



# INDIAN INSTITUTE OF MATERIALS MANAGEMENT

## NHQ- Education Wing

Plot Nos. 102 & 104, Institutional Area, Sector-15, CBD Belapur, Navi Mumbai- 400 614

Phone: 022-27571022 Telefax: 022-27565741

**(PGDMM - 2 years course)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

### **IMPORTANT POINTS TO BE NOTED BY THE STUDENT:**

1. Write your Name, Roll. No. on the answer sheet along with Session i.e. **July-Dec 2022 Assignments without roll number name and semester details will not be evaluated.**
2. Submission of assignments is compulsory and marks obtained in assignments carry **30% weight age** in the final result.
3. Students are required to secure 50% marks in assignments to pass the examination.
4. Each subject will have one assignment..
5. Assignments must be written by the students in their own good hand writing and one copy of the same be retained with them to avoid inconvenience in the event of misplacement / loss of the same in transit.
6. The answers should be brief to the point and relevant to the questions given in the assignment. Do not reproduce your answers from the study materials sent to you.
7. Problems/queries with regard to assignments, if any, are to be discussed with respective branch/NHQ and during the contact classes.
8. Use only full scape size paper for your answers and all the answer sheets must be tagged / tied firmly with string. (semester wise)
9. **Assignments must reach IIMM NHQ Education Wing by 31<sup>st</sup> October 2022 by email in PDF format to [Education@iimm.org](mailto:Education@iimm.org). It must not be shared through Google drive. If the file size is big send separate mails.**

**Note: Written Exams scores without assignments will be invalid, hence students are required to submit assignments in time.**



## INDIAN INSTITUTE OF MATERIALS MANAGEMENT

*\*strikeout whichever is not applicable*

Roll.No.

**\*CMM /PMM/20 /**

Course

Name:

Assignments for

\_\_\_\_\_semester(1,2,3,4)

Semester  
(Month of Exam)

**Dec.2022**

Paper No.

Subject:

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**For office use only :**

**Marks Allotted** \_\_\_\_\_

*(Maximum marks 30 Minimum Marks 15)*

Name of Evaluator

Signature of Evaluator

**Note: This cover page must be attached to each assignment answer sheet**

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PGDMM - 2years

**(Semester- 1)**  
**Assignments for July-Dec 2022 Session**  
**(course code CMM/ PMM)**  
**Paper - 1**  
**Management Principles & HRM**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

Devendra Kumar is a fresh MBA recently joined Akash Airlines joined as a Junior Manager . He is ambitious and having big dream to become a successful CEO. But does not have much practical experience. When faced with a tricky situation, he was confused and scared to take a decision.

- a) Guide him about what are his duties and responsibilities.
- b) Explain him the importance of planning and how to do successful planning
- c) To improve his decision making, what he should do?

(Read Chapter No 1 and No 2)

**Question No 2**

**Marks 15**

Sonali has joined as HR Head of Infoject Analytics Ltd. The company is faced with problem of high turnover of employees. It has affected profitability of the company.

- a) What are your suggestions to strengthen resources of recruitment?
- b) What methods of effective training, you would like to recommend?
- c) Do you feel there is need for Career Planning ? How it can be implemented?

(Read Chapter Chapter 9 and 10)

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PGDMM - 2years  
**(Semester- 1)**  
**Assignments for July-Dec 2022 Session**  
**(course code CMM/ PMM)**  
**Paper - 2**  
**Business Communication**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

Chairman of the company wants to communicate to the employees of the organization on the company's performance for the year 2021-22

1. Elaborate 7 C's of communication
2. What are the barriers to communication
3. What steps can help to overcome the barriers  
(Ref Chapter 1 to 4)

**Question No 2**

**Marks 15**

Case Study

PALMS is a Coimbatore based Indian consulting company delivers ERP solutions to corporate firms. They recently done a big deal with PSZ Ltd, an overseas utility firm involved in retailing and the distribution of gas and electricity.

They are the largest utility firm with a client base of a million including corporates, SME's and residential Palms was making a report and for its initial pages it required a consumption pattern and billing of customers avails services of PSZ Ltd. Mr Neeraj, a service delivery manager of Palms appointed a team consisting of Mr. Animesh ( an Offshore delivery head) and Mr. Ravi ( a senior systems Engineer). PSZ also asked Palms team to contact them at any point of time for support service during the entire project in case of any confusion.

Animesh himself chose Ravi for the project because of his functional competence and technical expertise. Ravi started making a report for the project persistently. While working on the requirement of the report, Ravi found that two of the client requirements which are very important could not be satisfied under the present scheme of things because of the limitations of the tool. Thus the same information was conveyed to Neeraj over phone call by Ravi. Ravi also asked him to remove those two requirements from the document.

On the other hand, Animesh has no clue about the situation and assumed that all the things under Ravi's guidance were going well. Neeraj and Animesh tends to meet several times during the process and also the progress report was also discussed many times. According to Animesh, there were some changes that were required in the report which suggested alteration in the report layout. Also he suggested a few important minor changes.

Animesh took annual leave during the time when the project was ongoing. Therefore the project was handed over to Mr.Ravidorai. Ravidorai was totally unaware about changes that were supposed to be made in the report except those which Animesh suggested.

The report was given to Ravidorai as the project reached the deadline. He was totally disappointed when he started reconciling the report with their system. He discovered that suggestions made by Animesh were not implemented and also there were two requirements which were missing as he did not have any clue about their exclusion from the report. The changes that were supposed to be implemented in report were missing as there was no proper communication between the senior management and the clients.

Since Neeraj did not convey the MOM (Minutes of the Meeting) to the clients and the team, they failed to deliver the project on time. This also badly affected the reputation of the company.

**Questions:**

1. Discuss the role of planning in report writing
2. How should PALMS introspect on its procedure after this incident
3. Explain the structure of a good business report

{Ref : Chapter 7}

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PGDMM - 2years  
**(Semester- 1)**  
**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**  
**Paper - 3**  
**Business Economics & Accounting**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

- 1(a) Do you think that the price of wheat/ rice can suddenly rise and touch Rs 500 per kg? Why, How can it or cannot happen?  
1(b) Distinguish between Cardinal and Ordinal approaches of economic analysis.  
1(c) Explain briefly different types of costs and revenues.

**Question No 2**

**Marks 15**

Prepare final accounts i.e. Trading and profit & loss account and Balance sheet, from the following figures of trial balance at the end of the year.

Capital	Rs 125000
Loan	Rs 50000
Sundry Creditors	Rs 45000
Income tax payable	Rs 20000
Insurance paid in advance	Rs 1500
Wages outstanding	Rs 3000
Sundry Debtors	Rs 70000
Plant and Machinery	Rs 200000
Cash in hand	Rs 2500
Purchases	Rs 260000
Postage	Rs 1300
Conveyance	Rs 6000
Sales	Rs 470000
wages and salaries	Rs 27000
Insurance expenses	Rs 12000
Repairs and maintenance	Rs 3200
Interest paid	Rs 2300
Opening Stock	Rs 27000
Discount allowed	Rs 200

Besides above the following adjustments are to be incorporated:-  
Depreciation of plant and machinery is to be charged at 10 % and Closing stock is Rs 18000.

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PGDMM - 2years

**(Semester- 1)**  
**Assignments for July-Dec 2022 Session**  
**(course code CMM/ PMM)**  
**Paper - 4**  
**Business Environment**

**TOTAL MARKS 30**

**Students to read chapter 1, 3 and 10 before attempting the assignment questions**

**Question No 1**

**Marks 15**

M/s CAB is a company presently manufacturing consumer goods for the house hold. Currently they enjoy a good standing in the market. They have planned to increase their market share of the existing products. The company has understood that many internal aspects of the organization need changes / modifications. The internal structure of the organization has to focus and work out strategies for handling the immediate factors that will have a say in the organizational performance

1. What are the internal structural changes that are likely to undergo changes and why?
2. Explain the external factors that play an important role in the performance of the organization
3. Micro business environment that affects the business environment are – Explain

**Question No 2**

**Marks 15**

This company is also interested in exploring the export market for its market. It is interested in raising at least 10% of its sales from the export market.

1. What are the methods that can be adopted to capture international markets?
2. What type of international strategies should be adopted by the organization?
3. What kind of exchange rate strategies are available for the organization?

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PGDMM - 2years  
**(Semester- 1)**  
**Assignments for July-Dec 2022 Session**  
**(course code CMM/ PMM)**

**Paper - 5**  
**Business Ethics & CSR**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

(Read chapter 1, 3 & 7)

It is important for every business to be fair and beneficial to the society. Therefore business organizations need to adhere to ethics and rule of law

Qn. 1. Why business ethics is important for an organization?

Qn. 2. Explain the difference between Indian and western management.?

Qn. 3 Explain the concept and objectives of corporate governance?

**Question No 2**

**Marks 15**

Case study

Starbucks corporation is a leading American coffee house chain having its business operations spread across multiple locations worldwide. It has more than 20,000 coffee stores in around 60 countries. Since its initiation of coffee business in 1971, the company has been actively concerned about the issues of social and ethical responsibilities. The main objective is to deliver a product which is not only beneficial to the company and its customers, but also beneficial for the environment.

The company has joined hands with an implementation partner Ethos water. Ethos water ensures availability of clean and drinkable water to over a billion of people who do not have access to it. Starbucks gains a competitive advantage over other coffee companies as it is well known for giving back quality to the society

The pillars on which Starbucks CSR initiative are based on environment, ethical sourcing and community. The environment pillar stands strong as the company is committed to conserving and recycling of energy and water while also working on strategies to address climate changes. The ethical pillar holds strength with the way Starbucks purchases its products.

The company purchases its coffee, tea, cocoa and other substances from farmers and suppliers who meet certain defined ethical standards of production.

Similarly Starbucks initiates for communal benefits too. The community stores developed by Starbucks are partnered with local nonprofit organizations work to satisfy the needs of the communities in which they are located.

Starbucks also focusses on diversity at work place and employees people from different backgrounds. The company also provides community centric training to youth in the nearby location.

Qn.1. In which areas does Starbucks CSR implementation take place?

Qn 2. Highlight the steps to be followed by companies for developing an effective strategy?

( ref section 9.3 CSR implementation)

Qn.3.What is the advantage of partnering with Nonprofit organizations in implementation of CSR initiatives?

Qn.4.What are the non- tangible benefits companies can get benefitted by implementing CSR projects.?

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PGDMM - 2years

**(Semester - 2)**  
**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**Paper - 6**  
**Business Law**

**TOTAL MARKS 30**

**Question No 1**  
(Read Chapter 4)

**Marks 15**

M/s. Abby Medical Devices Pvt Ltd., Vadodara came out with a latest model of Glucometer to monitor Sugar levels in patients

This Company explained and gave demo to patients , being a new product. One such patient undergone demo and discussions purchased and started using.

After a week's usage, patient is not satisfied with results, as same are found erratic.

What is the remedy to the patient, who purchased Glucometer.

- a) Whether this case is an exception to the Doctrine of Caveat Emptor ?
- b) What is the fault at buyer / patient's side ?
- c) Why this situation happened?

**Question No 2**

**Marks 15**

(Read Chapter 10)

Suppose, you are the Company Secretary of M/s. Himalaya Paper Mills Ltd., Hyderabad and you have to call for a Meeting, to take an informed decision on a crucial funding matter of M/s . Himalaya Paper Mills Ltd.,

You need to arrive the answers to the following:

- a) Under what Section of The Companies Act 2013 , Notice to members will be sent by you
- b) Is there any Quorum for this to follow ?
- c) Every decision taken in this meeting is known as -----

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PGDMM - 2years  
**(Semester- 2)**  
**Assignments for July-Dec 2022 Session**  
(course code : CMM/ PMM)  
**Paper - 7**  
**International Trade**

**TOTAL MARKS 30**

**Students to read chapter 1 and 10**

**Question No 1**

**Marks 15**

M/s XYZ is a leading manufacturer of industrial components for the automobile sector. They are the major suppliers to some of the top automobile manufacturers within the country. They have decided to expand their capacity targeting on exports. A task force has been set up to answer the following questions

1. What is the importance of aligning with the global economy?
2. Advantages of taking up international trade over domestic trade
3. Impact of entering into international trade / globalization

**Question No 2**

**Marks 15**

M/s XYZ, during the course of their investigations into the international market identifies several government interventions / measures to help exporters.

1. What are the reasons given by the government to protect the domestic industries from the competition of the foreign industries?
2. What are the trade barriers instituted by the government to protect the domestic industries?
3. What are the export promotion schemes that help the local industry to get capital equipment at negligible duties?

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PGDMM - 2years

**(Semester - 2)**

**Assignments for July-Dec 2022 Session**

(course code : CMM/ PMM)

**Paper - 8**

**Management Information System**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

Techalot Consultants are setting up a secured network for their office campus at Dehradun for their day-to-day office and web-based activities. They are planning to have connectivity between 3 buildings and the head office situated in Mumbai. Answer the questions (i) to (iii) after going through the building positions in the campus and other details, which are given below :

Distance between various buildings		Number of Computers	
Building "Green" to Building "Red"	110m	Building "Green"	32
Building "Green" to Building "Blue"	45m	Building "Red"	150
Building "Blue" to Building "Red"	65m	Building "Blue"	45
Gurgaon Campus to Head office	1760 KM	Head office	10

1. Suggest a suitable network / topology for connections between the buildings inside the campus.
2. Suggest the placement of the following devices
  - a. Router
  - b. Repeater
  - c. Gateway
3. What different ways of data management will you suggest for smooth functioning of the company?

(Hint: Refer Chapters 4 and 5)

**Question No 2**

**Marks 15**

One of the largest privately-held staffing companies in the United States, the client's team includes more than 8,000 internal employees and 90,000 contract employees working with customers around the world.

While the client's core business growth is phenomenal, they are also diversifying into new industries, such as health care. This growth puts tremendous strain on IT resources supporting the growing list of projects, from business-critical IT infrastructure to meet the ever-increasing demands of business growth. System enhancements are underway to standardize business practices across newly acquired business units. The CIO's vision for the future of IT includes improved performance in delivering projects, while maintaining costs and holding staffing levels to the absolute minimum. Implementing a proper management information system seemed a logical approach to achieving this vision.

Case Questions

1. Which information system development life cycle model will be the best suited to implement the above case?
2. Suggest a system design layout for the above case
3. Do you think that AI and its related applications will be helpful to minimize the cost?

(Hint: refer Chapters 8 and 9)

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PGDMM - 2years

**(Semester - 2)**

**Assignments for July-Dec 2022 Session**

*(course code : CMM/ PMM)*

**Paper - 9**

**Strategic Management**

**TOTAL MARKS 30**

Students to read chapter 5 and 8 before attempting the assignment question

**Question No 1**

**Marks 15**

M/s ABC corporation is a multipurpose machine tool manufacturing company. The company while discussing its performance for the past three years noticed that it has not made any significant growth. The company has decided to form a team to come up with a proper strategy and place the company in the growth path once again

1. What kind of process must be followed by the team to come up with a good strategy?
2. What kind of factors can affect the choice of strategy and its alternatives?
3. What challenges were identified that can make the achievement of strategy difficult?

**Question No 2**

**Marks 15**

The team that was entrusted with the finalized the strategies and presented them to the top management. The strategies were discussed and it was agreed to implement these strategies. It was understood that implementation was as important as the formulation of the strategies and an implementation method was agreed upon

1. What are the various steps envisaged in the strategy implementation process?
2. How does strategy implementation affect the operations of the organization?
3. Bring out the importance and need for resource allocation for a successful implementation

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PGDMM - 2years

**(Semester - 2)**  
**Assignments for July-Dec 2022 Session**  
(course code : CMM/ PMM)

**Paper - 10**  
**Operations Management**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

The Great Lakes Institute of Tech (Erie, PA, USA) is planning to open a campus in a different country. The Dean, Dr Vipin Gupta is considering seven factors in his choice of location. The factors, factor weights and factor scores (on a scale of 10) are as given below –

Factor	Weight	India	Singapore	China
Social & cultural factors	0.1	6	7	5
Ability to converse in English	0.1	7	8	4
Political legal issues	0.1	6	7	5
Faculty availability & cost	0.3	9	8	7
Communication infrastructure	0.2	6	9	7
Population demographics	0.1	9	7	9
Housing availability	0.1	5	4	3

- Which country should Dr Vipin Gupta select?
- Will Dr Gupta's decision change if "communication infrastructure" is not an issue?
- Dr Gupta boss suggests that they should explore Bangladesh too since it is a promising country. Its factor scores are 6,6,5,4,3,6,5 respectively. Will Dr Gupta select Bangladesh?

(Read chapters 6 to 9)

**Question No 2**

**Marks 15**

- Operations Management is the source of Competitive advantage of a firm. How?
- What are some of the inherent problems in measuring efficiency/ productivity in the service sector?  
Give examples
- What is machine scheduling? Explain.

(Read chapters 1 to 5)

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PGDMM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code CMM/ PMM)

PAPER - 11

Purchase Management

TOTAL MARKS 30

**Question No 1**

**Marks 15**

1a)..Tri-star technologies has obtained a quote from Three suppliers A, B and C for a highly intricate electronic component. In order to decide the supplier from whom to buy, the company has developed a vendor rating system consisting of 4 factors with the given factor weights on a scale of 10. The company has also assessed the vendors based on these factors (on a scale of 100) as follows –

Factor	weight	Supplier A	Supplier B	Supplier c
Delivery reliability	1	80	70	60
Purchase Price	1	50	70	60
Quality Performance	5	60	60	70
Technological capability	3	50	60	70

Which supplier should the company select?

- 1b) Compare and contrast Centralised vrs decentralized purchasing in large organizations which have facilities in multiple locations
- 1c) List some advantages of forecasting in Purchase management.  
What forecasting technique would you use to estimate
- i) demand for valentine day cards?
  - ii) Demand for ice cream?
  - iii) Demand for a new solar powered car?

**Question No 2**

**Marks 15**

2a)In 2013, the Irish government conducted an independent test of meats supplied by Silvercrest Foods and announced that meat labeled as beef and sold to several frozen meat suppliers contained upto 80% horse meat. Companies around the world, who were buying from Silver crest immediately stopped their contracts.

Silver crest vehemently denied it's involvement in the fraud and stated that they bought their meats from meat packers in Poland. Polish companies defended themselves stating that contamination could not have occurred in their factories and suggested instead that other parties further up the supply chain may have been guilty of tampering with the food.

This is a very common situation we come across often. Purchasing has a very important function, to prevent such situations, **Discuss the Roles and responsibilities of a Purchasing Manager**

2b) Distinguish between Value and Price. How does value analysis benefit the Purchasing activity of an organization?

2c) "Keiretsu" is a Japanese term, indicating the strategic alliance common among Japanese businesses in which manufacturers and their suppliers of raw materials and parts form a coalition. We call it Supplier Relationship Management. Write a note on SRM, clearly explaining its benefits to an organization.

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PGDMM - 2years

**(Semester 3)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 12**

**Inventory Management**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

The final assembly of a chair requires a leg assembly, a seat and a back assembly.

Each leg assembly requires 2 legs and a cross bar.

Each back assembly requires 2 side rails one cross bar and 3 back supports.

On hand inventory – leg assembly – 2, back assembly -1, cross bars -6, side rails -4, back support -10

- a) Draw the product structure tree for the finished chair
- b) Draw the Product structure Tree for 10 chairs,
- c) Prepare the Bill of Materials for 10 chairs

**Question No 2**

**Marks 15**

2a) A local distributor for a Belgian chocolate manufacturer expects to sell 12000 cases of chocolate truffles next year. The annual holding costs for the truffles is Rs 16 per case per year. The ordering cost is Rs 60/order. The distributor operates 320 days per year. Given this information –

- i) What is the EOQ?
- ii) How many orders will there be next year?
- iii) What is the time between orders?
- iv) What is the total annual cost of the truffles if they are ordered in EOQ amount?

Hint: Total cost = ordering cost + inv carrying cost)

2b) The financial statement of Trai-cor India shows that in 2019-20, it's beginning inventory balance was Rs 31.82 lakhs, ending inventory balance – Rs 30.25 lakhs, cost of goods sold was Rs 290.70 lakhs. Calculate the company's inventory turnover ratio for 2019-20. What does it signify?

2c) Explain any Three methods of inventory valuation

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PGDMM - 2years

**(Semester 3)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 13**

**Supply Chain Management**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

1 a) M/s Orion Manufacturing Inc is a manufacturer of temperature sensing devices. The company decides to adapt a Kanban system to improve it's inventory management.

The Manager notes that the sensors are made in batches (lot size) of 15 units, and the order for a batch can be replenished in 5 hours. Average demand for the parts is 10 per hour. The Manager decides to carry a safety stock of 10%of the average demand during lead time.

How many Kanban sets are needed?

Hint:  $K = \frac{\text{Average Demand during lead time} + \text{safety stock}}{\text{Lot size of manufacture}}$

1 b) What is the difference between a "lean" supply chain and "Agile" supply chain?

1 c) What are the drivers of an effective supply chain?

Read chapters 1 to 6

**Question No 2**

**Marks 15**

2 a) In the original Toyota model, three types of wastes were identified – Muri, Mura and Muda. Find out what they are and explain, with examples

2 b) "Having a well-defined returns policy is actually a blessing to an organization". Do you agree? Yes or No, please justify

2 c) What is Aggregate Planning? Discuss the various Aggregate Planning strategies, with examples

Read Chapters 7 to 12

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PGDMM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session  
(course code CMM/ PMM)

**PAPER - 14**  
**Logistics & Warehousing Management**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

M/s Pioneer Corporation, an *End-to-End Logistics service provider* was established as a transport operator in 1970's with 4 trucks. They were collecting and delivering cargo to various customers from the seaport, railway goods yard etc. As the years gone by, containerisation came into practice in a big way. Pioneer also invested in container trucks as well as hiring containers for light and bulk cargos. Their next step was to be investing in own warehouses to make prompt services to the customers without any delay. To avoid delay in getting containers, they started container terminals with signing contracts with major container companies. For transforming into a Logistics service provider, they have done the following:-

- Obtained CHA license for making customs clearance with ease.
- Registered as an NVOCC for depending on freight forwarders.

To cut down the time delays, they have installed Software which will upload documents, generate reports, share information, get real-time updates. The next step was in establishing a dry port, in other words CFS. Their advertisement reads -----GET IN TOUCH TO EXPLORE A HOST OF SERVICES LIKE BONDED AND NON-BONDED WAREHOUSING, DIRECT-PORT-DELIVERY from Pioneer Corporation.

- (a) From the above what do you understand by End-to-End Logistics solutions? How setting up own container terminal helped M/s Pioneer?
- (b) What do you understand by NVOCC from the above case-Explain? How CHA license can be obtained?
- (c) What procedures, M/s Pioneer has done in setting up the CFS?What type of software they have installed for smooth business processing?

[Refer Chapters 2 to 6]

**Question No 2**

**Marks 15**

M/s DRP Ltd. is a clearing and forwarding agency representing various FMCG brands in India. Over a period of time, they were a much sought-after C&F agency. For stocking the goods, they have hired a building, which at a later stage they bought and set up their warehouse for captive purpose. Enough land was available for expansion and they constructed more warehouses, which they were leasing for other organizations. All the warehouses had state-of-the-art facilities. M/s DRP Ltd. has grown from a C&F agency to a Service Provider. For this transformation they had the services of a Professional Consultant.

- (a) What are the types of warehouses you have seen in this case—Explain?
- (b) What do you understand by state-of-the-art facility in a warehouse?
- (c) Enunciate the steps taken by the Consultant to help M/s DRP Ltd. in setting up the warehouses?

[Refer Chapters 7 to 12]

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PGDMM - 2years

**(Semester 3)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 15**

**World Class Manufacturing**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

In today's competitive *business environment*, almost all manufacturing organizations are experiencing continuous and rapid change

1. What are the best strategies/practices to be followed to become a World class Manufacturing?
2. Explain the importance of TQM in achieving best performance in terms of Quality, productivity and customer satisfaction?
3. What is meant by manufacturing excellence

(Ref Chapter 1 to 6)

**Question No 2**

**Marks 15**

Case study

One of the clients of EPS consultant faced issues related to UV light curing equipment

The issues were defective or unclean equipment or workers not following the Supplier instructions. The client used to develop its products at a rate which would not meet the sales forecast. Senior management recommended adding 20 or 25 production workers for meeting the demand. Quality defects were found to be 99% of every product developed.

Final products and inventory levels were also raised beyond estimated levels

Top management approached EPS consultant for providing solution to the problems.

EPS developed a set of standardized work instructions which will ensure quality and enhance productivity. Consultants advised the client to tell independent workers to make Natural work Team and coordinate in a new cellular layout. It is a type of layout where similar items that require similar processing are grouped together. 5S and Kanban were implemented for minimizing inventory and allowing for continuous parts replenishment. EPS suggested and implemented innovative solutions and standardization of components. Many disciplinary changes were done to ensure a continuous products movement through newly formed cell.

Impact/Result: Before the lean solution workers were expected to make 1.8 of primary unit every day. After new cellular layout construction, using only four assemblers workers were capable of producing one unit in every 15 minutes ( 4 per Hour) or 32 units per day with perfect quality. Productivity improved more than 4 times

WIP and inventory were under control and no extra personnel recruited.

**Questions:**

1. What was the problem faced by EPS client
2. What do you understand by 5S and KANBAN
3. What is the philosophy of cellular assembly layout.

(Ref Chapter 7 and 8)

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PGDMM - 2years

**(Semester 4)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 16**

**Entrepreneurship**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

Entrepreneurs are the backbone of any economy. It is the responsibility of every nation to ensure economic development to improve standard of living of the people and eliminate poverty by generating employment opportunities

Questions:

1. Explain 5 steps of an entrepreneurial process and explain each step
2. Describe Internal and external motivating factors for an entrepreneur
3. Explain different forms of business ownership and elaborate how to select an appropriate business form

(Ref Chapter 1to 7)

**Question No 2**

**Marks 15**

Case study

Grand institute is an institute that conducts entrepreneurship development programs at the outskirts of Bangalore. The institute is two years old and was facing difficulties in providing quality training to the prospective entrepreneurs. There are a slew of problems related to the Institute due to which it was not proving to be an ideal institute for building entrepreneurs

Firstly, the institute was located at a remote location which was arduous for people to locate and also it was difficult to commute from home to institute as it was located far from city. The institute lacked proper training infrastructure such as microphone, overhead projector, furniture etc.

Even the faculty appointed by the institute showed a lackadaisical attitude and did not take keen interest in teaching. The method of selecting the candidates was also flawed as there was no proper aptitude test or scrutiny. Whosoever came to get enrolled for that program was given admission. It was assumed that the candidate would already possess the required aptitude and skills.

The course and curriculum did not the basic aspects of entrepreneurship development program such as educating about institutes providing support, which financial institution to approach for funds, performing feasibility studies etc. The duration of the program was very short. Even after completion of the program, there was no evaluation performed to check how many candidates have established their own enterprise and feedback on how they are functioning.

The owner decided to change the way institute is functioning. He emulated a government run institute in urban area and incorporated the required change. Firstly, the institute decided to appoint more enthusiastic and motivated trainers with lot of practical knowledge to impart training.

The infrastructure of the institute was revamped and installed quality equipment. Institute started on line classes to attract people from different locations who could not commute to the institute. The course and curriculum were aligned with the fundamentals of entrepreneurship development program. The process of admission to the program changed to get the right candidate.

Questions:

1. Identify the problem areas that troubled the institute
2. What was missing in the curriculum?
3. Explain selection process lacunas/shortcomings
4. What are the Corrective action taken to improve the situation?
5. how to measure the effectiveness and worth of program

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PGDMM - 2years  
**(Semester 4)**  
**Assignments for July-Dec 2022 Session**  
*(course code CMM/ PMM)*

**PAPER - 17**  
**Research Methodology**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

- Q. 1 A car manufacturing company decided to obtain the views of its customers regarding their experience about the car, launched by the company during the last year, particularly in respect of price, design and look, performance, and service/maintenance. The company could not achieve their sales target during the last year.
- a) What different methods of data collection about the experience of its customers will you use and how?
  - b) Can an exploratory research design be advocated in the above situation?
  - c) Would it be advisable to conduct a descriptive research study here?

(Read Chapters 1, 3, and 6)

**Question No 2**

**Marks 15**

- Q. 2 Raja has been running a restaurant near a busy railway station for the last several years. The business has been quite good having average sales of 500 tea cups per day. A bus stand was being developed nearby and because of this, Raja expects his sales to increase and he would like to gear up his infrastructure to meet the expected increase in demand. However, he wants to observe the situation for some time before making further investments. Soon after the bus stand started functioning, he recorded the daily sales for 12 days as under:

550, 570, 490, 615, 505, 580, 570, 460, 600, 580, 530, 526

- a) With the given information, can you, as a researcher, carry out an analysis and advise Raja whether his expectation is justified?  
(Use 5% level of significance; t distribution value of 11 degrees of freedom at 5% level= 1.796).
- b) Do you think z test would be more appropriate in this case? Give reasons for your answer.
- c) Would you like to observe the situation for some more time, say about 1-2 months to confirm your analysis?

(Read Chapter 10).

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PGDMM - 2years

**(Semester 4)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 18**

**Public Procurement**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

There are several calamities taking place all of a sudden, like war, severe floods, cyclone, earthquake, spread of major epidemic etc, which would disrupt the supply chain resulting into acute material Shortage , stock out finished goods etc. In such circumstances different organisations adapt different approaches, considering the span of disruptions, to ensure proper integrations between the flow of goods, financial resources & multiple information to improve the vulnerability of the supply chain. The flexibilities can be achieved by keeping some reserve resources in case of disruptions, using multiple number of suppliers & resorting to lower capacity utilisation levels. There could be increasing trend of outsourcing of production or even other countries. This would achieve positive cost effects & strategic goals of suppliers for improving supply chain efficiencies.

DURING OUTBREAK OF COVID 19, public procurement of drugs has been handled by the Indian Government diligently. India helped various nations by providing them with the required drugs to fight with the pandemic. Indian Govt. has started the service of offering portals where in all real time updates & information related to beds & number of cases are provided in order to connect prospective buyers with the suppliers of essential commodities. The Govt. also managed the shortage of masks, sanitizers at the initial stages, only by procuring & manufacturing the essential masks & sanitizers at the initial stages itself to prevent COVID 19.

Questions :

1. What resilience strategies should be suggested in such cases ?
2. How did Indian Govt. handle Public procurement of drugs successfully during this outbreak of Covid 19 ?
3. How “ the service offering portals “ by the Indian Govt. helped suppliers ?

READ CHAPTER 4

**Question No 2**

**Marks 15**

ABC Chemicals is an MNC & manufacturer of wide variety of Chemicals used in laboratory, concreting chemicals etc. They have offices globally & have more than 80 locations in 40 countries with employees more than 22000.

The general problem faced by this company was the clients issue with visibility, which was mainly to do with the buying pattern which was in fragments. The fragmented buying pattern of the clients led to the spending of data which was not categorised and there was a method of tracing or analysing the patterns of consumption. The client was interested in connecting with a private business partner, who was willing to undertake consolidated & aggregated spending through different locations of the plants & offices. In addition to this the client was interested in sourcing expertise & end to end visibility & process standardised methods of expenditure, using the best methods of procurement for gaining a competitive advantage.

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## **PAPER - 18**

### **Public Procurement ...continued**

They decided to engage XYZ Consultants, an INTERNATIONAL REPUTE CONSULTING FIRM with rich experience in transformational global supply chain & Program management solutions. Their systems are enhanced with digital & process consulting. They did thorough analysis of ANC Chemicals processes, systems which was based on following.

1. Identified the issues, & created a baseline for their spending.
2. Analysed the processes & identified the historical purchasing patterns,
3. Worked out certain procurement strategies that could be adopted & standardised.
4. Initiated strategic relationships with supplier & vendors.
5. Initiated suppliers competition
6. Added more notional suppliers & brought down the number of global suppliers
7. Started digital based, electronic catalogue based, on the procurement process for maintaining & controlling the future consumption patterns.
8. Decreased the overhead costs of the client.

These methods & changes adopted by XYZ Consultants, helped ABC Chemicals in achieving cost reduction to the tune of 45 %. They provided perfect supplier rationalisation, by significantly bringing down the number of global suppliers. They initiated negotiated delivery & payment terms on all inclusive basis, which significantly increased the cashflow of the client.

#### **QUESTIONS**

1. Why was the XYZ Consultants chosen by the client for their problems ?
2. How did XYZ Consultants go about their work for bringing the required changes ?
3. How did ABC Chemicals benefit from procurement management solutions of XYZ Consultants ?

“

READ CHAPTER 10 ””

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PGDMM - 2years

**(Semester 4)**

**Assignments for July-Dec 2022 Session**

**(course code CMM/ PMM)**

**PAPER - 19**

**Emerging Trends in Materials Management**

**TOTAL MARKS 30**

**Question No 1**

**Marks 15**

Knowledge Process Outsourcing (KPO) refers to outsourcing of information related business activities that involve knowledge-based process.

Q1. What are the areas in which KPO can be applied

Q 2. Explain the meaning and characteristics of KPO

Q 3. Advantages and disadvantages of KPO

Ref.(chapter 2.3.)

**Question No 2**

**Marks 15**

Case study:

Material Planning at Cerco

Cerco is a furniture manufacturing organization that has four manufacturing units in the outskirts of Delhi

Cerco used to source raw materials and supplies from various vendors or other organizations.

Cerco was facing a slew of problems pertaining to managing materials

Firstly, the raw materials and components required were ordered in a haphazard manner.

There were no set rules or protocols when to order for supplies. Moreover the manager was dependent on workers to appraise him when to order raw materials. The manager was oblivious to the stock of inputs currently available with the organization. Thus usually workers had to wait for raw materials to resume production. The Leadtime was not considered as a significant aspect of the production function.

When there was a lag in the production process, the end products were not manufactured on time and there was a void in full filling customer orders.

Owing to inept material planning, Cerco, at times had overstocked inventory which increased the chances of inventory becoming obsolete or losing vitality.

In order to overhaul its, operations,Cerco implemented material planning its manufacturing function. A proper schedule was made for raw material ordering process. Bill of materials (BOM) of various products were made up to date. Information technology was integrated with manufacturing process in which manager had information about how much stock is available, how long the stock

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**PAPER - 19**  
**Emerging Trends in Materials Management....*contd*.....**

will last and when to order it. EOQ and a level was set for reordering process, when the raw material stock reached a certain level.

In this way manager had more control of the manufacturing process and he did not have to depend on workers for stock information

As the manufacturing happened in a streamlined manner, the end products were manufactured as per schedule and customer orders were timely fulfilled.

Q.1. What was the lacuna in the ordering process at Cerco?

Q2. What mechanism was used by the manager to order supplies?

Q3. What kind of situation prevailed when materials were not ordered in time?

Q4. How the integration of information technology helped the company and results on the company's performance

Ref. chapter (11.10)

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