



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

(PGDL&SCM - 2 years course)

Assignments for Jan-June 2026 Session

(course code PGSM)

POINTS TO BE NOTED BY THE STUDENT:

1. Write your Name, Roll. No. on the answer sheet along with Session i.e. **Jan-June 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 30th April 2026 by email in PDF format to **iimassignments@gmail.com**. It must not be shared through Google drive. If the file size is big send separate mails.

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PGDL&SCM– 2 years

(Semester - 1)

Assignments for Jan-June 2026 Session

(course code PGSM)

for students enrolled w.e.f. 01.01.2024

Paper - 1

Management Principles & Organisational Behavior

Question No.1

Marks 15

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

Dinsha Banarji is a Sr Purchase Manager working with a Pharmaceutical company. He is a highly ambitious person, very hard working and perfectionist. He is a task master, concerned with work only. If the work deadlines are not met he fires the team member left and right in front of everybody. He himself work late hours in the office and expect others to follow him. He does not sanctioning leave for his staff easily. A staff member has complained to HR Manager for stressful working and harassment. The staff is not happy and many searching for another job.

1. What is the problem in the Purchase Department
2. Is Dinsha Bannerji a good leader? What is the difference between leader and manager?
3. How will you resolve the conflict?

Question No.2

Marks 15

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

Shakti Auto Components Ltd. (SACL) is a mid-sized Indian auto-ancillary manufacturer supplying precision components to major OEMs such as Tata Motors and Mahindra. The company employs around 750 workers and has traditionally followed functional silos, manual planning, and a seniority-based decision-making culture.

In 2024, due to increasing competition from low-cost global suppliers, pressure from OEMs for shorter lead times and zero-defect quality, and rising operational costs, SACL's top management decided to implement a digital transformation initiative. The initiative included introducing an ERP system, shop-floor automation, and cross-functional teams to improve coordination between production, procurement, and quality departments.

While top management strongly supported the initiative, several middle managers and shop-floor employees resisted the change. Workers feared job losses due to automation, supervisors were uncomfortable with real-time performance visibility, and unions demanded clarity on skill upgrades and job security. Initial training programs faced low participation, data entry errors increased, and production targets were missed in the first three months of implementation. Recognizing the growing resistance, the leadership appointed a Change Management Task Force to address employee concerns, redesign communication strategies, and ensure smooth adoption of new systems while maintaining productivity.

1. Using Lewin's change management model how the change process should be managed at SACL.
2. Suggest practical strategies that management can adopt to overcome resistance and ensure successful implementation of the change initiative.
3. Is it possible to change organisational culture? How can be done? (Ref. chapter 10 and 11)

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PGDL&SCM– 2 years
(Semester - 1)
Assignments for Jan-June 2026 Session
(course code PGSM)
for students enrolled w.e.f 01.01.2024
Paper - 2
Business Communication

TOTAL MARKS 30

Question No 1

Marks (15)

(Students should go through chapter 3,5, 10 before answering the questions below)

1. Explain the importance of verbal and non-verbal communication in business environment. How do non verbal cues support or contradict verbal messages
2. Why are effective reading skills important in business communication? Describe any four techniques that help improve reading comprehension in the work place
3. Discuss the principle of effective communication within a group. What challenges can arise in group communication, and how they can be overcome

Question No 2

Marks (15)

(Students should go through chapter 3,5,8 10 before answering the questions below)

ABC manufacturing company is medium sized company that produces automotive components. The company employs over 300 workers across production, quality control and administration departments. Despite having skilled employees and modern machinery, the company began facing delays in production and an increase in defective parts.

An internal review revealed that the main issue was ineffective business communication, instructions from the management to the production function team were often unclear and communicated verbally without written follow ups. As a result workers interpreted specifications differently, leading to errors in manufacturing. In addition, nonverbal communication played a negative role, supervisors often displayed impatience and frustration through gestures and tone, which lowered employee morale and discouraged workers from asking questions

Poor reading skills also contributed to the problem. Many employees did not thoroughly read technical manuals or e mail updates relying instead on verbal explanations. Furthermore, communication between departments were infrequent and there was little collaboration between production and quality control teams.

To address these issues, company introduced clear written instructions, regular team meetings and training programs on effective verbal, nonverbal and reading communication skills. As a result coordination improved, errors reduced and overall productivity improved.

Questions:

1. What communication problems did the company face and how did these problems affect production and product quality
2. How did verbal, nonverbal and reading skills contribute to the communication breakdown in the company
3. What measures were taken to improve business communication

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PGDL&SCM– 2 years

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Paper - 3
Business Economics

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through chapters 4 and 5 before answering the questions below)

Mr. Robinson is a budding entrepreneur who has studied fashion design. He is keen on entering the apparel industry where he wants to introduce new designs. Being a new entrant, he decided that he has to study the consumer behaviour of the market to decide on the kind of designs. To be sure of his study he decided to try various methods to analyse the likes and dislikes of his likely customers. He was also aware that his consumers are not only influenced by his designs but they are also influenced by the choices they have in the market. Mr Robinson was aware of the high competition for the kind of apparels he was planning to launch and he was aware that quality and competitive price will only help him to make his debut a success. He knew that he had to differentiate his products in order to survive in the market.

Questions:

- a) What are the methods available for Mr Robinson to analyse the likes and dislikes of his future customers?
- b) What are the various factors in the market that influence the buying behaviour of consumers?
- c) What is the kind of competition that was expected by Mr. Robinson and what are its characteristics?

Question No 2

Marks 15

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

Mr Robinson decided to have a few persons who will be the sounding board for him. This board will have say in the manner in which the operations are handled and will provide directions for the organization in the long run by helping the organization to make proper strategic decisions. He identified and briefed all his colleagues on some of the key aspects that were to be observed during the interactions they have with each other and help him to identify and manage the risks. The group in its first meeting identified “innovation” as a key process and identified some of the concepts of economics related to innovation. Mr. Robinson, being new to the market that was identified by the organization entrusted a team of members to understand and identify all the forces that are likely to influence the market conditions. The team, after a thorough evaluation of the market submitted its report.

Questions

- a) What is the name for the set individuals identified by Mr Robinson to help him run the organization? What are the aspects that have to be dealt by this group?
- b) What are the areas in which innovation will influence the operation of the organization and its economies?
- c) What were forces identified by the team that were influencing the demand and supply equation for the goods being offered by the organization?

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PGDL&SCM 2 years

(Semester - 1)

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Paper - 4

Business Environment

TOTAL MARKS 30

Question No 1

Marks 15

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

Mr Williamson is an entrepreneur managing an engineering concern supplying components to the automobile industry. He decided to diversify into the manufacture certain home appliances. However, this market was completely new to him and he knew that his success depended upon his thorough preparation to venture into this segment of the market and he took upon himself the task of identifying the all the factors of the new environment. He followed a step-by-step approach to collect and analyse all conditions that could influence the organization's activities. Mr Williamson was technical updated he felt the need to understand the technological factors that could affect his operations.

Questions

- a) What are the factors and scope that are components of the new environment and how do they influence the activities of the organization?
- b) Identify all the steps followed by Mr Willaimson to identify and collect the details related to the environment in which the organization is planning to operate?
- c) What were the technological factors identified and analysed by Mr Williamson?

Question No 2

Marks 15

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

At the time of these analysis it became clear to Mr Williamson that the new setup will have to be located in a new locality. A visit to the locality helped Mr Williamson to understand the variation between the present and proposed locality social structure / variations and its challenges. The new locality required setting up a new facility and in order to meet the price target manufacturing capacity has to be increased (economies of scale). Due to globalization (the positive effects) Mr Williamson would be in apposition to tap the export market. Mr Williamson was aware of the importance of business ethics and its effects on the business (especially when dealing with foreign operations).

Question No 2

Marks (3 X 5 = 15)

- a) What were the factors of social structure identified by Mr Williamson that will have an impact on the operations of the organization?
- b) What were the positive effects that would be applicable due to the globalization of the Indian industry?
- c) How does ethics influence the manner in which business is conducted?

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Paper - 5
Business Analytics

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the chapter 1,2,4,8 &9) before answering the questions below)

- i). Explain the importance of measures of central tendencies in descriptive analytics.
- ii). Give three examples of each – ordinal data, nominal data and discrete data
- iii). Write two visualization tools for each – temporal, Multidimensional and network
- iv). Write a business example where diagnostic analytics can be applied.
- v). Identify at least two challenges organizations face when implementing Business Analytics

Question No.2

Marks 15

An international airline is facing declining customer loyalty. Management suspects that factors such as ticket pricing, flight delays, customer service quality, and loyalty program benefits are influencing customer retention. They want to use Business Analytics to understand the drivers of loyalty and design strategies to improve it. As a Business Analyst, you are asked to advise the airline.

1. Identify the key business problem the airline is facing.
2. Propose which data sources the airline should collect (e.g., ticket prices, delay frequency, customer satisfaction surveys, loyalty program usage).
3. Suggest appropriate analytical techniques (e.g., regression, clustering, sentiment analysis) to study customer loyalty.

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Paper - 6
Research Methodology

TOTAL MARKS 30

Question No.1

Marks 15

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

A retail chain operating in major Indian cities has noticed a decline in repeat purchases over the last six months. Management believes that customer satisfaction, service quality, pricing perception, and store ambience may be influencing customer loyalty. The company decides to conduct a research study to understand the factors affecting repeat purchase intention and to develop strategies for improvement.

- a) As a research consultant, identify and explain the appropriate research design for this study. Justify your choice.
- b) Explain the sampling design you would use for this study. Specify the sampling method, target population, sample unit, and sample size.
- c) Describe how you would measure customer satisfaction and repeat purchase intention. Indicate suitable scales for data collection.

Question No.2

Marks 15

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

A researcher wants to compare the average statistics scores of students taught using Traditional Teaching Method and Blended Learning Method. Two independent samples of 8 students each were selected, and their test scores were recorded.

Data

	Traditional Method (x)	Blended Learning (y)
1	56	65
2	58	68
3	54	70
4	60	72
5	55	66
6	57	69
7	59	71
8	56	67

- a) Process the data and calculate the mean and standard deviation for both groups.
- b) State the null and alternative hypotheses for testing whether the teaching methods differ significantly.
- c) Apply an appropriate parametric test at 5% level of significance and draw a conclusion.
(Table 't' value at 5% \approx 2.145)

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Paper - 7
Financial Accounting

TOTAL MARKS 30

Question No.1

Marks 15

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

Q. 1: You have been requested to deliver fundamental knowledge to a group of non-finance professionals in regard to accounting principles generally accepted. You need to focus and highlights the following broad points:

- a) Debit and Credit rules
- b) Accounting process/cycle and its stages
- c) Cash-book and other subsidiary books

Question No.2

Marks 15

(Students should go through the chapter 11 before answering the questions below)

Q. 2: A company of repute intends to get budget cell established in their organization and also wish that the staff employed with them should have training with practical knowledge in preparation of various types of budgets. You as a Budget Officer has been assigned this task with attention on following points:

- a) Concept of Strategy and Strategic Planning
- b) Preparing Budgets
- c) Master Budget

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Paper - 8
Supply Chain Management

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the chapter 4,5 & 6 before answering the questions below)

Nova Electronics Pvt. Ltd. is an Indian manufacturer of consumer electronics such as smart TVs, washing machines, and microwave ovens. The company sells its products through online platforms and retail stores across India. Due to increasing competition and fluctuating customer demand, Nova faces problems like high inventory levels, frequent stock-outs, supplier delays, and rising product returns because of defects and warranty claims.

To improve its overall performance, the company plans to redesign its supply chain strategy focusing on Lean & Agile SCM, Sourcing and Procurement, and Reverse Supply Chain management.

- a) Nova Electronics often holds excess inventory of slow-moving models while fast-selling products go out of stock. As a supply chain consultant, explain how Lean and Agile SCM can help solve this problem.
- b) Nova faces delays from some suppliers and quality issues in components. Suggest suitable sourcing and procurement strategies to improve reliability and reduce risk.
- c) Nova receives a large number of returned products due to defects and warranty claims. Explain how an efficient reverse supply chain can help the company.

Question No.2

Marks 15

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

SmartHome Appliances Ltd. is an Indian manufacturer of smart refrigerators, washing machines, and air-conditioners. The company sells through large retail chains, online platforms, and its own brand stores. Demand for its products is highly seasonal—sales peak during summer and festive months, but drop sharply during the monsoon season.

The company has three manufacturing plants in India and faces frequent problems of either excess inventory or delayed deliveries. To manage this, SmartHome plans to introduce a better aggregate production planning system and invest in digital supply chain technologies such as ERP, cloud-based inventory systems, and AI-based demand forecasting.

SmartHome also wants to improve its relationship with dealers and end customers. Many retailers complain about stock-outs and delayed order processing, while customers are unhappy with long delivery times and poor after-sales support. The company is considering implementing a Customer Relationship Management (CRM) system that is integrated with its supply chain.

- a) Explain how **aggregate planning** can help SmartHome Appliances Ltd. manage its seasonal demand and production more effectively.
- b) Discuss how **digital supply chains and information technology** can improve Smart Home's supply chain performance.
- c) Analyze how a **CRM system** can support Smart Home's supply chain and improve customer satisfaction.

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Paper - 9
IT Applications in Management

TOTAL MARKS 30

Question No.1

Marks 15

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

A manufacturing company uses an integrated IT-based material management system-ERP to track raw materials in real time. The system automatically updates inventory levels when materials are issued to production or received from suppliers. Purchase orders are generated when stock reaches the reorder level, reducing shortages and excess inventory. Managers use dashboard reports to make timely procurement and production decisions.

- a) Describe the IT infrastructure required to implement and maintain the integrated material Management system effectively.
- b) Explain how real-time data capture and updating improve the accuracy and reliability of Inventory records.
- c) Analyze the data privacy and cyber security risks associated with ERP-based material Management systems.

Question No.2

Marks 15

(Students should go through the chapter 8,10 &11 before answering the questions below)

Smart Forge Industries, a mid-sized automotive parts manufacturer based in Detroit, Michigan. Employs 850 workers and produces precision-engineered components for electric vehicle manufacturers. Founded in 1987, the company struggled with inventory inefficiencies, production bottlenecks, and rising material costs that threatened its competitiveness. By 2023, Smart Forge faced critical operational challenges. Their material management system relied on legacy Enterprise Resource Planning (ERP) software running on aging on-premises servers. Inventory forecasting was largely manual. Which resulting in either excess stock tying up \$4.2 million in working capital or stock outs causing production delays averaging 47 hours monthly. The company's 23 production lines operated at 68% efficiency due to unplanned equipment failures and suboptimal scheduling. Quality control inspectors could examine only 5% of manufactured parts, missing defects that led to costly recalls. Material waste averaged 18% across production processes. Supplier coordination involved phone calls, emails, and spreadsheets, creating visibility gaps in the supply chain. Management recognized that without technological transformation, Smart Forge would lose contracts to competitors deploying advanced manufacturing technologies.

- a) Would you recommend block chain technologies that might be more appropriate? Justify.
- b) What are the practical limitations and costs of accessing quantum computing through cloud services? Explain.
- c) What are the key factors that lead to a successful ERP implementation for above case? Explain.

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Paper - 10
Operations Management

TOTAL MARKS 30

Question No.1

Marks 15

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

Astra Med Devices & Care Services is a medium-sized firm that designs and manufactures medical diagnostic equipment such as portable ECG machines and patient monitoring systems. Along with manufacturing, the company operates a nationwide technical support and maintenance service for hospitals and clinics. In recent years, Astra Med has experienced frequent order delays, mismatches between demand forecasts and actual production, and rising customer dissatisfaction. While the marketing team promises customized features and fast delivery, the operations team struggles with capacity constraints and frequent rescheduling. On the service side, Astra Med's maintenance services vary significantly. Some contracts involve standardized preventive maintenance, while others require highly customized, on-site problem-solving by expert engineers. Management feels that operations decisions are not well aligned with competitive priorities and wants a structured review of both manufacturing and service operations.

- a) Using Hill's framework, explain how Astra Med should formulate its operations strategy to better align with its competitive priorities.
- b) Astra Med is facing frequent rescheduling and delivery delays. Explain the role of the Master Production Schedule in addressing these problems and how it can improve manufacturing performance.
- c) Classify Astra Med's service operations using the Service Process Matrix and suggest how this classification can help improve service management.

Question No.2

Marks 15

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

NovaCare Equipments Ltd. is a mid-sized manufacturer of hospital beds and patient-handling equipment supplying products to hospitals across South India. Due to rising demand from government and private hospitals, the company plans to expand its operations. Currently, NovaCare operates from a single manufacturing facility where cutting, welding, painting, assembly, and inspection activities are carried out. Frequent material movement, congestion on the shop floor, and delays in assembly have led to increased handling costs and longer production lead times. In the past year, NovaCare has also faced quality-related issues. Customer complaints regarding defective weld joints and paint peeling have increased, resulting in warranty claims, rework, and loss of goodwill. Management is concerned about rising quality costs and wants to understand where improvements are needed. To meet future demand efficiently, NovaCare is considering setting up a new manufacturing facility. Three alternative locations—Coimbatore, Hyderabad, and Nagpur—have been shortlisted based on proximity to suppliers, labor availability, transportation costs, and market access. Management plans to use a quantitative approach to select the most suitable location.

- a) As an operations manager, suggest a suitable facility layout for NovaCare's expanded plant. Explain how the proposed layout can reduce material handling and improve productivity.
- b) Analyze the Cost of Quality (COQ) issues faced by NovaCare Equipment and suggest measures to control these costs.
- c) Explain how NovaCare can use facility location models to select the best location for its new plant among the three alternatives.

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Paper - 11
Purchase Management

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the all the chapters before answering the questions below)

Q1. In a recent training session at the Bengaluru Airport, the new joinee trainees were asked to write an instruction sheet for daily maintenance of the escalators Then, one of the trainees was summoned and asked to randomly to select an instruction sheet. The instructor asked the trainee to follow the description and do the daily maintenance, strictly following the instruction sheet.
What was the result? Complete chaos. The instruction sheet did not specify how to select the escalator on a particular day, what precautions to take etc etc
The instructor then began to explain.

Questions:

Q1a). Help the instructor explain what is standardisation, and what will be it's benefit to an organisation

Q1b). After standardisation comes classification and codification. What are it's advantages to an organisation ?

Q1c). The instructor said, the next step is Materials Requirement Planning. What will be inputs and outputs of an MRP system?

Question No.2

Marks 15

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

2a)..In 2013, the Irish government conducted an independent test of meats supplied by Silver crest Foods and announced that meat labeled as beef and sold to several frozen meat suppliers contained up to 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.

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Paper - 12
Inventory Management

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through all the chapters before answering the questions below)

- 1..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

- Q1a)..Draw the product structure tree for the finished chair
Q1b).. Draw the Product structure Tree for 10 chairs,
Q1c) Prepare the Bill of Materials for 10 chairs

Question No.2

Marks 15

- 2a). The financial statement of ABC Company shows that in 2019,
it's opening inventory was Rs 31.82 lakhs,
closing inventory – Rs. 30.25 lakhs,
Cost of goods sold - Rs 290.70 lakhs.

Calculate the company's inventory turnover ratio for 2019-20. What does it signify?

- 2b).. Explain any Three methods of inventory valuation

- 2c) What is safety stock? Why do organisations maintain a safety stock? What is its drawback?

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Paper - 13
Logistics and Warehousing Management

TOTAL MARKS 30

Question No.1

Marks 15

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

Mr Kumar is an entrepreneur who is a manufacturer of consumer goods. He has a good local market and his products have a good reputation. Recently consumers beyond his locality have been visiting enquiring for his products. He decided to expand his reach into wider geographical area. His friend warned him on the consequences of poor logistics management. Mr Kumar decided to study and understand the objective and importance of logistics and warehousing in order to enhance his presence and maintain the most competitive prices. During this study Mr Kumar understood the integration of logistics with Supply Chain. While undertaking the study process he identified all the components of logistics (he made a diagram for easy understanding)

Questions

Marks (3 x 5 = 15)

- a) Identify the objectives and importance of logistics management?
- b) What was the role of logistics as identified by Mr Kumar in his operations?
- c) What was the diagram made by Mr Kumar to understand the components of logistics? Explain the components of logistics briefly.

Question No.2

Marks 15

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

Mr Kumar understood the need for the location of some additional warehouses to expand his market reach. He decided that warehouse operators have to be trained properly in the operations of the warehouse. Mr Kumar identified two important aspects for the efficient operations of the warehouse. They are the design criteria to be identified for the warehouse and the material handling equipment categories required for the warehouse. In order to further improve the operations Mr Kumar decided to use automated picking in his warehouse. He studied few types of automated picking systems. With the collected information and his earlier experience, he felt he was ready to implement the logistics and warehouse systems for his operations

Question

Marks (3 x 5 = 15)

- a) What is the training envisaged by Mr Kumar in the processes followed in the operations of the warehouse?
- b) What are the design criteria and the type of warehouse operating equipment identified by Mr Kumar for efficient operation of the warehouse?
- c) What were the automated picking systems that were studied by Mr Kumar for implementing in his warehouse?

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Paper - 14
Legal Aspects in Business

TOTAL MARKS 30

Question No.1

Marks 15

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

Q. 1. Explain the followings in details:

- (a) Why it is necessary for managers to understand legal aspects of business?
- (b) Rights & duties of a Bailor and of a Bailee?
- (c) Incorporation of LLP & its features in detail ?

Question No.2

Marks 15

(Students should go through the chapter 11 before answering the questions below)

ABC Pvt. Ltd. Was a paper manufacturing Company that came into existence on 14th January to form the 2009. It wanted to align its corporate governance practices with its vision statement to form the identity of the organization. The corporate governance practices at ABC Pvt Ltd were a comprehensive set of guidelines on ethics, transparency and spirit de corps, i.e. team spirit. The organization's vision statement said that "Our foundation comes from our tradition of values, oneness and reality." A few years after the establishment of organization, the aforesaid guidelines were reflected in its professional environment. The employees at ABC Pvt Ltd not only started obeying these attributes of the value statement at the workplace, but also in their personal lives. Ten years down the line, the organization's financial health started deteriorating because the government had put a ban on cutting forests. Within a year, its profits went down by 30%. The organization did not disclose the reason for the loss as the senior management was not answerable to the employees who were below them in the hierarchy. The stakeholders became unsure about the future of the organization. In addition, the share price of the organization started declining at the rate of 10% per annum.

At this particular point in time, a meeting was called by the CEO of the organisation and it was decided to reframe the vision statement of the organization according to the guidelines given by The Organization for Economic Co-operation and Development (OECD) since the earlier vision statement had not included some of the most crucial practices of corporate governance,

QUESTIONS:

1. Were the objectives framed according to the Corporate Governance guidelines followed in the paper industry?
2. Do you think ignorance of Corporate Governance leads to financial deterioration of ABC Pvt Ltd?
3. What is Vision Statement of an organization>

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PGDL&SCM– 2 years
(Semester - 3)
Assignments for Jan-June 2026 Session
(course code PGSM)
for students enrolled w.e.f 01.01.2024
Paper - 15
International Trade

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the chapter 1,,4 & 6 before answering the questions below)

Mr Simon is an entrepreneur running an engineering concern manufacturing electrical products for many products. Mr Simon expanded his operations due to the expected increase demand but installed higher capacity to take advantage of economies of scale. Now he has to identify markets in order to utilize the full capacity of his plant. He was approached by a foreign firm for the supply of some components. This gave him an opportunity to scan overseas market. However, he was apprehensive about the differences between domestic and international trade. Mr Simon initiated action to identify all possible options available for identifying export. This exercise helped him to identify the multiple options available to him for exports. During this period he also understood the role of UN in developing and international trade laws and introducing them to the member countries

Question

1. What were the differences envisioned by Mr Simon about the differences between international trade and domestic trade?
2. What are the options available for Mr Simon to export his products?
3. Identify the techniques adopted by UN for the implementation of international trade law?

Question No.2

Marks 15

(Students should go through the chapter 9,10 &11 before answering the questions below)

Mr Simon knew that all his exports must happen by sea as his components were generally heavy. Having understood the importance of trade documentation especially the transport document. During the exploration of the various conditions under which international trade is carried out by the organizations, Mr Simon came across the role (both promoting and restricting) of government in international trade without the use of tariffs. One of the major reasons that provided comfort to Mr Simon was the availability of service provider who will provide support for export in marketing, export activities and other similar export activities. All the exposure provided Mr Simon with plenty of confidence to go ahead with the export option for his components

Question No 2

Marks (3 X 5 = 15)

1. What are the types of sea transport document that are available for Mr Simon to exploit. Identify the characteristic of each?
2. What are the options available to the government in its interventions on international trade? Name and explain the reasons.
3. What is the name of the organization that provides such support for exporting organizations and what are its activities?

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PGDL&SCM– 2 years
(Semester - 4)
Assignments for Jan-June 2026 Session
(course code PGSM.w.e.f 01.01.2024)
Paper - 16
Strategic Management

TOTAL MARKS 30

Question No.1

Marks 15

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

HealthPlus Hospitals Ltd. is a fast-growing chain of multi-specialty hospitals operating across major Indian cities. The organization was established with the objective of providing affordable and high-quality healthcare. However, recent developments such as rapid digital transformation in healthcare, unpredictable government regulations, rising patient expectations, global pandemics, and entry of international healthcare providers have created uncertainty in the industry.

The top management of Health Plus feels that employees lack clarity about the organization's long-term purpose, and strategic decisions are often reactive rather than proactive. The Board has asked the strategic planning team to revisit the organization's foundational philosophy and adopt a more structured approach to strategic decision-making.

- a) Based on the case, explain how a clear mission, vision, and core values can help Health Plus Hospitals.
- b) Analyze the external business environment of Health Plus Hospitals using the VUCA framework.
- c) Explain the process of strategic choice that Health Plus Hospitals should follow to select an appropriate strategy.

Question No.2

Marks 15

(Students should go through the chapter 7,8 & 11 before answering the questions below)

Aarohan Electric Vehicles Ltd. (AEVL) is a mid-sized Indian company manufacturing electric two-wheelers. The company initially gained market share due to government subsidies, competitive pricing, and growing environmental awareness. However, in recent years, AEVL has been facing intense competition from well-funded startups and established automobile companies entering the electric vehicle (EV) space.

AEVL's strengths include an experienced engineering team, a strong domestic supplier base, and a recognizable brand in Tier-2 and Tier-3 cities. However, the company suffers from weaknesses such as limited R&D investment, delays in product launches, and weak after-sales service.

Externally, opportunities exist in rising fuel prices, increasing government support for EV infrastructure, and export potential to developing countries. At the same time, threats include rapid technological changes, reduction in subsidies, aggressive pricing by competitors, and increasing scrutiny from regulators regarding safety and governance practices.

Recently, shareholder concerns have emerged regarding strategic delays, lack of transparency in decision-making, and inadequate oversight by the board of directors.

Questions:

- a) Using the TOWS Matrix, suggest suitable strategic alternatives for Aarohan Electric Vehicles Ltd.
- b) Explain the key steps AEVL should follow in the strategy implementation process to ensure effective execution of chosen strategies.
- c) Discuss the role of corporate governance in addressing AEVL's current strategic and operational challenges.

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PGDL&SCM– 2 years
(Semester - 4)
Assignments for Jan-June 2026 Session
(course code PGSM. w.e.f 01.01.2024
Paper - 17
Packaging & Distribution Management

TOTAL MARKS 30

Question No.1

Marks 15

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

Students should go through the chapter 2, 3 and 5 before answering the questions below

Mr. William industry manufactures goods for a variety of customers. His customers include direct consumers, Industrial consumers, institutes and defence and each of these consumers require the goods to be transported in proper packaging. Mr William decided to reduce the cost of packaging at the same time improve the functionality of the packaging taking into account the requirement of each category of customers including the transport requirement. During this exercise two important points came up. The impact on marketing and the associated cost due to packaging. Mr William has plans to market his products through e-commerce to improve his customer base and he was aware of the specific packaging requirements of e-commerce

Questions

- a) What is the functionality of packaging that have to be provided for each of the category of customers?
- b) What are the factors of marketing and cost that have an impact in the design of packaging of the product?
- c) What are the steps required for a good packaging for e-commerce as envisaged by the consumers?

Question No.2

Marks 15

(Students should go through the chapter 6 & 7 before answering the questions below)

Mr William was aware of the green revolution that is important in the current industrial environment and this included packing. Mr William decided to experiment with green packaging based on his evaluation of the various methods that would reduce the negative effects packing has on the environment. As the customer base started increasing, Mr William understood the need for a properly organized distribution network team. Mr William decided to create a distribution network but he was also aware of the impact of various factors on the efficiency of the distribution network. All these inputs helped Mr William in his product promotion and profitability

Questions

- a) Identify all the methods studied by Mr William on green packaging that will reduce the negative effects on the environment.
- b) Who are the team members of the distribution function who help in matching the supply with the market demand and what are their functions?
- c) What are the factors that influence the distribution network?

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(Semester - 4)
Assignments for Jan-June 2026 Session
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Paper - 18
Emerging Trends in Logistics & SCM

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through all the chapters before answering the questions below)

Q.1 a) Today, almost every retailer who has a store has started online retailing as well. What are the advantages and challenges of online retailing?

Q1. b) Data is the main asset in a “Digital economy”. What are the characteristics of a digital economy?

Q.1 c) “Ola and Uber are aggregators”. Yes or No? Who is an Aggregator? What are the advantages of being an aggregator?

Question No.2

Marks 15

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

Q 2. Starbucks, the multinational espresso company, was in the midst of overhauling its supply chain management system. Initially, Starbucks chose a best-of-breed approach over an integrated ERP, where companies handpick the best software product for each piece of the supply chain process. It faced several hurdles – extended vendor evaluation period, complex software integration hurdles, version control problems etc.

Starbucks has a 9-piece plan. By 2000, the only real technology Starbucks was using was a merchandise management system called JDA software, running on AS/400. Forecasting, making of Bills of Materials, scheduling etc were still manual.

Starbucks realized that it was spending more than it should, to support the supply chain.

Questions:

- 1) Identify the problem 5 marks
- 2) Explain the role of IT in supply chain and logistics
- 3) Explain very briefly, the phases in a System Development Life cycle for designing the information system in an organisation

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PGDL&SCM– 2 years
(Semester - 4)
Assignments for Jan-June 2026 Session
(course code PGSM.w.e.f 01.01.2024)
Paper – 19 a
World Class Manufacturing

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the chapter 4,9,12 before answering the questions below)

A company having Indian operations wanted to become a Global Player by implementing WCM practices

1. Explain planned strategies of Indian Manufacturing Firms
2. How can emerging technologies such as AI driven predictive analytics and autonomous robotics be integrated into WCM frameworks to boost productivity, Quality and resilience.
3. In what ways can a country's national manufacturing strategy leverage world class manufacturing principles including sustainability, Flexible production and workforce up skilling- to revive industrial competitiveness, attract investment and create high value jobs .

Question No.2

Marks 15

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

A leading Aluminum die casting company implemented world class Manufacturing to improve quality, cost and delivery performance in a highly competitive automotive supply chain. The plant faced challenges such as high scrap rates, frequent machine breakdowns, and inconsistent cycle times.

The WCM journey began with a strong focus on safety and cost deployment, identifying losses related to defects, down time and excess energy consumption. Using focused Improvement (kaizen) teams, the company analyzed porosity and cold shot defects through root cause analysis and implemented process controls such as optimized die temperature, metal flow simulation, and standardized shot parameters.

Under Autonomous and Professional maintenance, operators were trained to perform daily checks on die casting machine including lubrication, cooling line inspection and plunger condition monitoring. This reduced unplanned down time and extended die life. Quality control pillars introduced Poke-yoke systems and real time SPC monitoring to detect defect deviations early

The plant also applied Lean principles such as 5S and visual management on the shop floor, improving material flow and work place discipline. Within two years, the company achieved a 30% reduction in scrap, 25% improvement in overall Equipment Efficiency (OEE) and enhanced customer satisfaction.

1. How did the implementation of WCM pillars help reduce scrap and improve overall equipment effectiveness in the die casting plant
2. What role autonomous and professional Maintenance play in reducing machine down time and extending die life
3. How did the use of quality Control tools such as Poke-yoke and Statistical Process Control (SPC) contribute to improved customer satisfaction in the die casting industry.

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PGDL&SCM– 2 years
(Semester - 4)
Assignments for Jan-June 2026 Session
(course code PGSM.w.e.f 01.01.2024)
Paper – 19b: Entrepreneurship and New ventures

TOTAL MARKS 30

Question No.1

Marks 15

(Students should go through the chapter 4,9,12 before answering the questions below)

Arjun, an MBA graduate, plans to launch a mobile-based service startup that provides on-demand home maintenance services such as electrical repairs, plumbing, and appliance servicing. He conducted an initial market survey and found strong demand in urban residential areas. Arjun is arranging seed capital from family members and intends to register the venture as a small-scale service enterprise. Before launching, he is preparing a structured business plan to guide operations and attract future investors.

- a) Discuss the functions of an entrepreneur performed by Arjun at the pre-launch stage of his venture.
- b) Explain the key elements to be included in Arjun's business plan for launching the startup.
- c) Examine the role of small-scale service enterprises in the economic development of the country.

Question No.2

Marks 15

(Students should go through the chapter 7,9 &10 before answering the questions below)

Eco Weave Textiles Pvt. Ltd. is a start-up founded by two young entrepreneurs in Tamil Nadu. The company manufactures eco-friendly fabrics made from organic cotton and recycled fibers. To differentiate itself from local competitors and cheap imports, Eco Weave launched its products under the brand name "Green Thread" with a distinctive logo and tagline.

As part of its business philosophy, Eco Weave follows ethical sourcing, employs rural women on a fair-wage basis, and conducts skill-development programs for local youth. The founders believe that such initiatives will enhance the company's reputation and customer trust.

During its early growth stage, Eco Weave faced financial constraints and limited market reach. To overcome these challenges, the company explored various government schemes for start-ups and MSMEs, including subsidies, tax benefits, and marketing assistance provided by state and central governments.

Questions

- a) Explain the role of branding and trademarks in helping Eco Weave build a competitive advantage in the market.
- b) Discuss the importance and benefits of Corporate Social Responsibility (CSR) activities undertaken by Eco Weave Textiles.
- c) Identify and explain the government support measures for entrepreneurship that can help Eco Weave during its growth phase.

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Assignments for Semester (Month of Exam)

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(Maximum marks 30 Minimum Marks 15)

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