Seat No.: _____   Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER (4) – EXAMINATION – WINTER 2016

Subject Code: 2840005   **Date: 21/10/2016**
Subject Name: Supply Chain Management (SCM)
Time: 02:30 pm to 05:30 pm   **Total Marks: 70**

Instructions:
1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. No.	Question Text and Option	

Q.1 (a) MCQ **06**

1. _____ encompasses all activities associated with transformation of goods from the raw-material stage to final stage, when the good and services reach end customer?
   - A Marketing
   - B Retailing
   - C Supply Chain Management
   - D Wholesaling

2. As per the SCOR model, supply chain performance measures fall under the following four categories?
   - A Costs, Assets, Reliability, Flexibility
   - B Costs, Products, Market, Transportation
   - C Product, Market , Price, Retailing
   - D Price , Place , Product , Promotion

3. "The ordering cost includes all fixed costs associated with placing the order". Which one of the following is **not** come under ordering cost?
   - A Administration cost
   - B Transportation Cost
   - C Receiving cost
   - D Advertisement cost

4. _____ product represent relatively low value products.
   - A Bottleneck
   - B Strategic
   - C Routine
   - D Leverage

5. In a _____, the supplier is an extension of the firm. The firm treats its suppliers as strategic partners and usually a supplier is assured of business for a reasonably long period of time.
   - A. Portfolio approach
   - B Collaborative relationship
   - C. Reconfiguration
   - D Integrative framework

6. When companies realizes that more and more product variety is needed to satisfy the growing range of customer tastes and requirements, then companies go for_____
   - A. Higher level of outsourcing
   - B Proliferation of product lines
   - C. Globalization
   - D Local manufacturing

Q.1 (b) Short / Definition Questions **04**
   1. Cross Docking
   2. Third party logistics
   3. Order delivery lead time
   4. Tapered Integration

Q.1 (c) Explain the classification scheme for categorizing SKUs? **04**

Q.2 **(a)** Explain the importance of supply chain management? **07**

(b) Titan offers two brands of watches – Sonata and Fastrack. Sonata is targeted for a mass while Fastrack is targeted at a premium segment. Should Titan manage both brands with the same supply chains? Should they share warehouses, transportation, supply chain software and other assets or should Titan handle them separately in all areas of business. **07**

OR

(b) How important is coordination between cola companies and their bottling plants? Is it necessary to own bottling plants if the cola companies want to achieve a better degree of coordination at the local level of operations? **07**

Q.3 **(a)** Explain the types of inventory? **07**

(b) Compare and contrast issues involved in vehicle routing in the following four applications: **07**
1. Milk collection for a dairy co-operative
2. Courier company
3. Employee Pick-up for a software service company
4. Product delivery to retailers by a soft-drink company(the van is also expected to pick-up the empty glass bottles)

OR

Q.3 **(a)** Explain the different modes of transportation? How do these modes differ with one another? Explain **07**

(b) How is managing a multi-plant international network different from managing a domestic multi-plant network? **07**

Q.4 **(a)** Explain the key functional roles of IT in a supply chain? **07**

(b) If a firm wants to shift to dual sources of supply from sole sourcing so as to handle supply disruptions, what are the issues firm should keep in mind while selecting the second supplier? **07**

OR

Q.4 **(a)** Explain the Bullwhip effect, with the help of suitable example and explain the prominent causes of bullwhip effect. **07**

(b) What kind of seasonality are you likely to see if you are in any of the following fields **07**
1. Retail chain in metropolitan area
2. ATM
3. Restaurant
4. Consumer Durable Products

Q.5 <div align="center">**Case Study**</div> **14**

Can Dell regain its market leader position from HP?
In 2006 however, Dell faced several problems. Many customers complained about long delays in supplies. Recall of Sony battery cells in its laptops brought undesirable media hype to the company. Increasing discontent of customers led to a slowdown in sales. Consequently, Dell lost its market leadership to Hewlett-Packard Co. (HP). Industry analysts felt that, with Dell's competitors also improving their supply chains and matching Dell's direct model, the company had been losing its competitive edge. Dell will

have to bear additional costs with its foray into retail distribution thereby minimizing its cost advantage. Besides, profit margins of Dell will drop further since it will have to offer incentives to compete with HP in retail stores. Though Dell spruced up its product design and range but Apple is clearly far ahead of it. Many experts feel that such new initiatives will only distract Dell from its supply chain operations.

- Examine and analyze Dell's Direct model, its basic working, success and future challenges

- Typical Working of Dell's Supply Chain and future supply chain challenges

- Highlights Dell's evolving Supply Chain practices and strategy and steps being taken by it to recapture its lost market leader position

OR

Q.5   14

Case Study

Indian Railways has a common pool of marketing officers who service all its clients, and it wants to explore the idea of creating a few industry verticals within marketing. It wants to create specific industry verticals only for those industries that will have significant business potential.

- Identifying a few strategic industries where Indian Railways has high business potential, suggest a methodology that can help the railways in identifying the right industry verticals.

- Will a firm like FedEx target similar verticals or should they look for a different set of verticals? Suggest two industries that will be good from FedEx's point of view.

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