

Reg. No. :

Question Paper Code : 10142

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2023.

Elective

BA 4021 – SUPPLY CHAIN MANAGEMENT

(Regulations 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What are the various stages involved in a supply chain?
2. How does supply chain strategy determine in an organization?
3. What is drop shipping? How does it benefit the retailer?
4. What is the impact of uncertainty on network design?
5. What are the major components of inventory holding cost?
6. How aggregating replenishment leads to reduction in lot size?
7. What is intermodal transportation?
8. What benefits will an artificial incorporated 6PL?
9. What are agile supply chains?
10. How can Internet of Things enhance supply chain visibility?

PART B — (5 × 13 = 65 marks)

11. (a) Successful supply chain management requires many decisions relating to the flow of information, product and funds. Explain the decision phases that can raise the supply chain surplus.

Or

- (b) Describe how a company achieves strategic fit between its supply chain strategy and competitive strategy.

12. (a) Describe how online sales have affected the design of distribution network in different industry verticals.

Or

- (b) Explain the major issues that supply chain managers should take care of when making network design decisions for a supply chain.

13. (a) Explain how organizations can manage inventory for special category of products that have short life cycle.

Or

- (b) Explain how organizations can capture the uncertainty in demand and determine how much safety stock should be carried in the supply chain.

14. (a) Explain the trade-offs to be considered by the supply chain managers when making transportation decision.

Or

- (b) Describe the various categories a supply chain will fit into depending on their position in the global supply chain spectrum.

15. (a) Explain the three dimensions that is used for mapping and evaluating the existing supply chain processes and restructuring the supply chain.

Or

- (b) Explain the prominent causes of bullwhip effect in supply chains and the remedial strategies to counteract demand distortions across supply chains.

PART C — (1 × 15 = 15 marks)

16. (a) Constant monitoring of processes and practices is essential for a firm to excel on both cost and customer service fronts. An American automobile company, forgot the lessons that it had learnt in 1990. In 1990, the company was struggling as it insisted on producing vehicles that were not in demand simply so that the capacity of the manufacturing unit could be completely utilized. The top management engineered a turn-around in the company's fortunes by streamlining the processes and working with a market-focused approach. However, the company failed to keep up with its strategy. In 2020, it was sitting on 83 days of unsold finished goods inventory comprising low fuel efficiency automobile like SUVs and pickups. The company's dealers were reluctant to lift any more cars because they also had a high inventory of about 100 days. Suggest a suitable method by which the firm can shift its efficiency frontier and enhance its performance.

Or

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- (b) A firm manufacturing networking equipment like routers and access points had seen more than 50% growth in 2000s. A similar growth trend has been forecast for the forthcoming years. Unfortunately, there was a downturn in the economy and the firm took long time to respond to the changes. During the downturn, other networking companies cut back its manufacturing partners, while the firm decided to build inventory. The firm took some time to recognize the downturn and by the time the firm started putting brakes on its supply it was too late. It had to write off inventory worth 2 billion. Suggest what the firm should have done to avoid this loss and manage its operations efficiently.

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