



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

NHQ- Education Wing

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(PGDL&SCM - 2 years course)

Assignments for July-Dec 2022 Session

(course code PSM/CSM)

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 **31st October 2022** by email in PDF format to 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.

***CSM PSM /20 /**

Course

Name:

Assignments for

_____semester(1,2,3,4)

Semester
(Month of Exam)

Dec 2022

Paper No.

Subject:

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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PGDL & SCM - 2years

(Semester- 1)
Assignments for July-Dec 2022 Session
(course code : PSM/CSM)

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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PGDL & SCM - 2years
(Semester- 1)
Assignments for July-Dec 2022 Session
(course code : CSM , PSM)
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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PGDL & SCM - 2years
(Semester- 1)
Assignments for July-Dec 2022 Session
(course code : PSM /CSM)
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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PGDL & SCM - 2years
(Semester- 1)
Assignments for July-Dec 2022 Session
(course code : PSM /CSM)
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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PGDL & SCM - 2years
(Semester- 1)
Assignments for July-Dec 2022 Session
(course code : PSM /CSM)
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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PGDL & SCM - 2years
(Semester - 2)
Assignments for July-Dec 2022 Session
(course code : CSM/PSM)

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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PGDL & SCM - 2years
(Semester- 2)
Assignments for July-Dec 2022 Session
(course code : CSM/PSM)
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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PGDL & SCM - 2years
(Semester - 2)
Assignments for July-Dec 2022 Session
(course code : CSM/ PSM)
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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PGDL & SCM - 2years
(Semester - 2)
Assignments for July-Dec 2022 Session
(course code : CSM/PSM)
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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PGDL & SCM - 2years
(Semester - 2)
Assignments for July-Dec 2022 Session
(course code : CSM/ PSM)
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

- a) Which country should Dr Vipin Gupta select?
- b) Will Dr Gupta's decision change if "communication infrastructure" is not an issue?
- c) 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

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

(Read chapters 1 to 5)

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PGDL & SCM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

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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PGDL & SCM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

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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PGDL & SCM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

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

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

PGDL & SCM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

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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PGDL & SCM - 2years

(Semester 3)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

PAPER - 15

Packaging & Distribution Management

TOTAL MARKS 30

Question No 1

Marks 15

Students to read chapter1, 3 and 7 before attempting the assignment question

M/s PLM is a company engaged in the manufacture and distribution of high fashion products to High-Net-worth Individuals. In order to attract these customers, the company has to take exceptional care to ensure the complete satisfaction of its customers in every aspect of its product including packaging. At the same time, it has to ensure that its costs are kept to a reasonable level including the cost of its packing

1. What kind of factors the company has to take into account in the selection of packaging its product?
2. Identify some of the packing factors for this kind of product
3. What are the drivers that influence the packaging?

Question No 2

Marks 15

M/s PLM have not been involved in the distribution function of their product. They have ambitious plans to reach as many end customers as possible and improve customer satisfaction. In order to achieve this objective M/s PLM are now focusing on the distribution of their product.

1. What are the concepts of distribution that the company needs to appreciate in order to be effective in distribution?
2. Identify the channel members who may be part of the distribution function
3. Identify the essentials of a good and efficient distribution network

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PGDL & SCM - 2years

(Semester 4)

Assignments for July-Dec 2022 Session

(course code : CSM/PSM)

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 cover 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

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

PGDL & SCM - 2years
(Semester 4)

Assignments for July-Dec 2022 Session

(course code : CSM/PSM)

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).

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

PGDL & SCM - 2years

(Semester 4)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

PAPER - 18 Advanced SCM & L

TOTAL MARKS 30

Question No 1

Marks 15

The alliance between Renault and Nissan was an outstanding paradigm of a successful alliance around the world markets. The Renault-Nissan Alliance is the first of its kind involving Japanese and a French company. Late March 1999 Nissan and Renault signed an agreement for a Global Alliance. Aim of this agreement was to provide an advantage and achieve profitable growth in both companies. Nissan was nearly bankrupt and faced significant debt problem when the alliance was formed. Renault was identified for modern design and Nissan for the excellence of its engineering. Renault existed in Europe and North America and was well-known for its design and marketing. At the same time Nissan was the powerhouse engineering in Japan, Europe and North America. Before the alliance it was concluded that the combined company will be the world's largest car manufacturer. Therefore, there was a good chance for Renault to enter the Japanese market where there are many barriers from the Japanese government. From the beginning these companies were not looking for a merger, but rather to get greater value from synergy between the two companies. The reason for choosing alliance rather than merger was that both companies were looking for turnaround and it will give them more opportunities to develop. The mutual benefits that they were going to absorb from the alliance laid aside the potential problems and both parties focused on the success of the alliance. They formed joint study teams, in order to test their companies' ability to work cooperatively and minimised the cultural stereotypes and set the base for exploiting joint synergies. Renault, through the alliance with Nissan, achieved to gain international structure which enabled it to deal successfully with the changes which were taking place on the world automobile sector. First they set up a common language i.e. English and they have created nine Cross-functional teams. By the implementation of the above changes, Nissan managed to cut down its purchasing cost, minimising suppliers, closing overlapping outlets / plants and finally to reduce the work force. Cross functional teams enhanced the process of integration. Supply chain management is one of the areas of key concern for global car manufacturers. In Renault-Nissan case, RNPO or Renault Nissan Purchasing Organization is a unique joint organization responsible for integrating purchasing Strategy. As a result of mutual engineering efforts, Renault and Nissan cars can share components. This fact allows the alliance to combine their purchasing orders. Therefore, not only the cost of order has reduced but RNPO "defines worldwide purchasing strategy" and now it is accountable for full purchase of Nissan and Renault. Transparent benchmarking allowed two culturally diverse companies to share best practices and also the common platform and shared purchasing strategy had delivered huge cost of savings. Noticeable is the fact that in order to preserve corporate identities they decide to remain as separate managements, separate brands and separate companies while every decision was affecting both brands. The operational lesson which arises from this alliance case provide valuable elements on how two companies, that are in the same situation as Renault and Nissan which show strength in different competence and regions of the world can approach the growing and competitive auto manufacturing global market. To conclude, Renault and Nissan successfully integrate their complimentary competencies to standardise their purchase orders and components manufacturing. Therefore, they can reduce their cost and achieve greater outcomes.

- (a) What is Strategic Alliance. Explain in detail considering the above case?
- (b) How was the supplier partnership streamlined by both the companies?
- (c) Does *Demand Forecasting* play a role in this alliance – Explain?

{Refer Chapters 1,2,3,5}

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

PAPER - 18
Advanced SCM & L ... continued

Question No 2

Marks 15

A control valve manufacturing company has its main plant at X and another plant at Y situated 400 Kms apart. Both are located in South India. Plant Y is manufacturing accessories for main product, which is a tailor-made equipment. Initially plant Y was catering to the requirements of plant X alone, but later changed to Batch type production to meet the demand from the market. To keep the operational cost low, plant Y was outsourcing activities like machining, welding and painting. Only assembling and testing operations are done in-house. Packing and delivery of finished products to plant X and other locations have also been outsourced. Despatch activity at plant X is also outsourced. Transshipment is mainly done through road and in India and only during emergencies, airfreight is resorted to. Warehouses are operated at both plant locations. The total sales turnover of the company is Rs 60 Crores per annum whereas that of plant X is Rs 40 crores and of plant Y is Rs 20 crores. Average inventory (in Rs Crores) during the four quarters of both the plants are as below:-

Quarter	Plant X	Plant Y
I	6	3
II	7	2
III	8	3
IV	7	2

20% of the total turnover is from exports and it is being done from plant X alone. For export, air and sea transshipment is chosen according to customer need. Here also despatch activities are outsourced. The company has regional centres at 4 metros where Marketing and Servicing functions take place. Here accessories as well as spare parts are stocked to cater to the Customer at short notice. Replenishment of stocks is made from manufacturing plants on reaching minimum level. The company has adopted ASTM standards for material procurement, ANSI standards for testing and is accredited with ISO-9000. It has implemented ERP (SAP/R3) system. Manufacturing plants and regional centres are well connected with telephone and internet. Customers can contact through mobile app and web-based tracking systems.

- (a) Are there any distribution centres in the above case. If so, where it is located and how inventory is managed?
- (b) Which all activities are outsourced by both units of this company? What are the transportation modes adopted by this company?
- (c) What are the communication systems adopted by this company? Does 3 PL play any role in the above case? If so, indicate the areas.
{Refer Chapters 7,8,9,10}

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PGDL & SCM - 2years

(Semester 4)

Assignments for July-Dec 2022 Session

(course code : CSM/ PSM)

PAPER - 19

Emerging Trends in SCM & Logistics

TOTAL MARKS 30

Question No 1

Marks 15

Big Basket is India's largest online food and grocery store. With over 18,000 products and over a 1000 brands Consumers will find everything they are looking for. Right from fresh Fruits and Vegetables, Rice and Dals, Spices and Seasonings to Packaged products, Beverages, Personal care products, Meats etc. Each day they are adding more products based on the market information. The tag line of this company is *best quality available at lowest prices*. Consumers can choose any of the following and the order will be delivered right to their doorstep ----

Slotted Delivery: Pick the most convenient delivery slot from 7.00 am - 9.30 am, 9.30 am - 12.00 pm, 5.00 pm - 7.30 pm and 7.30 pm - 10.00 pm; to have the goods delivered. This meets the convenience of early birds, to those who work in the late shift. This service is offered in 25 cities across India.

Express Delivery: This super useful service can be availed by customers in cities like Bangalore, Mumbai, Pune, Chennai, Kolkata, Hyderabad and Delhi-NCR where orders are delivered to the doorstep in 90 Minutes.

BB Specialty Stores: Missed out on buying any essential item for any event or party will be delivered in 90 minutes through a special arrangement with a nearby specialty store, verified by the company. From bakery, sweets and meat to flowers and chocolates are to name a few.

Payment can be made online using debit / credit card, e-wallets or by cash / sodexo on delivery. Big Basket.com is providing the highest level of customer service and is continuously innovating to meet customer expectations. Their *On-Time Guarantee* is an assurance of refund 5% of the bill value if the delivery is delayed [however, due to the pandemic caused by Covid-19 delivery got delayed in the past where delivery guarantee was not applicable]. For all order values above Rs. 1200, free delivery is provided. A wide range of imported and gourmet products are available through their express delivery and slotted delivery service. If the Consumer ever finds an item missing on delivery or want to return a product, it can be reported within 48 hours for a '*no-questions-asked*' refund. The company is associated closely with the farmers from whom fresh farm products are sourced., which not only ensures the best prices and freshest products for the consumers but also helps the farmers get better prices. With more than 80 Organic Fruits and Vegetables and a wide range of organic staples, BIGBASKET has the largest range in the organic products category. 20000+ products with more than 1000 brands, to over 4 million happy customers is the asset of BIG BASKET.

(a) *Big Basket* is able to deliver the goods at short notice. Is the delivery being done from their warehouse or any other method- Explain?

(b) What is the marketing strategy adopted by the company – Explain?

(c) What technologies are adopted by Big Basket- Explain?

{ Refer Chapters 1 to 6 }

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

PAPER - 19
Emerging Trends in SCM & Logisticscontinued

Question No 2

Marks 15

Micron electronics Inc. is a manufacturer of Personal computers (PC) that sells directly to the Customers who place orders either through Telephone or Internet. Micron has one assembly facility, located at Idaho (USA) and also has a sub-contractor, who is able to assemble most popular models. A typical customer order comes in via. Internet or through mobile app. Depending on the type of order, it is allocated either to the Idaho facility or to the sub-contractor. Large corporate orders are handled out of Idaho. Micron carries almost no Finished Goods Inventory and assembles PC's in response to Customer orders. A typical order may include a Monitor and a Printer in addition to PC. Micron does not manufacture peripherals such as monitors and printers. They are stored at a warehouse in Memphis (USA), which Federal Express (Fed Ex) operates for Micron. Some peripherals are also held at Idaho facility. For an individual order, Fed Ex transports the assembled PC (either from Idaho or from the sub-contractor) to Memphis, where it is merged with the peripherals. Another possibility is, for Fed Ex to do the merge at a station close to the customer site. For example, an order from Chicago can be merged there itself. The merged order is then delivered to the customer. To facilitate this Merge-In-Transit, Micron shares detailed electronic information with the Fed Ex warehouse as PC's ship out of Idaho. Customers can track the status of their orders after they have placed them. For large corporate orders within the U.S., Micron does not use Fed Ex. It uses LTL Companies to move the product. Currently these orders are filled using peripherals that are used at Idaho. Micron outsources both PC components and peripherals throughout the world. The company uses Airfreight as well as Ocean transport to move product to the U.S and then a combination of Truck and Rail to move it into warehouses.

(a) Explain the role of FedEx in this case? Is Multimodalism practiced by M/s Micron Electronics?

(b) What information technology practices might have been done by M/s Micron Electronics-Explain? Is SDLC applicable in this case?

(c) Who are the partners in the supply chain network of M/s Micron Electronics – Explain clearly their roles?

{ Refer Chapters 2,3,10,11,12.}

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