



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

NHQ- Education Wing

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(PGDMM - 2 years course)

Assignments for July-December 2025 Session

(course code PGMM - for students enrolled w.e.f 01.01.2024)

IMPORTANT POINTS TO BE NOTED BY THE STUDENT:

1. Write your Name, Roll. No. on the answer sheet along with Session i.e. July-December 2025

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 15th November 2025 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 - 4)

**Assignments for July-December 2025 Session
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for students enrolled w.e.f. 01.01.2024

Paper - 16

Strategic Management

Question No.1

Marks 15

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

EcoRide Motors is a mid-sized automobile company that specializes in manufacturing electric two wheelers. The company is facing increasing competition from both international giants (like Tesla and BYD expanding into the two wheeler market) and local start-ups offering affordable e-scooters. The government is providing subsidies and tax benefits for investments in electric vehicle manufacturing. EcoRide has strong R & D capabilities and a loyal engineering team, but it struggles with supply chain management and lacks a strong marketing presence compared to competitors.

- a) EcoRide wants to expand into neighboring countries within the next five years. As part of strategic management process, outline the three key stages the company should follow to formulate and implement this international expansion strategy. Provide one practical example of what EcoRide should adopt at each stage.
- b) Using the PESTEL framework, identify and briefly explain three key external environmental factors (out of political, economic, social, technological, environmental, and legal) that could significantly influence EcoRide's future strategy.
- c) Using the concept of core competencies, identify what qualifies as EcoRide's core competency and explain how the company can leverage it to build a long-term competitive advantage in the electric two-wheeler industry.

Question No.2

Marks 15

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

TechNova, a mid-sized software development firm, built its reputation by providing tailored solutions for healthcare providers. After steady domestic growth, the leadership team decided to expand into international markets, focusing first on Southeast Asia. The new strategy required not only adapting products to local regulations but also forming strategic alliances with local distributors and hiring regional talent.

The CEO emphasized rapid execution, but middle managers expressed concerns about unclear responsibilities and limited resources. While some departments quickly embraced the international push, others resisted, worried about stretching too thin and losing focus on the core domestic business.

The leadership style of the CEO also became a point of contention. Known for being highly visionary but less detail-oriented, the CEO often inspired bold goals but struggled to ensure systematic follow-through. This created uncertainty at the operational level.

Six months into the expansion, results were mixed. TechNova had secured two contracts abroad, but operational costs were rising, and customer satisfaction in the domestic market had declined. The board of directors requested a formal evaluation of the expansion's progress and asked the leadership team to

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identify corrective actions to keep the strategy on track without undermining the company's stronghold at home.

Questions:

- a) What steps should TechNova take to improve alignment between strategic goals and day-to-day operations to ensure successful international expansion?
- b) How can the CEO adapt their leadership style to balance visionary direction with the practical needs of managers and employees during this phase of growth?
- c) What key performance indicators (KPIs) and control mechanisms should TechNova put in place to monitor both international expansion and domestic market stability?

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Paper - 17

Public Procurement

TOTAL MARKS 30

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

Question No 1

Marks (15)

M/s National Industries is a public sector company handling infrastructure projects. They had aspirations to handle big world bank projects and this requires falling in line with the world bank policy in procurement. Until now M/s National Industries are used to the normal purchasing process in procurement. They understand the changes that have to be introduced in their working to be able to handle world bank tenders. M/s National Industries are aware that bulk of the infrastructure projects have a significant content of civil works. The current skill levels need to be upgraded to meet world bank norms especially in the case of civil infrastructure projects

- a) What are the public procurement principles advocated by world bank? Explain each.
- b) Explain briefly each of the steps in the public procurement process with a diagram.
- c) What are the various aspects that have to be acquired for managing civil contracts?

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

Question No 2

Marks (15)

M/s National industries, with their limited experience, have handled only small projects with domestic procurement. Large infrastructure projects frequently require import of products and services. M/s National industries need to become familiar and understand the importation process for goods and services. M/s National Industries, in order to understand and control the incoming revenue from public sources, have to understand the public finance systems and the sources of public finance. This will help them to anticipate and manage risks that they are likely to face during the course of project execution. Major projects can give raise to risks not normally seen in small projects. A careful handling of these risks is important for the successful completion of the project. Taking all these factors into consideration M/s National Industries have created all the infrastructure required for entering the competition for major infrastructure projects

- a) M/s National Industries have to get familiar with the importation process. What are the steps in the importation process?
- b) Explain the concept of public finance and the sources of public finance for M/s National Industries.
- c) Identify the procurement related risks that are likely to be faced by M/s National Industries in their handling of major infrastructure projects.

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Paper - 18

Emerging Trends in MM

TOTAL MARKS 30

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

Question No 1

Marks (15)

Priya is planning to start her entrepreneurial journey. She is considering three options in mind:

Option A: BPO/KPO: She can set up a service-based company that provides customer support (BPO) for an international e-commerce platform or she can go for a KPO model offering specialized financial services.

Option B: Franchise or Aggregator model: She is considering starting a business in the food industry. Either she can buy a franchise of a well-known pizza brand or launch her own food delivery app connecting local restaurants with customers.

Option C: E-commerce & M-commerce: She is also exploring building an online store for organic skin care products. She is unsure whether she should focus on a web-site (e-commerce) or a mobile app (M-commerce).

- a) If Priya chooses Option A, which model (BPO or KPO) will likely give her higher margins and long-term sustainability and why?
- b) If Priya chooses Option B, compare the franchise model with the aggregator model in terms of investment, control, and scalability. Which one would be better for her as a beginner?
- c) If Priya chooses Option C, explain the difference between e-commerce and m-commerce in terms of customer reach and user convenience. Which channel could she prioritize initially?

(Students should go through chapter 10,11 & 12 before answering the questions below)

Question No 2

Marks (15)

GreenTech Manufacturing Ltd is a medium sized company producing eco-friendly household appliances. Recently, the company has been facing challenges in managing its materials and supplies. Delays in raw material availability have led to production stoppages, while excess inventory of certain components has increased carrying costs. The materials management department is tasked with ensuring uninterrupted production at minimum cost. The Materials Manager has identified three critical issues:

- Lack of coordination in material – departments place ad-hoc requisitions without considering demand forecasts leading to stock outs and overstocking.
- Inefficient inventory management – the company does not use scientific techniques like EOQ (Economic Order quantity), MRP, or Just-in-time (JIT) resulting in both shortages and excesses.
- Weak purchase management practices – GreenTech often purchases materials from same vendors without competitive bidding. Prices are inconsistent, and cost control measures are weak, reducing profitability.

The management board has asked the materials manager to redesign the overall materials management system, with a focus on demand planning, systematic inventory control, and strategic procurement to reduce costs while ensuring timely supply.

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- a) Based on the case, identify the major core functions of materials management at GreenTech. How can these functions contribute to balancing production efficiency with cost reduction?
- b) What techniques (such as EOQ, MRP, ABC Analysis, JIT, or demand forecasting) should GreenTech adopt to improve material planning and inventory control? Explain their role in minimizing shortages and excess inventory.
- c) How can strategic purchasing practices (e.g. vendor evaluation, competitive bidding, and long-term contracts) help GreenTech achieve better cost control and stronger supplier relationships?

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Paper – 19 a

World class Manufacturing

TOTAL MARKS 30

(Students should go through chapter 2,6 & 12 before answering the questions below)

Question No 1

Marks (15)

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

- 1 Analyze how the information age has influenced the principles and practices of World class Manufacturing and evaluate its impact on enhancing global competitiveness among manufacturing organization.
2. Discuss the role of lean manufacturing and statistical Process control (SPC) in achieving goals of world class Manufacturing. How do these methodologies contribute to the operational excellence.
3. Examine future direction of (WCM) in the context of emerging technologies and global markets. What are the key challenges

(Students should go through chapter 2,3 &8 before answering the questions below)

Question No 2

Marks (15)

Alpha motors, one of the leading automobile manufacturer implemented WCM practices at its new plant to enhance productivity, quality and global competition. The company adopted WCM pillars such as focused improvement, autonomous maintenance, quality control and people development

Lean manufacturing tools like 5S, Kaizen and value stream mapping introduced to eliminate waste and streamline operations. SPC was applied across critical processes to monitor quality in real time and reduce defects, encouraged formation of cross functional team and employee involvement in continuous improvement projects

one notable success was 25% reduction in production downtime within two years of WCM implementation Challenges included resistance to change, need to up skill workers on going training and strong focus on work place culture helped in overcoming these hurdles

Improved operational efficiency aligned the company with global manufacturing strengthened its position in the global market.

1. How did implementation of world class manufacturing practices contribute to the improvement of operational efficiency
2. What role did employee involvement and training play in overcoming hurdles/challenges
3. The impact of lean tools and SPC on improving operational efficiency

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Paper – 19 b

Entrepreneurship and New Ventures

TOTAL MARKS 30

(Students should go through chapter 2,3,4 & 5 before answering the questions below)

Question No 1

Marks (15)

Mr. Ashok, a potential entrepreneur, is planning to start a new business focused on eco-friendly packaging solutions. He has selected this area as he foresees a rising demand from retail stores and online businesses that want to reduce plastic usage. He has some personal savings of his own, but also needs additional funds to scale up operations. He is also debating on the type of business ownership that he should consider for this business.

- a) What steps should Ashok take in the idea validation and opportunity recognition phase before formally launching his eco-friendly packaging business?
- b) If he requires Rs. 50 lakhs for equipment, raw materials, and working capital, what financing options he should consider (apart from own savings), and what management practices should he adopt to ensure effective cash flow management in the first year?
- c) Considering the long-term growth plans and possibility of bringing in external investors, which type of ownership would be most suitable and why?

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

Question No 2

Marks (15)

Mr. Ravi, a young entrepreneur, started “EcoHarvest Pvt Ltd”, a venture producing eco-friendly packaging materials using agricultural waste. His participation in an Entrepreneurship Development Program (EDP) gave him exposure to business planning, market research, and financial management. With mentorship and seed funding, Ravi successfully launched his enterprise and secured contracts with supermarket and food delivery companies.

As the company grew, Ravi realized that entrepreneurship goes beyond profits. Inspired by EDP's emphasis on sustainable growth and social responsibility, he integrated Corporate Social Responsibility (CSR) into EcoHarvest's operations. The company partnered with farmer cooperatives to source raw materials, ensuring fair prices and training farmers on waste utilization. Additionally, Ravi launched a CSR initiative called Green Schools, where EcoHarvest provided biodegradable stationery and conducted workshops on environmental awareness in rural schools.

The dual focus on entrepreneurship and CSR not only improved the company's brand reputation but also attracted investors interested in socially responsible businesses. Ravi now faces the challenge of scaling up operations while continuing to balance profitability with social impact.

Questions

- a) How did the Entrepreneurship Development Program (EDP) contribute to Ravi's entrepreneurial journey?
- b) In what ways can CSR initiatives like Green Schools strengthen an entrepreneur's business model?
- c) If EcoHarvest plans to expand nationally, what strategies should Ravi adopt to sustain both growth and CSR commitments?

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Paper – 19 c

Project Management

TOTAL MARKS 30

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

Question No 1

Marks (15)

M/s Infra Projects Limited is a company carrying out small and medium scale projects for the private and government agencies. They have established themselves as a reliable organization (they have handled multiple projects at the same time) that completes projects on schedule. They have been able to manage a reasonable operating margin with their efficiency and effectiveness. Recently they found difficulty in managing their projects due to shorter delivery schedules and competitive pricing adopted by the customers. They hired a consultant to help them reach and surpass their earlier level of efficiency and effectiveness. After a complete analysis of the activities of the organization the consultant arrived at some observations. The first was lack of coordinated planning leading to confusion and suggested a scientific planning tool. The second area of concern identified improper analysis of the market conditions. The third area of concern was the cost estimate identified and worked out by the company did not take into consideration some of the problems in cost estimation.

- a) Explain briefly the two planning tools viz. gnat chart and Critical path method.
- b) What are the factors affecting the market information for projects as identified by the consultant?
- c) What are the important factors that must be taken into account while estimating the project cost?

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

Question No 2

Marks (15)

During the discussion with the project personnel of M/s Infra Projects Limited further information was gathered especially in the area of project execution relating to risk management of the project. The process of identifying the risks were poor. Another area of concern identified by the consultant was in the area of Project management. The consultant explained the importance of project management and the advantages that accrue to the organization due to good project management. The consultant noticed the lack of a proper project management information system to continuously update and monitor the project progress. M/s Infra Projects agreed to fill out the gaps identified by the consultant in their working in order to improve their efficiencies and effectiveness. They target was to improve their operational level and scale new heights

- a) Help M/s Infra projects to identify some of the risks that are likely to occur in the course of project execution.
- b) What are the features of a good project management as explained by the consultant to M/s Infra Projects Limited? Identify the importance of project management software and its importance in the management of projects.

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strikeout whichever is not applicable

ASSIGNMENT ANSWERSHEET

Roll.No.

*PGMM /20 /

Course

Name

Assignments for

semester(1,2,3)

Semester
(Month of Exam)

Dec 2025

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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ASSIGNMENT ANSWERSHEET

Roll.No.

* PGMM/20 /

1

Course

Name

* PGMM/20 / _____ Course _____

Signature of student

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