INDIAN INSTITUTE OF MATERIALS MANAGEMENT

NHQ- Education Wing

Plot Nos. 102 & 104, Institutional Area, Sector-15, CBD Belapur, Navi Mumbai- 400 614
Phone: 022-45001022

(PGDMM - 2 years course)

Assignments for July-Dec 2026 Session

(course code PGMM)
POINTS TO BE NOTED BY THE STUDENT:

1. Write your Name, Roll. No. on the answer sheet along with Session **i.e. July-Dec 2026**

Each page of assignment must bear the roll number, semester number Name at top of each page and student's signature at the bottom of each sheet, without which assignments will be rejected(sample is attached)

2. Submission of assignments is compulsory and marks obtained in assignments carry **30% weightage** 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. **Write your answers on the attached sample answer sheets only**

9. **Assignments must be send to IIMM NHQ Education Wing by 31st October 2026 by email in PDF format to iimmassignments@gmail.com. It must not be shared through Google drive. If the file size is big send separate mails.**

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PGDMM– 2 years

(Semester - 1)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 1

Management Principles & Organisational Behavior

Question No.1 **Marks 15**

(Students should go through chapter 2, 5 &6 before answering the questions below)

You are the newly appointed Vice President of Operations at Nexus Tech. Your primary objective is to launch "Project Horizon," an AI-driven logistics platform, within six months. The timeline is incredibly tight, and success is critical for the company's survival.

However, you inherit a divided leadership team. Marcus, the veteran Head of Engineering, has immense informal power; the engineering staff is fiercely loyal to him, and he favors a slow, meticulous development cycle. Meanwhile, Sophia, the ambitious Head of Product, wields formal authority over the budget and wants a rapid, feature-heavy launch to secure her next promotion.

Marcus is quietly sabotaging the timeline by claiming technical hurdles, while Sophia is retaliating by threatening to reallocate Marcus's departmental funding. The project is slipping behind schedule, team morale is plummeting, and you are caught in the middle of a political turf war.

Questions

a) Given the current six-month hard deadline and the technical friction between Product and Engineering, what specific project management framework and risk-mitigation strategies would you implement immediately to get the timeline back on track?

b) How will you map the informal power dynamics (Marcus's expert/referent power) against the formal authority (Sophia's legitimate/reward power) to neutralize the sabotage and build a political coalition that serves the project rather than personal agendas?

c) What leadership style (e.g., transformational, transactional, or situational) will you adopt to resolve the interpersonal conflict between Marcus and Sophia, and how will you rebuild psychological safety and alignment among the demoralized staff?

Question No.2 **Marks 15**

(Students should go through chapter 8,9 & 11 before answering the questions below)

NovaTech, a mid-sized software company, historically thrived on a culture of extreme individual autonomy. Engineers were rewarded based on individual performance metrics, which fostered a highly competitive environment.

To secure a massive contract for a Smart City infrastructure project, the CEO formed a cross-functional team. The team combined senior software architects, hardware engineers, and data privacy analysts. They had exactly six weeks to deliver a prototype.

From day one, the organizational culture clashed with the project's needs. The software architects refused to share their code repositories with the hardware team, fearing it would dilute their individual performance reviews. The data privacy analysts repeatedly raised critical compliance risks. However, the project lead dismissed these warnings without team consultation to avoid falling behind schedule.

During a high-stakes progress review in week four, the hardware and software components failed to integrate completely. This failure exposed severe data leaks. The project lead made a solo decision to patch the code overnight and hide the vulnerability from the client. Two days later, a junior engineer discovered the patch, bypassed the project lead, and reported the breach directly to the CEO. The project is now on the verge of collapse.

Questions

a) How did NovaTech's historical reward system and culture actively undermine the teamwork required for the Smart City project?

b) Evaluate the project lead's decision-making process. What alternative decision-making models could have prevented the integration and security failures?

c) If you were the CEO, what immediate steps would you take to resolve the team conflict, and how would you restructure the project governance to ensure the prototype is delivered safely?

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PGDMM– 2 years

(Semester - 1)
Assignments for July-Dec 2026 Session
(course code PGMM)
Paper - 2
Business Communication

TOTAL MARKS 30

Question No 1 **Marks (15)**

(Students should go through chapter 6,4,3 before answering the questions below)

1. Explain the objectives of Business communication, advantages and limitations of written communication. Ho does communication help in decision making and improve co ordination?

2. Describe the listening skills, its types and barriers to effective listening

3. Describe types of non-verbal communication,, advantages and disadvantages

Question No 2 **Marks (15)**

(Students should go through chapter 12 before *answering the questions below)*

A software company with employees working from different cities faced problems in communication and teamwork. The team members relied on e mails, which often caused delays and misunderstandings. Project updates were missed, meetings were difficult to schedule, and important files were scattered across different devices. To solve these issues, the company introduced electronic communication and collaboration tools such as Microsoft Teams, Zoom, Google Drive and Slack. Employees could now conduct virtual meetings, share files instantly, chat in real time and collaborate on the same documents simultaneously. Managers used shared calendars and project management tools to track tasks and deadlines. As a result, communication became faster and more transparent. Team members stayed connected regardless of their location and decision making improved because everyone had access to the latest information. Employee productivity increased, project completion time was reduced and customer satisfaction improved. The company saved travel costs by conducting on line meetings instead of face to face discussions. This case demonstrates how electronic media can enhance communication and collaboration by improving information sharing, teamwork and efficiency in modern organizations.

Questions:

1. What problem did the company face?
2. Which electronic media tools were introduced and explain the important features of such tools?
3. What are the benefits of electronic media ?

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PGDMM– 2 years

(course code PGMM)
Paper - 3
Business Economics

TOTAL MARKS 30

Question No.1 **Marks 15**
(Students should go through chapters 1,3 &4 before answering the questions below)

Ms. Priya is a young entrepreneur who has plans to embark into the fashion market with her own brand in a limited way and has drawn up plans for future expansion as well. She was a fashion design student and was not familiar with the market economics. In order to run the operations of the new organization successfully, she knew the requirement for a proper exposure on the economics of operation is essential. She hired a consultant to guide her in this area and the first area she had to understand were the factors that determine the demand for her products. The consultant explained the need for assessing the various factors that play an important role in the supply of her products. This, the consultant explained her, would help her to focus on how much to supply in the market. Being in the consumer market understanding the consumer behaviour was important and the consultant explained some of the models that explain the consumer behaviour

Question No 1 **Marks (3 X 5 = 15)**

a) What are the factors identified by the consultant that have a demand for the products manufactured by Ms Priya?
b) What were the factors identified by the consultant that would help Ms Priya to focus and decide on the supply quantum of her products?
c) What were the consumer models identified and explained to Ms Priya?

Question No 2 **Marks 15**
(Students should go through chapter 6 & 7 before answering the questions below)

Ms Priya understood that in order to be competitive she has to have perfect control of the product cost. The consultant explained the theory of cost and components of production cost to enable Ms Priya to identify and calculate the cost of production for her products. Having understood the cost concept, she understood the measuring methods based on the factors that have an impact of the cost of the product. The consultant explained the concept of breakeven analysis and explained how it will help Ms Priya to manage her business. All these inputs received from the consultant helped to bolster Ms Priya's confidence in running he business.

Questions: **Marks (3 X 5 = 15)**

a) The consultant helped Ms Priya to understand the various types of cost associated with production. What are they? Explain them.
b) What were the factors that have an impact on the cost of the product as explained by the consultant to Ms Priya?
c) Explain the concept of breakeven analysis with the help of a graph. What is its application in the decision-making process of a business

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PGDMM 2 years

(Semester - 1)
Assignments for July-Dec 2026 Session
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Paper - 4
Business Environment

TOTAL MARKS 30

Question No 1 **Marks 15**

(Students should go through chapters 3 & 6 before answering the questions below)

Mr. Ramu was an established entrepreneur in the fashion industry. His brands had a good following. This gave him the confidence to look for overseas market. Mr Ramu understood the significance of the new environment and decided to study it, especially with reference to the factors that have a direct impact on the operations. The market targeted by Mr Ramu supports private ownership for private profit. Mr Ramu felt that this environment will help him in quickly developing his business in the country. However, the country was going through an inflationary trend and this. Mr Ramu knew will have its impact on the business. He knew that he has to take sufficient safeguards to protect the organization from the effects of inflation.

Questions **Marks (3 X 5 = 15)**

a) What are the environmental factors that have a direct impact on the operations of the organizations? Explain briefly each of these factors
b) What is this environment that Mr Ramu feels will help him in his business? What are its features? Explain each of these features.
c) What were the inflationary trend impacts that were identified by Mr. Ramu in the new country in which he wants to start his business?

Question No 2 **Marks 15**

(Students should go through chapter 7, 8 &10 before answering the questions below)

A new country means a new legal system as understood by Mr. Ramu. In order to establish and manage the organization knowledge about the legal system of the country was essential. Mr Ramu felt that he had to understand the legal system of the country. Being in the fashion industry, it is imperative for Mr Ramu to understand the social and cultural factors of the target market. This evaluation helped him to understand the factors that influences the local population. The last part of the exercise is to identify the options available for entry into the overseas market. This will help him to decide the level of investment required for the new venture. All these inputs gathered , Mr Ramu felt that his venture into the overseas market would be successful

Questions **Marks (3 X 5 = 15)**

a) What were the categories and sources of the legal systems as understood by Mr Ramu while learning about the legal system of the new country?
b) What are the factors identified by Mr Ramu in the evaluation of the social and cultural factors of the new country's target market?
c) What are the options available for Mr. Ramu to enter into the overseas market?

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PGDMM– 2 years

(Semester - 1)

Assignments for July-Dec 2026Session

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Paper - 5

Business Analytics

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,2,& 4) before answering the questions below)

i). Explain any five-internet ready IT-applications you are using for your professional use. Explain with examples.

ii). Explain any real-life example where you used SWOT analysis with respect to IT implementation in your business organization.

iii). Explain different measures of central tendency. Also correlate with these measures in your professional calculation tasks. Give suitable examples if any.

Question No.2 **Marks 15**

(Students should go through the chapter 4,8 &9) before answering the questions below)

A mid-sized retail chain collected monthly sales data from five outlets over the past two years. Managers noticed fluctuations in revenue, with festive seasons showing sharp increases and off-season months showing declines. They want to understand past performance, present the findings clearly to stakeholders, and forecast future sales to plan inventory. The analytics team is tasked with applying descriptive analytics to summarize historical sales, using data presentation techniques (charts, dashboards) to communicate insights, and exploring predictive analytics to estimate next quarter's sales. The ultimate goal is to improve decision-making by aligning stock levels with demand patterns. Answer the questions below
Questions -

a. How can **descriptive analytics** help the retail chain understand past sales trends?
b. What **data presentation methods** (tables, charts, and dashboards) would best communicate seasonal patterns to managers?
c. How can **predictive analytics models** (e.g., regression, time series forecasting) be applied to forecast next quarter's sales? And what challenges might arise in ensuring the accuracy of predictions

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PGDMM– 2 years

(Semester - 2)

Assignments for July-Dec 2026 Session

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Paper - 6

Research Methodology

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 2,3 & 4 before answering the questions below)

a) literature review is important before collecting primary data in this situation. Identify and explain **any four functions** of literature review that would improve the quality of this research.

b) A retail bank plans to launch a new AI-powered mobile banking application. The management wants to understand customer expectations, security concerns, and factors affecting adoption. Without preparing a research design, different departments independently prepare questionnaires, interview different customer groups, and use different data collection methods. After three weeks, the findings are inconsistent and cannot be compared.

As a research consultant, evaluate the situation. Explain why a well-planned research design was necessary for this study and discuss **any six features of a good research design** that would have helped the bank obtain reliable and meaningful results.

c) A consumer electronics company is introducing a premium smart watch across India. The marketing team plans to survey customers to estimate purchase intention. One executive suggests surveying only 80 customers visiting a single shopping mall because it is convenient and inexpensive. Another executive argues that the sample should represent different age groups, income levels, cities, and occupations before deciding the sample size.

As the research advisor, recommend an appropriate sampling approach. Describe the **sampling design process** that should be followed for this study and explain the **characteristics of a good sample design** and discuss the factors that should be considered while determining the appropriate sample size.

Question No.2 **Marks 15**

(Students should go through the chapter 8 ,9, 10, before answering the questions below)

A manufacturing company introduced a Research Methodology training program for employees from two production units. The HR department wants to evaluate the effectiveness of the program.

The following data were collected.
Unit A: Training Test Scores (Out of 100)
60, 65, 70, 75, 80
Unit B: Training Test Scores (Out of 100)
68, 70, 72, 74, 76

The HR manager also wants to know whether the average score of Unit A employees is significantly different from the benchmark score of 65, and whether there is any significant difference between the average scores of Unit A and Unit B. Use a 5% level of significance.

a) Using the data for **Unit A**, calculate Mean, Median, Standard Deviation and interpret the results.

b) Test whether the **average score of Unit A differs significantly from the benchmark score of 65**. Table value of 't' at 5% level of significance and df = 4 is ± 2.776

c) Test whether the mean scores of Unit A and Unit B differ significantly.
Table value of 't' at 5% level of significance and df =8 is ± 2.306

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PGDMM– 2 years

(Semester - 2)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 7

Financial Accounting

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1 & 3 before answering the questions below)

As an accounts manager describe the financial statements, its contents in brief and do the analysis of financial statements from following points:

a) Liquidity ratios

b) DuPont analysis

c) Turnover ratios

Question No.2 **Marks 15**

(Students should go through the chapter 12 before answering the questions below)

Corporate governance and ethics in financial accounting are foundational pillars that ensure the integrity, transparency and accountability of financial practices. The importance of corporate governance lies in its ability to create a balance among the interests of various stakeholders. Ethics in financial accounting are critical because they underpin the credibility of financial reporting. Ethical accountants adhere to principles such as honesty, integrity, objectivity, and professional competence. These principles ensure that financial statements are accurate, complete and free from bias or manipulation, enabling stakeholders to make informed decisions based on reliable information. Support your views on above statement/case study from following points:

a) Principles and concept of corporate governance

b) Critical analysis of corporate governance in India

c) Ethical issues in financial reporting

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PGDMM– 2 years
(Semester - 2)
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Paper - 8
Supply Chain Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 2,3 & 5 before answering the questions below)

a) An Indian consumer electronics company has experienced a 20% increase in logistics costs despite stable sales. The company has recently expanded its warehouse network from 3 regional warehouses to 9 local warehouses to improve customer service. Inventory carrying costs have also increased significantly.

As a Supply Chain Consultant, identify the major supply chain cost drivers responsible for the increased costs. Recommend suitable actions to reduce total supply chain cost without affecting customer service.

b) A textile manufacturer in Tamil Nadu plans to establish a new manufacturing facility. Two options are available:
- Option A: Near raw material suppliers
- Option B: Near major customer markets

As Supply Chain Head, analyze both options from a strategic supply chain perspective and recommend the better location.

c) A leading manufacturer of industrial pumps is reviewing its annual procurement portfolio to improve supplier management and procurement efficiency. The Procurement Head has asked the sourcing team to classify the following purchased items into appropriate Risk–Value (Kraljic) Spend Categories and recommend suitable procurement strategies.

Purchased Item	Annual Spend (Rs. Cr)	Supply Risk
Custom-designed Microprocessor Control Units	18 Cr	High
Mild Steel Fasteners (Standard Nuts & Bolts)	2 Cr	Low
High-grade Stainless Steel Sheets	25 Cr	Low
Specialized Ceramic Bearings (Single Global Supplier)	1.5 Cr	High
Office Printing Paper	30 lakhs	Low
Industrial Safety Helmets	1 Cr	Low

As the Procurement Manager:
Classify each item into one of the four spend categories:
a. Strategic Items
b. Leverage Items
c. Bottleneck (Critical) Items
d. Commodity (Routine) Items

Justify your classification based on annual spend/value and supply risk.
Recommend an appropriate procurement strategy for each category

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Question No.2 **Marks 15**

(Students should go through the chapter 8,9 &11 before answering the questions below)

GreenTech Appliances Ltd., an Indian manufacturer of energy-efficient home appliances, has experienced rapid growth following the launch of its eco-friendly product range. However, the company is facing several supply chain challenges. Seasonal demand fluctuates significantly, with sales peaking during festive months and dropping sharply in the off-season. This has resulted in excess inventory during lean periods and stock-outs during peak demand.

The company's supply chain also suffers from poor coordination between procurement, production, warehouses, distributors, and retailers. Each department uses separate software systems, causing delays in information sharing, inaccurate demand forecasts, and slow decision-making. Senior management is considering investing in an integrated ERP system, cloud-based inventory management, IoT-enabled warehouse monitoring, and AI-driven demand forecasting to improve visibility across the supply chain.

In addition, GreenTech has committed to reducing its carbon footprint by 30% over the next five years. The company plans to source environmentally friendly raw materials, optimize transportation routes, reduce packaging waste, improve energy efficiency in warehouses, and collaborate with suppliers who follow sustainable manufacturing practices.

Management seeks a balanced strategy that improves operational efficiency while supporting long-term environmental and business goals.

Questions:

a) As the Supply Chain Manager, evaluate the aggregate planning issues faced by GreenTech Appliances Ltd. Recommend an aggregate planning strategy that balances demand fluctuations, production capacity, workforce utilization, inventory levels, and customer service. GreenTech plans to implement an integrated digital supply chain.

b) Analyze how Information Technology can improve coordination, visibility, responsiveness, and decision-making across the company's supply chain. Recommend the most suitable digital technologies for the organization.

c) GreenTech aims to reduce its environmental impact while maintaining profitability.
Evaluate the company's proposed sustainability initiatives and recommend additional strategies that would help build a sustainable and competitive supply chain.

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PGDMM– 2 years

(Semester - 2)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 9

IT Applications in Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,2,3 & 5 before answering the questions below)

A manufacturing company is undertaking a digital transformation initiative but faces resistance, fragmented data and cyber security concerns.

a) Explain how digital transformation can improve competitiveness.

b) Recommend an IT infrastructure and cloud deployment model.

c) Discuss data governance and cyber security measures.

Question No.2 **Marks 15**

(Students should go through the chapter 8,10 &12 before answering the questions below)

GreenTech Appliances Pvt. Ltd. is a leading manufacturer of home appliances with manufacturing facilities in Pune and Chennai. The company supplies products through distributors, retail outlets, and online marketplaces across India. Due to increasing customer demand, the organization has experienced frequent inventory shortages of critical components while excess stock of slow-moving materials occupies valuable warehouse space. Production schedules are often delayed because procurement, inventory, manufacturing and sales departments use separate information systems with limited data sharing. Management also finds it difficult to obtain real-time reports for forecasting demand and monitoring supplier performance. To improve operational efficiency, GreenTech plans to implement an integrated Enterprise Resource Planning (ERP) system, adopt block chain technology to improve supply chain transparency and traceability for solving complex production planning and logistics optimization problems. The management expects these technologies to improve decision-making, reduce operational costs, optimize inventory levels and enhance customer satisfaction.

a) Assess whether block chain technology is an appropriate solution for improving supply chain transparency and traceability. Justify your answer.

b) Discuss the critical success factors for successful ERP implementation in GreenTech Appliances Pvt. Ltd.

c) Recommend an IT strategy that GreenTech should adopt to successfully implement these digital technologies.

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PGDMM– 2 years

(Semester - 2)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 10

Operations Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,,3 & 5 before answering the questions below)

a) A leading Indian consumer electronics company has experienced rapid growth due to increasing online sales. However, customers have recently complained about delayed deliveries, inconsistent product quality, and poor after-sales service. The production department claims that frequent changes in demand forecasts create scheduling issues, while the procurement department reports supplier delays. Marketing continues to launch promotional offers without consulting operations, resulting in stock shortages. The CEO believes that the company's operations function is failing to create value despite strong market demand. As a management trainee, you have been asked to evaluate the situation and recommend improvements from an Operations Management perspective.

Question:
Identify and explain any four key Operations Management functions that are not being effectively performed in this company; explain how better coordination between operations and other functional departments can improve organizational performance; and suggest one strategic recommendation that can help the company achieve operational excellence in the long run.

b) An automobile components manufacturer supplies parts to several automobile companies under Just-in-Time (JIT) contracts. Recently, defect rates have increased from 1% to 5%, machine breakdowns have become frequent, and production lead time has increased by 30%. Customers have begun imposing penalties for delayed deliveries. Management is considering investing in automation but is unsure whether technology alone will solve the operational problems. As an Operations Consultant, analyze the manufacturing system and recommend improvements.

Question:
Identify three operational issues affecting manufacturing performance in this case; explain how Manufacturing Operations Management principles can be applied to improve productivity and quality; and would automation alone solve the company's problems? Justify your answer.

c) A diversified healthcare organization operates four different business units:

- A multi-specialty hospital providing customized surgeries.
- A chain of diagnostic laboratories offering standardized medical tests.
- An online telemedicine platform handling thousands of routine consultations daily.
- A premium wellness center providing personalized lifestyle management services.

The Board of Directors wants to redesign operations to improve efficiency while maintaining customer satisfaction. They have asked you to classify each service using the Service Process Matrix and explain how operational priorities differ across these services.

Question:
Classify each of the four services into the appropriate category of the Service Process Matrix; explain how customer interaction and labor intensity differ among these service categories; and Recommend one operational strategy suitable for any one of the above service categories.

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Question No.2 **Marks 15**

(Students should go through the chapters 8,9 & 11 before answering the questions below)

NovaMed Devices Pvt. Ltd. manufactures diagnostic equipment and supplies hospitals across India. Over the past year, customer complaints have increased due to defects such as faulty displays, delayed calibration, and packaging damage during transportation. Internal quality reports indicate that nearly 75% of the complaints arise from a few recurring causes, but managers have been relying only on monthly inspection reports without conducting systematic quality analysis.

The company also plans to establish a new manufacturing facility to serve the rapidly growing markets in South and Central India. Management must choose among three shortlisted cities. Each city differs in terms of transportation cost, proximity to suppliers and customers, availability of skilled labour, infrastructure, government incentives, and long-term expansion potential. The CEO wants the decision to be based on scientific analysis rather than managerial intuition.

In addition, the company faces increasing pressure to reduce operating costs while maintaining service levels. Management is considering adopting Operations Research (OR) techniques to optimize production scheduling, inventory levels, transportation routes, and workforce allocation. Some senior managers, however, believe that OR is too mathematical and has limited practical value in day-to-day decision-making.

Questions

a) Customer complaints are concentrated around a limited number of recurring defects.
Recommend two appropriate Quality Tools that NovaMed should use to identify, analyze, and prioritize quality problems. Explain how each selected tool would support managerial decision-making in this situation.

b) The company must select one location for its new manufacturing plant from three shortlisted cities with different advantages and limitations. Identify and explain any two Facility Location Models that management can use for selecting the most suitable location. Recommend the more appropriate model for this case with justification.

c) Some senior managers argue that Operations Research is too theoretical and offers little practical value for business decisions. Critically evaluate this statement by explaining how Operations Research can improve operational performance at NovaMed Devices. Support your answer with suitable applications.

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PGDMM– 2 years

(Semester - 3)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 11

Purchase Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through chapter 1 to 6 before answering the questions below)

a) Define MRP. Explain the Inputs and Outputs of a MRP system in brief

b) Compare and contrast In-house manufacturing v/s Outsourcing

c) What is the importance of Inspection in assuring Quality in manufacturing? What are the various types of inspection that are undertaken in a manufacturing company?

Question No.2 **Marks 15**

(Students should go through the chapter 6 to 12 before answering the questions below)

When Coffee Day started it's operations, it's motto was simple – it wanted to position itself as a niche Coffee outlet, serving customers who were price-insensitive and who valued the experience and luxury of the ambience of Coffee Day. It hiked its prices to reinforce its image as a premium brand and maximised it's profits from its loyal customer base.

The inelasticity of demand gave Coffee Day enough freedom to raise its prices over time, giving its profit margins a huge boost while at the same time maintaining the demand for its products.

But of late, Coffee Day has been facing stiff competition from it's competitors, who are coming up with innovative ways to lure the customers of Coffee Day. Coffee Day finds it's customer base dwindling, profits dropping and shareholders restless.

Questions:

a). Explain factors affecting pricing decisions of a company

b) Coffee Day needs to do a value analysis of what it offers to it's customers. What is Value analysis and what are it's advantages?

Q2 c) Do you think Coffee Day forecast this development? What is the role of forecasting in Demand Analysis?

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PGDMM– 2 years

(Semester - 3)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 12

Inventory Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through chapter 1 to 7 before answering the questions below)

Q1 a) How is Material Requirement Planning better than forecasting ? Explain in brief, the process of MRP

b). JIT minimizes inventory levels while maintaining quality and efficiency. Unfortunately, in majority of the companies, JIT is in reality SHIT – somehow in time. What is JIT and what are it's benefits and challenges

c) What is WIP Inventory? Many companies prefer to keep their stock as WIP instead of Finished goods inventory, especially in cases where differentiation takes place in the last stages of the manufacturing process. Examine the factors Influencing WIP and finished goods inventory levels and suggest strategies to control the associated costs.

Question No.2 **Marks 15**

(Students should go through chapter 8 to 12 before answering the questions below)

Q 2 a) Explain any TWO inventory valuation methods

b) Explain the Supply Positioning Model for inventory Management in retail

c). Inventory security is as important as buying and storing inventory. How do companies /protect their inventories ?

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PGDMM– 2 years

(Semester - 3)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 13

Logistics and Warehousing Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1 & 2 & 4 before answering the questions below)

Mr Rajesh is a young entrepreneur running a limited logistics organization. He has been under pressure from a few of his customers to include some of the missing components of logistics into his operations. Mr Rajesh decided to appoint a consultant to guide him for the incorporation of all the components of logistics. The consultant provided a complete description of all the logistics components to fill up the knowledge gaps of Mr Rajesh. Once Mr Rajesh understood the positioning of logistics, he understood that logistics will be able to meet all the objectives of the supply chain. Mr Rajesh immediately understood the importance and decided to take up the task of including the missing components. As part of the existing setup Mr Rajesh was operating a limited transport fleet. Additional inputs received from the consultant on the importance of transportation and the factors affecting transportation helped him to understand his future plans. Rajesh decided to fill up the gaps in his knowledge in operating the transport fleet

Questions Marks (3 x 5 = 15)

a) What were the details about the logistics components that were highlighted by the consultant? Explain each of these components with a neat diagram
b) What was the appreciation of Mr Rajesh in understanding the objectives of supply chain. Explain the objectives as understood by Mr Rajesh. Explain with a diagram.
c) What were the factors as understood by Mr Rajesh in the operation of the transport fleet explain briefly these factors as understood by Mr Rajesh

Question No.2 **Marks 15**

(Students should go through the chapter 5,7 &8 before answering the questions below)

In addition, Mr Rajesh understood the proliferation and importance of containers in the field of transportation. He understood the benefits of the containerisation process and knew that he will have to include this sector in his development plans. Mr Rajesh has plans to expand his logistics operation beyond the Indian shores with the use of containers. Mr Rajesh is located far away from a seaport, which Mr Rajesh felt was a hindrance that is likely to add to his cost. His friend informed him of the dry port situated right next to his back yard and explained about the capabilities, services and benefits of these dry ports. The missing link in the future plans of Mr Rajesh was the organization of a proper warehouse. Mr Rajesh was aware of the extent of work involved and immediately understood the need for a warehouse manager. He prepared a job description for a warehouse manager and advertised for a warehouse manager. With these preparation Mr Rajesh was on sound footing to commence his expansion operations

Questions: Marks (3 x 5 = 15)

a) What were the benefits of containerisation as understood by Mr Rajesh? Explain each of these benefits?
b) What were the capabilities, services offered by the dry ports as explained to Mr Rajesh and what were the benefits of using these dry ports
c) What was the job description prepared by Mr Rajesh for a warehouse manager?

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PGDMM– 2 years

(Semester - 3)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 14

Legal Aspects in Business

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 2,4 &6 before answering the questions below)

Explain the followings in details?

(a) Conditions and Warranties – meaning, when condition to be treated as warranty?

(b) What is a Contract, Essentials of valid Contracts and Offers & Types of Contracts?

(c) Explain meaning, features, types and parties to Negotiable Instruments.

Question No.2 **Marks 15**

(Students should go through the chapter 9 before answering the questions below)

Mr Anand Dixit was the President of Shiva Cement Limited, which was incorporated in 1991. The registered Office of the organization was in Kanpur. Till 1996, the organization was the largest seller of Cement in India. In the same year, Mr Dixit decided to enter the Paint industry under the brand name Shiva Paints. He put his proposal in the Board meeting and the proposal was accepted.

However, long-term and medium-term financing was needed for the new project. Mr. Rajiv Pandey was the Finance Manager of the organization. Mr. Pandey prepared the capital structure for the new investment project and explained it to Mr. Dixit.

According to capital structure, 40% of the capital was from issuing debentures, 30% of the capital was from loans, 20% of the capital was from public deposits and 10% of the capital was from retained earning of the parent organization. Mr. Pandey was not in favor of raising capital by issuing Shares because he did not want the interference of Shareholders in the internal decisions of the organization. The product was launched in the market in 1999 by the team efforts of Shiva Paints and Shiva Cements. The new product got a good start in the market. After the end of two financial years, Shiva Paints found that it was going at a loss.

There were several reasons for the loss, such as the Paint market was filled with MNCs that were selling low price paints with better quality and other organizations were strongly advertising their products. Initially, Shiva Paints was making a moderate profit, which went into paying interest on Loans and meeting other expenses. In 2002, public deposits matured and Shiva Paints paid their liability out of the profit made by Shiva Cements.

QUESTIONS:

1. Examine the main issues confronted by Shiva Paints.
2. Do you think Mr. Pandey was right? explain?
3. Had the Company issued Shares for 30% Capital instead of Term Loan what could be the situation?
4. What actions plan Shiva Paints, you think, should make to compete with many MNCs those have entered the Paint Market.

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PGDMM– 2 years
(Semester - 3)
Assignments for July-Dec 2026 Session
(course code PGMM)
Paper - 15
International Trade

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,3 & 4 before answering the questions below)

Mr Ravi is a business man manufacturing electronic equipment for a multitude of industries. All his equipment were designed and manufactured by him. He had patents for a few of the design he has incorporated in his equipment. Because of the superior performance of his equipment, he has been getting enquiries from abroad for his equipment. Due to the different nature of international trade Mr Ravi was hesitant to respond to these enquiries. Based on the advice of his friend Mr Ravi decided to explore the possibility for exporting his products. As his friend suggested he decided to study all the factors that could, in general, affect all industries. If Mr Ravi decides to enter the overseas market he needs to organize a proper marketing effort and introduce his products in order to reap the benefits when his products enter the target market.

Questions Marks (3 X 5 = 15)

1. As understood by Mr Ravi, what are the difference between domestic and international trade? Explain each of the differences and the similarities between the two processes.
2. What is the analysis carried out by Mr Ravi on the factors affecting all kinds of business in the target country? Explain the understanding of Mr Ravi of each of the factors.
3. What is the process that is to be followed when Mr Ravi plans to introduce his products abroad? What are anticipated advantages?

Question No.2 **Marks 15**

(Students should go through the chapter 5,6 & 9 before answering the questions below)

If and when Mr Ravi decides to export his products abroad, he will have to understand the essentials of financial environment and its management. His expertise, Mr Ravi understood, will help him to understand international financial management easily. Receiving and making payment in international trade is the most important aspect of doing business overseas. Multiple methods of making the financial transactions are available (Mr Ravi is familiar with some of them as he is an importer). Though he is familiar with the import trade documentation he has to understand the export process and the associated documentation when he begins his exports. All the information collected and understood by him has given him confidence to try his hand in the overseas market.

Question No Marks (3 X 5 = 15)

1. What are the features of international financial management as understood by Mr Ravi? What are the benefits that would accrue to Mr Ravi due to this?
2. What are the various methods of making and receiving payments in international transactions? Explain each of them with examples
3. Identify and explain the export documentation that has to be followed by Mr Ravi? Explain briefly each of these documents

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PGDMM– 2 years

(Semester - 4)

Assignments for July-Dec 2026 Session

(course code PGMM*)*

Paper - 16

Strategic Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,3 & 4 before answering the questions below)

a) Three engineering graduates have developed an innovative solar-powered cold storage unit for small farmers. They have tested a prototype successfully and received positive feedback from local farmer cooperatives. Excited by the response, they want to begin commercial production immediately by borrowing funds from a bank. However, the bank manager advises them to first prepare a comprehensive business plan before considering the loan application.

As a strategic management consultant, explain why preparing a business plan is essential before launching the venture. Discuss the major components that should be included in the business plan and how it would improve the chances of business success.

b) A leading electric scooter manufacturer has experienced declining sales despite producing high-quality vehicles. During the same period, the government reduced subsidies on electric vehicles, interest rates on vehicle loans increased, several international competitors entered the market, and customers became more concerned about battery safety and charging infrastructure. The company's management believes that improving manufacturing efficiency alone will solve the problem.

Evaluate whether the management's view is appropriate. Identify the external environmental factors affecting the company's performance and explain how each factor influences strategic decision-making.

c) Two pharmaceutical companies manufacture similar generic medicines. Company A competes mainly through lower prices. Company B has invested heavily in research, developed strong regulatory compliance systems, built long-term relationships with hospitals, and consistently launches high-quality products faster than competitors. Although Company B's prices are higher, it continues to gain market share and enjoys strong customer loyalty. The CEO of Company A plans to imitate Company B simply by increasing advertising expenditure.

Using the concept of core competencies, analyze why Company B has achieved a sustainable competitive advantage. Assess whether Company A's proposed strategy is sufficient and recommend strategic actions that would help it build its own core competencies

Question No.2 **Marks 15**

(Students should go through the chapter 7,9 &11 before answering the questions below)

TechNova Appliances Ltd. is a medium-sized Indian manufacturer of smart home appliances. Over the past decade, the company has established a strong reputation for producing energy-efficient products at competitive prices. Recently, however, the company has been facing intense competition from multinational brands offering AI-enabled products with advanced features. Customer preferences are changing rapidly, and online sales channels have become more important than traditional retail outlets.

To maintain its market position, TechNova plans to diversify into smart home automation systems and expand into Southeast Asian markets. While the company possesses a skilled engineering team and an established dealer network, it has limited international marketing experience and relies on a centralized organizational structure where most strategic and operational decisions are made by the headquarters. As the business expands, project delays, slow decision-making, and poor coordination between R&D, production, and marketing departments have become common. The Board of Directors has therefore decided to review both the company's strategic position and its organizational structure before implementing the expansion strategy.

As TechNova Appliances Ltd. prepares for diversification and international expansion, the Board of Directors recognizes that strong corporate governance practices are essential for gaining investor confidence and ensuring ethical business conduct.

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Questions:

a) Conduct a SWOT Analysis for TechNova Appliances Ltd. based on the information provided in the case. Explain how the SWOT analysis can help the company formulate an effective expansion strategy.

b) Evaluate whether the existing centralized organizational structure is suitable for implementing TechNova's diversification and international expansion strategy. Recommend a more appropriate organizational structure with justification.

c) Discuss the importance of Corporate Governance in India for TechNova Appliances Ltd. Identify the key corporate governance principles and practices that the company should adopt during its expansion. Explain how these practices would contribute to sustainable growth and stakeholder confidence.

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PGDMM– 2 years
(Semester - 4)
Assignments for July-Dec 2026 Session
(course code PGMM)
Paper - 17
Public Procurement

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1,2 &3 before answering the questions below)

Mr Shivam is currently the mayor of a medium sized town. He was known as a good administrator and ensured that all public expenses followed all the principles of public procurement. This town was situated on the banks of a river and the town faced a problem of flooding during the monsoon periods. The town has found a solution to this problem and it required a good amount of civil construction work to divert the flood waters. The town decided to implement the solution through a procurement process. The town, with the help of experts, brought out a document containing its technical and functional requirements. They ensured the inclusion of all the activities to support the requirements. In order to get the most competitive offer it was decided to allow as many bidders as were technically competent to participate in the process by following a suitable process

Questions Marks (3 X 5 = 15)

a) What are the principles of public procurement? Explain each of these principles.
b) Explain the purchasing process. Identify all the activities that are prepared in support of the technical and functional requirements of the project.
c) What is the process followed. Explain the process. What are the pros and cons of this process?

Question No.2 **Marks 15**

(Students should go through the chapter 5 ,8 & 9 before answering the questions below)

The mayor was aware of the importance of managing the contract during the execution phase of the contract. He formed a team of knowledgeable citizens who will oversee and manage the contract. He explained the advantages and the activities related to contract management to the team. The town knew that this project had to completed with the various sources of finance available to the town council. The mayor was an experienced person. He knew that even with the best of preparation certain risks in procurement were likely. He formed a team to monitor the procurement activities and manage these risks as and when they look like appearing and mitigate these risks. All these preparations were expected to help the town in the execution of the project successfully

Questions Marks (3 X 5 = 15)

a) What are the advantages of contract management? What are the activities / preparation that must be undertaken for good contract management?
b) What were the sources of finance available to the town council to complete the project successfully?
c) What were the procurement risks that was anticipated by the town? Explain each of them. What would be the action plan to mitigate these risks?

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PGDMM– 2 years

(Semester - 4)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper - 18

Emerging Trends in Materials Management

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 2,4 & 5 before answering the questions below)

a) A leading automobile components manufacturer has experienced rapid global expansion. The company finds that its procurement department spends considerable time on routine activities such as vendor invoice processing, purchase order management, and customer support. Simultaneously, it requires specialists to conduct supplier risk analysis, global commodity price forecasting, and strategic sourcing recommendations. The CEO wants to improve efficiency without compromising decision quality.

As the Operations Consultant, recommend which activities should be outsourced through Business Process Outsourcing (BPO) and which should be assigned to Knowledge Process Outsourcing (KPO). Justify your recommendations.

b) A regional chain of eco-friendly hardware and home improvement stores has established a strong reputation in South India. The promoters plan to expand nationwide but have limited financial resources. One director suggests adopting a franchise model, while another proposes developing an online aggregator platform that connects independent local hardware dealers with customers under a common digital brand.

Evaluate both business expansion models and recommend the most suitable approach for the company. Support your recommendation with appropriate reasons.

c) A manufacturing company producing industrial safety equipment intends to digitize its sales channels. It plans to:

- Supply products directly to individual customers through its website.
- Sell bulk quantities to manufacturing companies.
- Participate in an online procurement portal floated by a government department.
- Allow employees to purchase company merchandise through an internal online portal.

Identify the appropriate e-commerce model applicable to each transaction and explain why each model is suitable.

Question No.2 **Marks 15**

(Students should go through the chapter 7, 9 &11) before answering the questions below)

GreenTech Appliances Ltd. manufactures energy-efficient home appliances and supplies products to large retail chains across India. To strengthen its sustainability initiatives, the company has invested in **IoT-enabled sensors** to monitor energy consumption, AI-based analytics to optimize production, and blockchain technology to improve supply chain transparency. These smart technologies help the company track carbon emissions, reduce energy wastage, and ensure ethical sourcing of raw materials, thereby supporting its Environmental, Social, and Governance (ESG) commitments.

Recently, GreenTech also adopted collaborative robots (cobots) and additive manufacturing (3D printing) to improve flexibility and reduce production costs. To remain competitive, the company has shifted from maintaining large inventories to a **Just-in-Time (JIT)** production system, where components are delivered by suppliers only when required for production. However, disruptions in supplier deliveries have occasionally resulted in production delays and missed customer deadlines.

Questions

a) Explain how the smart technologies adopted by GreenTech support the achievement of its **ESG goals**. *(5 Marks)*

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b) Identify the **disruptive technologies** used by the company and evaluate how they can transform manufacturing operations and competitiveness. *(5 Marks)*

c) Critically examine the effectiveness of the **Just-in-Time (JIT) production planning** system in the given scenario. Suggest suitable measures to overcome the challenges faced by the company.
(5 Marks)

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PGDMM– 2 years

(Semester - 4)

Assignments for July-Dec 2026 Session

(course code PGMM)

Paper – 19 a

World Class Manufacturing

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 1 to 4 before answering the questions below)

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

1. Describe the concept of World Class Manufacturing and elaborate on the best practices in WCM and what do you mean by Manufacturing excellence

2. Describe global competitiveness and manufacturing excellence in the era of information age

3. Describe pillars of World Class Manufacturing and Ohno'w view on WCM

Question No.2 **Marks 15**

(Students should go through the chapter 7,8 & 9 before answering the questions below)

World class manufacturing in Electronic Manufacturing using Hall's Framework (Values- Techniques-Tools)
Samsung electronics demonstrates the successful application of WCM in electronics manufacturing through Hall's frame work of values , Techniques and Tools. The company's values include customer satisfaction, innovation, Quality, teamwork and continuous improvement. These values help Samsung manufacture reliable electronic products while responding quickly to changing customer needs and technological advancement.

The company applied several techniques such as Lean manufacturing, Just in Time, Total quality Management, six sigma and Total productive maintenance. These techniques reduce production waste, improve process efficiency, minimize defects and ensure timely delivery of products such as smartphones, televisions and semiconductors.
To support these techniques Samsung uses practical tools including 5S for work place organization, statistical Process Control to monitor manufacturing quality, Poke Yoke for to prevent assembly mistakes , automated optical inspection system for defect detection and Kanban for inventory control. These tools improve production accuracy, reduce rework, and maintain consistent quality

By aligning strong organizational values with effective manufacturing techniques and advanced quality tools, Samsung has achieved high productivity, global competitiveness and customer satisfaction.

Questions:

Qn.1. How does Samsung apply the values of Hall's WCM framework in electronics manufacturing?

Qn.2.What Manufacturing techniques does Samsung use to achieve World class Manufacturing

Qn.3. What tools support Hall's WCM frame work at Samsung and what are their benefits

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PGDMM– 2 years
(Semester - 4)
Assignments for July-Dec 2026 Session
(course code PGMM)
Paper – 19b: Entrepreneurship and New ventures

TOTAL MARKS 30

Question No.1 **Marks 15**

(Students should go through the chapter 3,4 &5 before answering the questions below)

a) Priya, a biotechnology postgraduate, has developed an eco-friendly water purification device suitable for rural households. She estimates that she requires ₹75 lakh to establish a small manufacturing unit, obtain product certifications, and market the product across three states. She has personal savings of only ₹8 lakh. A commercial bank is willing to provide a loan only if adequate collateral is offered, which she does not possess. An angel investor has expressed interest but seeks a significant ownership stake, while a government start-up scheme offers subsidized funding subject to strict eligibility criteria.

As Priya's business advisor, recommend the most appropriate financing strategy for launching her enterprise.

b) Three engineering graduates have started a company manufacturing smart agricultural sensors. Initially, they planned to recruit 25 employees across production, sales, quality control, and customer support. However, market demand has been uncertain, and cash flow is limited during the first year. They are unsure whether to recruit permanent employees, hire contract workers, outsource certain functions, or rely on multi-skilled employees.

As an HR consultant, prepare an HR planning approach suitable for the start-up during its first year of operations.

c) Four friends—a software developer, a marketing expert, a finance professional, and a legal consultant—plan to launch an Artificial Intelligence (AI)-based business providing automation solutions for manufacturing companies. They intend to attract external investors within two years, expand across India, limit their personal liability, and ensure continuity even if one founder exits the business.

Advise the founders on the most appropriate form of business ownership and justify your recommendation.

Question No.2 **Marks 15**

(Students should go through the chapter 8,10 & 12 before answering the questions below)

Meera, a fashion design graduate, plans to establish a small enterprise producing eco-friendly handcrafted apparel using locally available natural fabrics. Although she possesses strong technical skills, she lacks experience in business planning, marketing, finance, and legal compliance. She enrolls in a six-week Entrepreneurship Development Program (EDP) conducted by a government-supported entrepreneurship institute. During the program, she receives training in opportunity identification, business plan preparation, financial management, digital marketing, and communication skills. She also learns about government initiatives that provide financial assistance, skill development, incubation support, and market access for new entrepreneurs.

After completing the program, Meera starts her enterprise with assistance from a government-supported credit scheme. Initially, she sells her products through local exhibitions and retail outlets. To expand beyond her city without opening additional stores, she is considering selling through her own website as well as online marketplaces.

Questions

a) Evaluate how the Entrepreneurship Development Program (EDP) contributed to Meera's preparedness for starting her business.

b) Analyze the role played by the government in facilitating the establishment and growth of Meera's enterprise.

c) Assess whether adopting an e-commerce model would be suitable for Meera's small enterprise. Justify your answer by discussing both the advantages and the challenges.

(5 Marks)

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ASSIGNMENT ANSWERSHEET

Roll.No.	***PGMM /20 / /**	Course	
Name			

Assignments for	**_______semester(1,2,3,4)**	**Semester** *(Month of Exam)*	**Dec 2026**

Paper No.		**Subject:**	

For office use only :

Marks Allotted __________________________________

(Maximum marks 30 Minimum Marks 15)

Name of Evaluator **Signature of Evaluator**

Note:
1.This cover page must be attached to each assignment answer sheet
2.Each page of assignment must bear the roll number, name and sign of the student, without which assignments will be rejected

Signature of student

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INDIAN INSTITUTE OF MATERIALS MANAGEMENT

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ASSIGNMENT ANSWERSHEET

Roll.No. **** PGMM /20 / /***

Course

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Signature of student

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