow growth?

- A) Star
- B) Cash Cow
- C) Question Mark
- D) Dog

Q.5 Priya, the operations manager of a retail chain, conducts a GAP Analysis to evaluate the company's performance. She compares the current sales figures with the company's target and finds a significant shortfall due to poor customer engagement. After identifying the gap, she suggests implementing a loyalty program and enhancing digital marketing efforts to bridge the difference. Her analysis helps the company take corrective actions to achieve its desired sales goals.

What is the primary purpose of GAP Analysis in business strategy?

- A) To identify competitors' strengths
- B) To compare current performance with desired goals
- C) To create new product lines
- D) To reduce employee turnover

Q.6 Vikram, the project manager at a manufacturing firm, is responsible for ensuring the procedural implementation of a new automated production system. He establishes a step-by-step framework, including employee training, machine testing, and quality checks, to ensure a smooth transition. By strictly following the set procedures, the company minimizes errors and maximizes efficiency. His structured approach helps in achieving seamless execution of the new system.

Which of the following are key aspects of procedural implementation?

- A) Following a structured step-by-step process
- B) Ignoring standard operating procedures
- C) Making spontaneous changes without planning
- D) None of the above

Q.7 Neha, the Chief Strategy Officer of a global automobile company, implements a new electric vehicle (EV) strategy to compete with emerging players. After six months, she conducts a strategic control review and finds that while EV sales have increased, the charging infrastructure expansion is lagging behind. She uses feedback control mechanisms to reassess the implementation, reallocating more resources to speed up infrastructure development. Her ability to monitor, evaluate, and adjust the strategy ensures the company stays on track toward its long-term sustainability goals.

Which of the following best describes the role of strategic control in an organization?

- A) Monitoring the execution of a strategy
- B) Identifying deviations from strategic goals
- C) Making necessary adjustments to improve performance
- D) All of the above

Q.8 Arjun, the founder of a sustainable fashion startup, defines the company's mission as "promoting eco-friendly clothing while ensuring fair wages for artisans." As the business grows, he ensures that every decision—from sourcing raw materials to marketing strategies—aligns with this core mission. However, when faced with a cheaper but non-sustainable fabric option, he refuses to compromise on the company's values. His strong commitment to the mission helps build a loyal customer base that values ethical fashion.

Which of the following statements best describes a company's mission?

- A) It defines the organization's purpose and core values.
- B) It outlines specific short-term goals and strategies.
- C) It focuses only on financial profitability.
- D) It changes frequently based on market trends.

Q. 10 Sonia, the HR Director of a leading IT firm, conducts an organizational appraisal to assess the company's strengths and weaknesses. She analyzes employee performance, technological capabilities, and market position to understand areas needing improvement. The appraisal reveals that while the company excels in innovation, it struggles with employee retention due to a lack of career development opportunities. Based on these insights, Sonia proposes a structured training and mentorship program to enhance employee satisfaction and long-term growth.

What is the primary objective of an organizational appraisal?

- A) To assess the internal strengths and weaknesses of a company
- B) To evaluate only the financial performance of a company
- C) To focus exclusively on external market trends
- D) To analyze competitors' business strategies

Case Study 1: Environmental Scanning and Appraisal at Reliance Industries

Reliance Industries Limited (RIL), a leader in multiple sectors including petrochemicals, retail, and telecommunications, continuously conducts environmental scanning and appraisal to maintain its competitive edge. As part of this process, the company monitors economic trends, government regulations, technological advancements, and consumer preferences. In 2016, Reliance identified the rising demand for digital connectivity and the shift towards data-driven services. Through thorough environmental scanning, it assessed the technological landscape, government policies on digital expansion, and competitor strategies. Based on these insights, Reliance launched Jio, disrupting the telecom sector with affordable data plans and free voice calls. However, its appraisal also highlighted potential regulatory hurdles and the need for massive infrastructure investments. By proactively addressing these challenges, Reliance was able to capture a dominant market position within a few years. This strategic approach demonstrates how environmental scanning and appraisal help businesses identify opportunities and mitigate risks in a dynamic environment.

Q.11. Which of the following best describes environmental scanning in the context of Reliance Industries?

- A) Monitoring internal financial statements
- B) Analyzing external factors like regulations, technology, and competition
- C) Evaluating only customer complaints
- D) Focusing solely on past business performance

Q.12. What was one of the key external factors Reliance considered before launching Jio?

- A) Declining demand for digital services
- B) Government policies supporting digital expansion
- C) Lack of competitors in the telecom sector
- D) High profitability of traditional landline services

Q. 13. Which strategic tool is used to assess both opportunities and threats in environmental scanning?

- A) BCG Matrix
- B) Ansoff Matrix
- C) SWOT Analysis
- D) 5S Framework

Q.14. Why is environmental appraisal important for a company like Reliance?

- A) It ensures the company follows only historical trends
- B) It helps in making informed strategic decisions
- C) It eliminates all business risks
- D) It focuses only on short-term profitability

Q.15. What was one of the key challenges identified in Reliance's environmental appraisal for Jio?

- A) Lack of demand for mobile internet services
- B) Declining customer base in the retail sector
- C) Low competition in the telecom sector
- D) High infrastructure investment and regulatory challenges

Casse Study 2 : Porter's Five Forces Analysis of Tata Motors

Tata Motors, one of India's largest automobile manufacturers, operates in a highly competitive market where Porter's Five Forces Model plays a crucial role in shaping its business strategies. The threat of new entrants is moderate, as high capital investment and brand loyalty create entry barriers, yet emerging electric vehicle (EV) startups pose potential competition. Bargaining power of suppliers is relatively low since Tata Motors sources raw materials from multiple vendors, reducing dependency. However, the bargaining power of buyers is high due to the availability of multiple automobile brands offering similar features and pricing. The threat of substitutes has grown with the rise of shared mobility services, electric scooters, and

public transportation becoming viable alternatives. Lastly, industry rivalry remains intense, with companies like Maruti Suzuki, Hyundai, and Mahindra competing for market share through pricing, technology, and innovation. By analyzing these five forces, Tata Motors has strategically invested in EV technology, strengthened its supply chain, and expanded its global presence to mitigate risks and capitalize on opportunities.

Q.16. How does Tata Motors reduce the bargaining power of suppliers?

- A) By sourcing from multiple vendors to avoid dependency
- B) By increasing dependency on a single supplier for consistency
- C) By avoiding contracts with raw material suppliers
- D) By allowing suppliers to dictate prices freely

Q.17. In the context of Tata Motors, which of the following would increase the threat of substitutes?

- A) Rising fuel prices and availability of electric scooters
- B) Government incentives for automobile manufacturers
- C) High import duties on foreign automobiles
- D) Declining interest in shared mobility services

Q.18. Why is the bargaining power of buyers high in the automobile industry?

- A) Customers have limited options to choose from
- B) Brand loyalty prevents customers from switching brands
- C) Many automobile manufacturers offer similar products at competitive prices
- D) Government policies restrict customer choices

Q. 19. Which of the following factors could lower the intensity of industry rivalry for Tata Motors?

- A) Government policies encouraging competition
- B) Differentiation through exclusive technology and design innovation
- C) Entry of new automobile startups
- D) Increased price wars among competitors

Q.20. If Tata Motors enters new markets globally, how would it affect the five forces?

- A) It would increase competition but also reduce dependency on one market
- B) It would eliminate the threat of substitutes completely
- C) It would lower the bargaining power of buyers everywhere
- D) It would weaken the influence of government policies on the company

Check Your Answers

Q.1 A Q.2C Q.3 B Q.4 B Q.5 B Q.6 A Q.7 D Q.8 D Q.9 A
Q.10 A Q.11 B Q.12 B Q.13. C Q.14. B Q.15 D Q.16 A Q.17.A
Q.18.C Q.19. B Q.20.A

Shivaji University, Kolhapur
Centre For Distance and Online Education
MBA -I, SEM-II
Sample MCQ Questions on
PAPER-XIV - STRATEGIC MANAGEMENT

Prepared by Dr. Ketaki Sandeep Powar

Q. 1 Strategic management is the process of formulating, implementing, and evaluating strategies to achieve organizational goals and maintain a competitive advantage. It involves analyzing internal and external environments, setting long-term objectives, and making decisions that align with the organization's vision and mission.

Which of the following best defines strategic management?

- A) The process of short-term decision-making focused only on daily operations
- B) A systematic approach to formulating, implementing, and evaluating strategies to achieve long-term business goals
- C) A method used only for financial planning and budgeting in an organization
- D) A reactive approach to handling business crises without any long-term planning

Q.2 Infosys, a leading IT services company in India, follows a structured strategic management process to maintain its global competitive edge. The company starts by conducting an environmental analysis, studying market trends, emerging technologies, and client needs. Based on these insights, Infosys engages in strategy formulation, setting objectives to expand its AI and cloud computing services. Next, in the strategy implementation phase, it invests in R&D, upskills employees, and partners with tech firms to enhance innovation. The company continuously monitors its performance through strategy evaluation, making necessary adjustments to stay ahead of competitors. By following this structured approach, Infosys ensures long-term growth and sustainability in the dynamic IT industry.

Which of the following is the correct sequence of the strategic management process?

- A) Strategy implementation → Strategy formulation → Environmental analysis → Strategy evaluation
- B) Environmental analysis → Strategy formulation → Strategy implementation → Strategy evaluation
- C) Strategy formulation → Environmental analysis → Strategy implementation → Strategy evaluation
- D) Environmental analysis → Strategy implementation → Strategy formulation → Strategy evaluation

Q.3 Tata Steel, one of India's leading steel manufacturers, developed a Strategic Advantage Profile (SAP) to assess its strengths and competitive position in the global market. By analyzing its advanced manufacturing technology, cost-efficient production, and strong brand reputation,

the company identified key areas where it had an edge over competitors. Leveraging these advantages, Tata Steel expanded into international markets and invested in sustainable steel production to strengthen its long-term market leadership.

What is the primary purpose of a Strategic Advantage Profile (SAP) in a company like Tata Steel?

- A) To analyze the company's internal strengths and weaknesses in relation to competition
- B) To focus only on financial profitability without considering external factors
- C) To develop short-term operational plans without a long-term vision
- D) To eliminate all business risks completely

Q.4 Reliance Industries has adopted a grand strategy to expand its dominance across multiple sectors, including petrochemicals, retail, and digital services. Through innovation and diversification, the company launched Reliance Jio, transforming the telecom industry with affordable data plans. It further pursued a growth strategy by investing in green energy, aiming to become a leader in sustainable solutions. By leveraging acquisitions, partnerships, and digital transformation, Reliance continues to strengthen its position in both domestic and global markets.

Which of the following best describes a grand strategy in business?

- A) A short-term approach focused only on operational efficiency
- B) A long-term, comprehensive plan that guides a company's expansion and competitive positioning
- C) A financial strategy used only for budgeting and cost-cutting
- D) D) A crisis management plan used in emergency situations

Q. 5 Mahindra & Mahindra, a leader in the automobile and farm equipment sector, uses the TOWS Matrix to align its internal strengths with external opportunities and threats. By leveraging its strong R&D capabilities (Strengths), the company has expanded into the electric vehicle market to capitalize on growing demand for sustainable mobility (Opportunities). At the same time, Mahindra mitigates global supply chain disruptions (Threats) by developing local supplier networks (Weaknesses to Strengths strategy). This strategic approach ensures that Mahindra remains resilient and competitive in an evolving global market.

What is the primary objective of using the TOWS Matrix in strategic planning?

- A) To analyze a company's internal and external factors and develop strategic actions
- B) To focus only on internal weaknesses without considering external opportunities
- C) To create a financial report for investors based on past performance
- D) To replace SWOT analysis by ignoring strengths and weaknesses

Q.6 Infosys, a global IT services provider, follows a structured strategy formulation process to maintain its market leadership. The company analyzes industry trends and customer demands before setting objectives like expanding AI-driven solutions and cloud computing services. By leveraging its strong technological capabilities, Infosys formulates strategies that focus on innovation, cost efficiency, and global expansion. This well-defined strategic planning helps the company stay competitive in the rapidly evolving IT industry.

Which of the following best defines strategy formulation?

- A) The process of analyzing external and internal factors to develop long-term business strategies
- B) A short-term operational plan focusing only on daily activities
- C) A financial budgeting process without considering market trends
- D) A reactive approach to business crises without structured planning

Q.7 Tata Motors, facing declining sales in certain international markets, adopted a retrenchment strategy to improve profitability. The company discontinued unprofitable models and exited non-performing markets to focus on core segments like electric vehicles and commercial vehicles. By restructuring operations and cutting costs, Tata Motors redirected resources toward innovation and sustainable mobility. This strategic move helped the company regain financial stability and strengthen its position in key markets.

What is the primary goal of a retrenchment strategy?

- A) Expanding operations into new markets
- B) Reducing business scope to cut losses and improve financial stability
- C) Increasing workforce and production capacity
- D) Investing heavily in unrelated business ventures

Q.8 Reliance Retail, a subsidiary of Reliance Industries, has set clear goals and objectives to become India's largest and most customer-centric retail chain. Its goal is to expand its presence in both urban and rural markets, making quality products accessible to all. To achieve this, the company has set specific objectives, such as increasing digital integration through JioMart, expanding private-label brands, and enhancing supply chain efficiency. By aligning its objectives with its long-term vision, Reliance Retail continues to strengthen its leadership in the Indian retail sector.

Which of the following best describes the relationship between goals and objectives in strategic management?

- A) Goals are broad, long-term outcomes, while objectives are specific, measurable actions to achieve those goals.
- B) Goals and objectives are the same and can be used interchangeably.
- C) Objectives define the overall vision, while goals are short-term action steps.
- D) Goals are rigid and unchangeable, whereas objectives are set without any strategic alignment.

Q.9 Infosys, a global IT services company, adopted **structural implementation** to align its organizational framework with its growth strategy. To support its expansion into AI and cloud computing, the company restructured its **business units**, creating dedicated divisions for emerging technologies. It also decentralized decision-making, allowing regional offices more autonomy to respond to local market demands. This structural realignment enabled Infosys to enhance efficiency, foster innovation, and maintain its competitive edge in the IT industry.

Which of the following best defines structural implementation in strategic management?

- A) The process of reorganizing a company's structure to support its strategic goals

- B) A short-term financial restructuring process unrelated to strategy
- C) A marketing approach focused only on product positioning
- D) A temporary adjustment in company policies without affecting operations

Q.10 Saumya, the CEO of an organic food company, decides to expand operations by entering the premium health snacks market. She directs the marketing team to position the brand as a luxury health product while ensuring the production team maintains cost efficiency. This decision reflects how strategy operates at different levels within the organization.

At which level of strategy is Ritika making the decision to enter the premium health snacks market?

- A) Corporate Level
- B) Business Level
- C) Functional Level
- D) Operational Level

Case Study1 : ETOP Analysis at Tata Motors

Tata Motors, one of India's leading automobile manufacturers, regularly conducts Environmental Threat and Opportunity Profile (ETOP) analysis to navigate the dynamic business environment. With increasing demand for electric vehicles (EVs), Tata Motors identified a major opportunity in the shift towards sustainable mobility and government incentives promoting EV adoption. However, threats such as rising raw material costs, global supply chain disruptions, and intense competition from international automakers posed significant challenges. To capitalize on opportunities, Tata Motors expanded its EV portfolio and invested in battery technology. Additionally, the company mitigated threats by localizing supply chains and collaborating with Indian startups to develop cost-effective solutions. The ETOP analysis helped Tata Motors make strategic decisions that strengthened its market position while minimizing risks. By continuously assessing external factors, the company maintained a competitive edge in the evolving automobile industry.

Q. 11 What is the primary purpose of ETOP analysis in strategic management?

- A) To evaluate external threats and opportunities and align them with business strategies
- B) To analyze only internal business operations without considering the external environment
- C) To focus exclusively on financial performance and budgeting
- D) To replace SWOT analysis in decision-making

Q. 12 Which of the following is an example of an external opportunity for Tata Motors in the ETOP framework?

- A) Rising demand for electric vehicles (EVs)
- B) High production costs due to expensive raw materials
- C) Employee turnover in manufacturing plants
- D) Declining brand reputation due to product recalls

Q.13 How can a company like Tata Motors respond to external threats identified in ETOP?

- A) By ignoring market trends and continuing with existing strategies
- B) By restructuring business models, investing in innovation, and diversifying operations
- C) By cutting all expansion plans and focusing only on cost reduction
- D) By waiting for competitors to take action before making strategic decisions

Q.14 Which of the following external factors would be classified as a threat in Tata Motors' ETOP analysis?

- A) Government policies supporting electric vehicle adoption
- B) Increasing competition from global automobile brands
- C) Growing consumer interest in eco-friendly transportation
- D) Advancements in battery technology

Q.15 Why is ETOP analysis important for companies operating in highly dynamic industries like the automobile sector?

- A) It allows businesses to proactively address risks and leverage market opportunities
- B) It helps companies focus only on cost-cutting strategies
- C) It ensures that external factors do not impact business operations
- D) It eliminates the need for internal performance analysis

Case Study 2: Survival and Growth Strategies at ITC Ltd.

ITC Ltd., one of India's leading FMCG companies, has successfully implemented survival and growth strategies to navigate market challenges and expand its business. During economic downturns and disruptions like the COVID-19 pandemic, ITC focused on cost optimization and supply chain resilience to ensure business continuity. To sustain growth, the company diversified its product portfolio beyond tobacco and aggressively expanded into food, personal care, and hygiene segments. It leveraged its strong distribution network to reach rural markets, ensuring steady revenue streams even in uncertain times. Additionally, ITC invested in digital transformation and e-commerce, launching direct-to-consumer platforms to compete with emerging online brands. Understanding shifting consumer preferences, it introduced health-focused products such as organic atta and immunity-boosting beverages. ITC also adopted a sustainability-driven approach, focusing on eco-friendly packaging and reducing carbon emissions. To further strengthen its market presence, the company collaborated with farmers and small businesses, ensuring a steady supply of raw materials. These strategic initiatives enabled ITC to not only survive industry challenges but also achieve sustained growth in the highly competitive FMCG sector.

Q.16 Which of the following was a key survival strategy used by ITC Ltd. during market disruptions?

- A) Expanding into international markets without assessing risks
- B) Focusing on cost optimization and supply chain resilience
- C) Reducing its product portfolio to minimize risks
- D) Ignoring e-commerce and digital expansion

Q.17 How did ITC Ltd. ensure long-term growth in the FMCG sector?

- A) By staying solely dependent on tobacco products
- B) By diversifying into food, personal care, and hygiene products
- C) By avoiding investment in new technology
- D) By limiting its operations to urban markets only

Q.18 Why did ITC focus on rural market penetration as part of its growth strategy?

- A) The urban market was saturated, and rural expansion ensured steady revenue growth
- B) Rural consumers have a higher purchasing power than urban consumers
- C) ITC wanted to compete directly with multinational companies in rural areas
- D) Rural expansion is easier and requires minimal investment

Q.19 Which strategic initiative helped ITC compete with emerging online brands?

- A) Strengthening its offline retail presence
- B) Reducing marketing and promotional expenses
- C) Increasing tobacco production
- D) Launching direct-to-consumer e-commerce platforms

Q.20 How did ITC incorporate sustainability into its growth strategy?

- A) By avoiding environmental concerns in business decisions
- B) By adopting eco-friendly packaging and reducing carbon emissions
- C) By focusing only on increasing profits without sustainability initiatives
- D) By limiting its product innovation to traditional items

Check Your Answers

Q.1 B Q.2 B Q.3 A Q.4 B Q.5A Q.6 A Q.7 B Q.8A Q.9A Q.10 B
Q.11 A Q.12 A Q.13 B Q.14 B Q.15 A Q.16 B Q.17 B Q.18 A Q.19 D Q.20 B

SHIVAJI UNIVERSITY, KOLHAPUR**Online Statement of Marks for : MBA(CBCS-T.O.M) Part I - Sem 1****Examination : Jan-2025**

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Seat No : 575

		Category			Subject	
Paper Code	Paper / Subject Name	Category	Marks	Result	Marks	Result
MBA(CBCS-T.O.M) Part I - Sem 1						
85736	Management Philosophy	TH (80)	53	PASS	68	PASS
		TW (20)	15	PASS		
85737	Management Accounting	TW (20)	11	PASS	72	PASS
		TH (80)	61	PASS		
85738	Business Statistics and Analytics fo Decision Making	TW (20)	18	PASS	81	PASS
		TH (80)	63	PASS		
85739	Managerial Economics	TH (80)	55	PASS	69	PASS
		TW (20)	14	PASS		
85740	Computer applications for business	TH (80)	67	PASS	80	PASS
		TW (20)	13	PASS		
85741	Managerial Skills for Effectiveness	TW (20)	12	PASS	83	PASS
		TH (80)	71	PASS		
85742	Organizational Behaviour	TH (80)	57	PASS	68	PASS
		TW (20)	11	PASS		
Sem - 1 Result - PASS						
Part - 1 Result -						

Result Declared Date : 19/05/2025

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