

No. of Printed Pages : 2

MS-58

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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*Note : Answer any four questions. All questions carry equal marks.*

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1. (a) What are the factors which impinge heavily on the growth and quality of life in India ? What is the Japanese model of technology and technological innovation ?  
(b) Elaborate your understanding about major issues related to the nature of technological change.
2. (a) Explain the relationship between design, innovation and market. Why is design important in the market context ?  
(b) Discuss the various issues related to technology sourcing.

3. (a) Discuss the rationale of partnership in innovation and R and D. Why is the need for partnership in innovation felt more strongly today ?  
(b) Define innovation. What are the distinctive characteristics of innovative persons ?
  4. (a) What is the genesis of Team Concept ?  
How do individuals convert themselves into a team ?  
(b) What is a learning organisation ? Describe the process of learning in an organisation.
  5. (a) Elaborate your views on the causes of failure of R and D projects.  
(b) Discuss the salient features of the technology policy of India. What have been the achievements and failures of the technology policy ?
  6. (a) What do you mean by Patent Trade mark and Copyright ? Suggest various measures for the protection of these rights.  
(b) How do we manage the funds for R and D and technology development ? Also discuss briefly the role of government in R and D funding.
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01681

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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*Note : Answer any four questions. All questions carry equal marks.*

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1. (a) Explain the role of Intellectual Property protection on technological innovation. What is the present state of intellectual property protection in India ?  
(b) Discuss the nature of technological change in historical perspective.
2. (a) Examine the relationship between design, innovation and market. Why is design important in the market context ?  
(b) Are innovations and creativity interrelated ? Discuss the role of creativity in innovativeness.

3. (a) Discuss in details regarding development of technology.  
(b) Who can be partners in innovation ? Discuss their role and limitations.
  4. (a) Discuss the various measurement criteria for assessing the R & D activities.  
(b) What is learning organisation ? Describe the process of learning in an organisation.
  5. (a) Classify India's R & D infrastructure into appropriate categories.  
(b) Compare the main features of the technology policy of India with that of USA and UK.
  6. (a) Elaborate your understanding about :  
(i) Patent (ii) Design  
(iii) Trademark and (iv) Copyright.  
(b) What do you mean by R & D funding in an Organisation ? Discuss briefly the important factors to be considered while allocating funds for R & D activities in an organisation.
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## MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

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### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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*Note : Answer any four questions. All questions carry equal marks.*

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1. (a) How does one identify a business strategy that is appropriate to your competencies ? How do you ensure that competitive advantage can be assured through technological innovation ?

- (b) Elaborate your understanding about Dual Role of R&D with the help of an example.

2. (a) What are the essential requirement of design ? Examine the relationship between design, innovation and market.

- (b) Identify and explain the main characteristics of creative individuals.

3. (a) Elaborate your understanding about Technology Portfolio.  
(b) What are the different types of R&D organisations ? What kind of R&D organisations are found in India ?
4. (a) Discuss the various types of partnerships for innovation and R&D.  
(b) Explain the role of teamwork in corporate research and development.
5. (a) Discuss the various causes of failure of R&D projects. What can the management do to prevent such failures ?  
(b) Compare the main features of the technology policy of India with that of Japan and South Korea ?
6. (a) Discuss the differences in commercialisation approach between developed and developing nations.  
(b) Explain the various issues related to management of Intellectual Property Rights.

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## MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

*Note : Answer any four questions. All questions carry equal marks.*

1. (a) "Business is a fluid, dynamic living thing, sometimes building to great things, sometimes failing to crumpled lumps". Discuss the above fact keeping in mind technology and corporate growth.
- (b) Distinguish between Basic and Applied Research with at least one practical example.

OR

Distinguish between Basic and Experimental Research with at least one practical example.

2. (a) With the help of schematic line diagram, describe the objectives and purpose of Corporate Function of R & D so as to impart to the organization of a competitive advantage.

- (b) With the help of a graph, describe the six stages of development i.e. Technology development, Technology application, Technology launch, Technology growth, Technology maturity and Technology decline.
3. (a) Give a brief introduction of Technological Innovation. List some of the distinctive characteristics of Innovators.
- (b) Prepare an illustrative checklist for Project Evaluation in respect of corporate objectives, marketing and financial criteria.
4. (a) Classify India's R & D infrastructure into appropriate categories.
- (b) What are the resources for Research and Development (R & D) ? Illustrate the interrelationship of natural, human and institutional resources.
5. (a) Whenever the technology flows from one country to another country subjected to some terms and conditions, the process is termed as Technology Transfer. From your understanding of the technology transfer process, briefly describe some challenges or barriers to the flow of technology.
- (Hint : One such challenge is lack of top management commitment).



- (b) Describe the procedure followed by the Patent's Office for the award of Patent to any organization/institution.

6. Write short notes on *any four* of the following :

- (a) Creative Destruction
- (b) Zero-based budgeting
- (c) Partnership
- (d) Team Leader
- (e) Sponsored Research
- (f) Technology Transfer
- (g) IPRs

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## MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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**Note :** Answer *any four* questions. All questions carry equal marks.

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1. (a) "Business is actually a living thing, sometimes grow, sometimes die". Discuss the above fact keeping in mind technology and corporate growth.  
(b) How do Basic, Applied and Experimental Research differs with each other ? Explain with example.
2. (a) With the help of Schematic line diagram, describe the objectives and purpose of Corporate Function of R & D so as to impart to the organization a competitive advantage.  
(b) The development of technology completes in six stages i.e. Initial Development, application, launch, growth, maturity and decline. Explain with the help of a graph.

3. (a) Give brief introduction of Technological Innovation. List some of the distinctive characteristics of Innovators.  
(b) Prepare an illustrative checklist for Project Evaluation in respect of Corporate Objectives, marketing and financial criteria.
4. (a) Establish the interrelationship of natural, human and institutional resources in detail.  
(b) Classify India's R & D infrastructure into appropriate categories. Also specify its basis.
5. (a) Wherever the technology flows from one country to another country subjected to some terms and conditions, the process is termed as Technology Transfer. From your knowledge and understanding of the technology transfer process, briefly describe some challenges or barriers to the flow of technology. (Hint : one such challenge is lack of infrastructural support).  
(b) What are designs ? Describe some of the basic features of design.
6. Write short notes on *any four* of the following :
  - (a) Quality Function Development
  - (b) Delphi Approach
  - (c) Technology life cycle
  - (d) Innovation
  - (e) Technology Forecasting
  - (f) Technology Transfer
  - (g) Patent

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01431

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2014

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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Note : (i) Answer **any four** questions.

(ii) All questions carry **equal** marks.

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1. (a) What is the interaction between science, technology and business ? How do these interactions affect industrial growth ? Discuss with suitable examples.  
(b) Distinguish with example between :
  - (i) Basic Research
  - (ii) Applied Research and
  - (iii) Experimental Development
2. (a) Define Invention, Innovation and Design. Explain how they are interrelated.  
(b) Explain the following techniques of enhancing and maintaining the creativity :
  - (i) Brainstorming
  - (ii) Synectics
3. (a) "Corporate function of R&D is a managerial rather than technical function". Discuss and identify the content of this function.  
(b) Discuss the various approaches used for R&D budgeting in an organisation.

4. (a) Discuss the various types of partnerships for innovation and R&D.  
(b) Discuss the various causes of failure of R&D projects. What can the management do to prevent such failures ?
5. (a) Classify and briefly describe India's R&D infrastructure into appropriate categories.  
(b) What resources are required for R&D activity ? Write a critical note on the availability of relevant resources for R&D in India.
6. (a) How is commercialisation done in large private sector business houses in developed nations ?  
(b) What are the emerging issues which should be taken into account in conceptualising and implementing R&D projects ?

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03481

## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2014

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

- 
- Note :** (i) Answer *any four* questions.  
(ii) *All* questions carry *equal* marks.
- 

1. (a) Discuss the linkage between R and D, Innovation and Economic Development. What have the experiences of USA and Japan to do with them ?  
(b) Explain the relationship between design, innovation and market. Why is design important in market context ?
2. (a) What could be the possible barriers to creativity in an organisation ? Discuss and explain how the barriers could be overcome.  
(b) Explain your understanding regarding Technology Portfolio Analysis.
3. (a) Discuss the rationale of partnership in innovation and R and D. Why is the need of partnership in innovation felt more strongly today ?

- (b) How would you define innovation ? What are the distinctive characteristics of innovating persons ?
4. (a) Discuss the role of teamwork in R and D in business enterprise.  
(b) What is a learning organisation ? What are the benefits of being one ?
5. (a) Explain the different types of R and D projects with the help of examples.  
(b) Discuss the rationale of co-operation between industry, academic and research institutions and government. Compare the existing situation in India with that of USA and Japan.
6. (a) Explain the good practices in technology transfers.  
(b) Explain the following terms :  
(i) Patent  
(ii) Design  
(iii) Trademark  
(iv) Intellectual Property Rights

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## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2015

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

01500

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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- Note :** (i) Answer *any four* questions.  
(ii) All questions carry *equal* marks.
- 

1. (a) How do you determine whether technology should be indigenously developed or procured ? What are the factors to be considered and how do you ensure that the price for an imported technology is fair ?
- (b) "R & D is a learning process and helps in capability-building". Do you agree ? Elaborate by citing relevant examples.
2. (a) Discuss the following techniques :
- (i) Checklist
  - (ii) Guided Imaging
  - (iii) Attribute Listing
  - (iv) Morphology
- (b) Bring out similarities and differences in the concepts of 'technology base' and 'core competence'.



3. (a) Explain the concept of 'mother licensing' in the context of partnership.  
(b) Describe the performance skills of an R & D manager. How are these skills related to his/her tasks and functions ?
  4. (a) Do you think that the system of "Paired Research" is practical ? Why ? Briefly state its limitations.  
(b) "In R & D more than in any other aspect of industrial management success depends on people". Do you agree ? Discuss.
  5. (a) Discuss the features of manpower employed in and the expenditure incurred on R & D in India.  
(b) Compare the main features of India's Technology Policy with that of Japan. Offer your suggestions for improving the technology policy pursued in India.
  6. (a) How is technology transferred in India from laboratory to industry ? Describe the various steps involved in this process.  
(b) Do you think that technical consultants can facilitate the process of R & D and innovation ? If so, why ? Give an example in support of your views.
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00183

## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2015

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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**Note :** (i) Answer *any four* questions.  
(ii) All questions carry *equal* marks.

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1. (a) "Technological development is a process, which consists of technological generation, upgradation, implementation, and diffusion". Do you agree ? Discuss.  
(b) What could be the possible barriers to creativity in an organisation ? Discuss and explain how these barriers could be overcome.
2. (a) What are the different types of R&D organisations ? What kind of R&D organisations are found in India ?  
(b) Describe the major leadership functions. Why is it important to strike a balance among the different leadership functions ?

3. (a) Gillette's invention of "twin blade" design of shaving razor propelled it into position of "market leadership". Give five other criteria for evaluating this invention.  
(b) Classify India's R&D infrastructure into appropriate categories. State the bases of such classification.
  4. (a) Briefly describe the fiscal incentives available to industry for R&D activities in India.  
(b) Discuss the salient features of the Technology Policy of India. Describe the achievement and failure of India's Technology Policy.
  5. (a) How can technology package improve earnings from R&D ?  
(b) What role motivation, leadership and team building can play in the successful execution of an R&D Project.
  6. (a) Is the Government, in your view, providing sufficient financial support for technology development in India ? Explain.  
(b) What is GATTs ? How can it facilitate access to technology and technical information for developing countries ?
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MS-58

00552

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2016

### MS-58 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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**Note :** (i) Answer *any four* questions.  
(ii) All questions carry *equal* marks.

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1. (a) What are the basic elements of India's technology policy ? Discuss major reasons for our technical resources not being adequately exploited.  
(b) "The role of R & D is no longer restricted. It is becoming all pervasive". Explain why and in what way the profile of R & D is changing ?
2. Write short note on the following :
  - (a) Technology Sourcing
  - (b) R & D Budgeting
  - (c) Strategic Integration
  - (d) Benchmarking

3. (a) "In a highly competitive industry, business should be technology driven". Do you agree ? Give reasons for your agreement or disagreement.
- (b) What is Mother licensing concept of partnership ? On what factors do means of partnership based on this concept rests ? Explain.
4. (a) How would you define innovation ? What are the distinct characteristics of innovating persons ?
- (b) What are the four different leadership styles as reflected in the Blanchard Model ? How are the styles interrelated ?
5. (a) Explain the concept of project life cycle, with examples relating to a specific technology or product.
- (b) Discuss about inhouse R & D units in the private sector. What are the purposes of such units ? By whom are they recognised ? Is there any criteria for their recognition ?
6. (a) What resources are required for R & D activity ? Write a Critical note on the availability of relevant resources for R & D in India.
- (b) What is GATS ? How can it facilitate access to technology and technical information for developing countries ?
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No. of Printed Pages : 2

**MS-058**

## **MANAGEMENT PROGRAMME**

### **Term-End Examination**

**December, 2016**

### **MS-058 : MANAGEMENT OF R&D AND INNOVATION**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

- 
- Note :** (i) *Answer any four questions.*  
(ii) *All questions carry equal marks.*
- 

1. (a) Critically examine the role of market research in product development. Discuss the pros and cons of market research based R&D.  
(b) What does the 'Creative process' mean? Describe and comment upon the elements of the creative process.
2. (a) Discuss the following techniques of enhancing/maintaining the creativity :
  - (i) Brainstorming
  - (ii) Synectics  
(b) Write a short essay on SIRO (Scientific and Industrial Research Organisations)
3. (a) Bring out similarities and differences in the concepts of technology base and 'Core' competence.  
(b) Who can be partners in innovations? Discuss their role and limitations.

4. (a) What is meant by the 'Potential' value of an invention or discovery and why is it important ?
- (b) India is a nation with very sound scientific and technological base and yet we rely on foreign technologies for our industrialisation. Supplement your view with examples.
5. (a) Discuss the provision for funding of R&D projects under various schemes of the Government of India. Also critically comment upon them.
- (b) Discuss the salient features of the Technology Policy of India. What have been the achievements and failures of the technology policy ?
6. (a) What is the WIPO ? What is the WTO ? What are TRIPS ? Explain.
- (b) What is GATS ? How can it facilitate access to technology and technical information for developing countries. Discuss with examples.
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MS-058

00286

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2017

### MS-058 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

- 
- Note :** (i) Answer any four questions.  
(ii) All questions carry equal marks.
- 

1. (a) What is the interaction between science, technology and business ? How do these interactions affect industrial growth ? Discuss with suitable examples.  
(b) Explain the dual role of R & D by giving suitable examples.
2. Write short notes on the following :
  - (a) Applied Research
  - (b) Team Building Stages
  - (c) Portfolio Planning
  - (d) Technology Package
3. (a) Critically examine the role of market research in product development.  
(b) What does the 'creative process' mean ? Describe and comment upon the elements of the creative process. Is it necessary that the stages in the creative process should occur in a certain order ?



4. (a) "In a highly competitive industry business should be technology driven". Do you agree ? Give reasons.  
(b) What is mother licensing concept of partnership ? Discuss the factors involved.
5. (a) What are the different hierarchical models of R & D organisation ? Compare their merits and demerits.  
(b) Discuss the salient features of the Technology Policy of India. What have been the achievement and failure of this technology policy ?
6. (a) How is technology transfer in India done from laboratory to industry ? Describe the various steps.  
(b) What is GATS ? How can it facilitate access to technology and technical information for developing countries ?

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**MS-058**

## **MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2017**

### **MS-058 : MANAGEMENT OF R&D AND INNOVATION**

**Time : 3 hours**

**Maximum Marks : 100**

**(Weightage : 70%)**

- Note :** (i) *Answer any four questions.*  
(ii) *All questions carry equal marks.*

1. (a) What are the basic elements of India's technology policies and what are the reasons for our technical resources not being adequately exploited ?  
(b) "Development is closely related to design". Explain. In what way has the development process been changing ?
2. Write short notes on the following :
  - (a) Brainstorming
  - (b) Technology Transfer Model
  - (c) Managerial Attitudes and Skills
  - (d) SIDBI
3. (a) What are the different types of R & D organisations ? What kind of R & D organisations are found in India ?  
(b) What are the performance skills of an R & D manager ? How are these skills related to his/her tasks and functions ?

4. (a) What factors could possibly cause the termination of an R & D project ? What could be the possible barriers in project termination and how could they be overcome ?  
(b) Describe in detail organisations related with R & D under the central Government.
5. (a) Discuss the provision for funding of R & D projects under various schemes of the Government of India. Also critically comment upon them.  
(b) What are the differences in commercialisation approach between developed and developing nations ? How do developed nations score over developing nations in R & D business ?
6. (a) "A Trade Mark's strength can be measured across a spectrum". Elaborate.  
(b) Is Government in your view providing sufficient financial support measures for technology development in India ? Explain.

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**MS-058**

## **MANAGEMENT PROGRAMME**

**Term-End Examination**

**June, 2018**

### **MS-058 : MANAGEMENT OF R & D AND INNOVATION**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

**Note :** *Answer any four questions. All questions carry equal marks.*

1. (a) Explain the difference between the terms "design", "invention" and "innovation". Why is it said that technological innovation includes all the above activities ?  
(b) What is R & D ? Briefly explain the various facets of R & D.
2. (a) What do you understand by technology portfolio analysis ? Explain.  
(b) What could be the possible barriers to creativity in an organisation ? Discuss and explain how these barriers could be overcome.
3. (a) Elaborate your understanding about integration of R & D with business strategy.  
(b) What could be different types of approaches used for R & D budgeting ? Which approach in your opinion would be most desirable ? Justify.

4. (a) Who are the major beneficiaries of R & D ? Discuss a criterion for evaluation of R & D for each of these beneficiaries.
- (b) Describe in detail organisations related with R & D under the Central Government.
5. (a) How is technology transfer in India done from laboratory to industry ? Describe the various steps.
- (b) Discuss the R & D activities, major programs and objectives of the following :
- (i) Department of Science and Technology (DST)
- (ii) Indian Council of Medical Research (ICMR)
6. (a) Discuss the tax incentives for technological development offered in Malaysia and Japan.
- (b) What is intellectual property rights ? What are TRIPS ? Discuss major differences between provisions of Indian Laws and the norms incorporated in TRIPS agreement in respect of IPR's.
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MS-058

00433

## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2018

### MS-058 : MANAGEMENT OF R&D AND INNOVATION

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

*Note : (i) Answer any four questions.*

*(ii) All questions carry equal marks.*

1. (a) Explain the various measures for determining the benefits of technological innovation.  
(b) Discuss the linkage between R&D, innovation and economic development. Discuss experiences of USA and Japan in this respect.
2. (a) What are the essential requirements of design ? Examine the relationship between design, innovation and market.  
(b) What do you understand by technology portfolio analysis ? Explain.
3. (a) Discuss the various types of approaches used for R&D budgeting.  
(b) What are performance skills of R&D manager ? How are these skills related to his/her tasks and functions ?

4. (a) What do you understand by a team role ? Is it possible to differentiate team members in order of importance ?
- (b) What do you understand by an organisation structure ? How important is the coupling and coordination system in an R&D organisation ?
5. (a) Discuss the salient features of the Technology Policy of India. What have been the achievement and failure of the technology policy ?
- (b) How is technology transfer in India done from laboratory to Industry ? Describe the various steps.
6. (a) Discuss the rationale of co-operation between industry, institution and Government. Make comparative assessment of situation in India, Japan and USA.
- (b) What do you understand by the term WIPO ? Discuss the international systems for protection of IPRs.
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No. of Printed Pages : 3

MS-058

**MANAGEMENT PROGRAMME**

**Term-End Examination, 2019**

**MS-058 : MANAGEMENT OF R & D AND  
INNOVATION**

**Time : 3 Hours]**

**[Maximum Marks : 100**

**(Weightage : 70%)**

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**Note :** Answer **any four** questions. All questions carry **equal** marks.

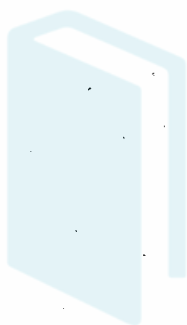
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1. (a) Critically examine the role of market research in product development. Discuss the pros and cons of market research based R & D.
- (b) What does the 'Creative Process' mean ? Describe and comment upon the elements of the creative process.
2. Write short notes on **any two** of the following :
  - (a) Technology sourcing
  - (b) Team building stages



- (c) R & D budgeting
  - (d) Benchmarking
3. (a) What are the different types of R & D organisations ? What kind of R & D organisations are found in India ? Elaborate.
- (b) What are the performance skills of an R & D manager ? How are these skills related to his/her tasks and functions ? Elaborate.
4. (a) What is meant by the 'Potential value of an invention or discovery and discuss its importance.
- (b) India is a nation with very sound scientific and technological base and yet we rely on foreign technologies for our industrialisation. Explain with examples.
5. (a) Discuss the provision for funding of R & D projects under various schemes of the Government of India. Also critically comment upon them.

- (b) Discuss the salient features of the Technology Policy of India. What have been the achievements and failures of the technology policy ? Discuss.
6. (a) What is the WIPO ? What is the WTO ? What are TRIPS ? Discuss in detail.
- (b) What is GATS ? How can it facilitate access to technology and technical information for developing countries ? Discuss with examples.



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MS-55

M03334

**MANAGEMENT PROGRAMME**

**Term-End Examination,**

**December 2019**

**MS-55: LOGISTICS AND SUPPLY CHAIN  
MANAGEMENT**

*Time : 3 Hours]*

*[Maximum Marks : 100*

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*Note : (i) Attempt any four questions.  
(ii) All questions carry equal marks.*

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1. a) Explain the Key processes for an Integrated SCM as proposed by Lambert.  
b) Can Supply Chain Management (SCM) be considered as a strategy for differentiation? Discuss.
2. a) Define SCM integration and describe strategies involved in SCM integration.  
b) Discuss the key strategies included in Efficient Consumer Response (ECR).
3. a) Discuss the importance of out sourcing services like third and fourth party logistics in a Supply chain.  
b) Why Vendor Managed Inventory (VMI) is recognized as an effective strategy for combating irregularities in the supply chain?

(2)

4. a) What is the future of brick and mortar education institutions given the revolution in the educational supply chain?  
b) Describe four distinct phases of benchmarking for Supply chain management.
5. a) Discuss how a supply chain can be measured on dimensions like service, speed and assets.  
b) Describe the various activities considered in Reverse Logistics.
6. a) What do you understand by Distribution Resource Planning (DRP - II)? How does it have an edge over Distribution Requirement Planning (DRP)?  
b) Explain Activity based Costing. Discuss its benefits over management accounting.



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**MS-55**

**Management Programme (MP)**

**Term-End Examination**

**June, 2020**

**MS-55 : LOGISTICS AND SUPPLY  
CHAIN MANAGEMENT**

*Time : 3 Hours*

*Maximum Marks : 100*

*Note : Answer any five questions. All questions  
carry equal marks.*

1. "There are many possible structures for supply chain, but the simplest view has materials converging on an organization through tiers of suppliers and products diverging through tiers of customers." Elaborate.

**P. T. O.**

2. Explain global sourcing and its advantages and disadvantages. How can you arrive at the best course of action for global sourcing ?
3. "Materials requirement planning is the heart of the Manufacturing Resource Planning (MRP II)." Elaborate the statement. Also explain the materials requirements planning inputs in brief.
4. When Christopher says that "supply chains compete, not companies", what exactly does he mean ? Evaluate this statement from the cost point of view.
5. What are the relaxations of tax on goods across the various states in our country and can we overcome this by a single document procedure ?
6. "Successful supply chain design requires several decisions relating to the flow of

[3]

information, product and funds.” Explain the statement. Also explain the four types of supply chain strategies.

7. Write short notes on any *three* of the following :

(a) Functional vs. innovative products : SCM issues

(b) Integrating logistics

(c) Role of software packages in supply chain management

(d) Challenges faced in implementation of benchmarking

(e) Green supply chain

No. of Printed Pages : 3

**MS-58**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**December, 2020**

**MS-58 : MANAGEMENT OF R & D AND  
INNOVATION**

*Time : 3 Hours*

*Maximum Marks : 100*

*Weightage : 70%*

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**Note :** (i) *Answer any **four** questions.*

(ii) *All questions carry equal marks.*

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1. (a) Discuss the linkage between R & D, innovation and economic development.

Discuss the experiences of USA and Japan in this context.

- (b) Explain the relationship between design, innovation and market. Why is design important in market context ?

2. (a) Discuss the following techniques of enhancing/maintaining the creativity :

(i) Brainstorming

(ii) Synectics



- (b) Write a short essay on SIRO (Scientific and Industrial Research Organisations).
3. (a) "In a highly competitive industry, business should be technology driven." Do you agree ? Give reasons for your agreement or disagreement.
- (b) What is Mather licensing concept of partnership ? On what factors partnership based on this concept rests ? Explain.
4. (a) What is meant by the 'potential' value on an invention or discovery and why is it important ?
- (b) India is a nation with very sound scientific and technological base and yet we rely on foreign technologies for our industrialization. Supplement your view with examples.
5. (a) Explain the different types of R & D projects with the help of examples.

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- (b) Discuss the rationale of cooperation between industry, academic and research institutions and government.

6. Write short notes on the following :

- (a) Technology Sourcing
- (b) R & D Budgeting
- (c) Strategic Integration
- (d) Benchmarking



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