

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 4 – EXAMINATION – WINTER 2018**

**Subject Code: 2840005****Date:05/12/2018****Subject Name: Supply Chain Management****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.1 (a)** Objective Questions **6**
- Which of the following supply chain performance measure does not fall under the SCOR model?
1. A. Product variety                      B. Cost  
C. Assets                                      D. Reliability
- The items with low strategic importance and low supply risk are termed as:
2. A. Essential items                      B. Bottleneck items  
C. Leverage items                      D. Routine items
- Which one of the following does not fall under qualitative forecasting method?
3. A. Delphi                                      B. Life cycle analogy  
C. Moving average                      D. judgmental
- An ERP system falls under:
4. A. Supply chain transaction execution                      B. Supply chain performance measurement and reporting  
C. Supply chain collaboration and coordination                      D. Supply chain decision support
- Which of the following is not a cause of the bullwhip effect?
5. A. Order batching                      B. Inflated orders placed by the retailers  
C. Long lead time                      D. Aligning incentives across the supply chain
- Which mode of transportation has the highest delivery time variability?
6. A. Water                                      B. Air  
C. Road                                      D. Pipeline
- Q.1 (b)** Define and explain the following: **04**
1. VMI
  2. Cycle stock
  3. MTO
  4. VED
- Q.1 (c)** Write a note on the bullwhip effect. **04**
- Q.2 (a)** Explain the importance of supply chain management. **07**
- (b)** IIM Bangalore has not used audio-visual training material in the past. It wants to explore the distance education market and develop relevant training material using the audio-visual medium. Should this activity of developing audio-visual material be carried out internally or should it be outsourced to an external party? **07**

**OR**

- (b) Which are the various applications of RFID in education? **07**
- Q.3** (a) Which are the various distribution network design options? **07**  
(b) What are the advantages and limitations of centralized purchasing in comparison to decentralized purchasing? Explain with the help of an example of your choice. **07**

**OR**

- Q.3** (a) A MNC with varied levels of operations in various countries does not have the same role expectations from all plants. Which are the possible roles a plant can play in a network spread across multiple countries? **07**  
(b) Future Group has two prominent store formats – Central Mall and Big Bazaar. Apparels are marketed through both formats. Should Future Group manage different supply chains for both formats or should both formats be catered to with the same supply chain? Justify with relevant reasons. **07**
- Q.4** (a) Explain the distinguishing characteristics of traditional, lean and agile supply chains. **07**  
(b) Explain the concept of revenue management by citing examples from airlines, restaurants, hotels and railways. **07**

**OR**

- Q.4** (a) Write a note on: (a) SCOR (b) CPFR **07**  
(b) Discuss the functional role of IT in managing the supply chain of Patanjali. **07**
- Q.5** 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. **14**
- 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.

**OR**

HUL has 100 plants (geographically spread throughout India) where a number of different product lines are manufactured and supplied to 50 odd depots that are geographically spread throughout India. To improve responsiveness and simultaneously to reduce costs, HUL has come up with the concept of regional depots. The company has four regional depots (one in each zone of the country) and all slow-moving items are first brought to regional depots from which the entire basket of slow-moving goods is shipped to 50 odd depots. One of the management trainees has suggested that HUL should redesign its supply chain (for slow-moving items). He has come with the following two options:

- Have only one central depot at Nagpur (centre of India) and serve the entire 50 depots from one central depot for all slow-moving items.
- Have four regional depots but each depot should specialize and stock only selected items that gets produced from all the plants that are located in that zone. So all depots will get served from four regional depots for slow-moving items (instead of the current arrangement where each depot is served from the closest regional depot for all slow-moving items). Each of the slow-moving items will get stocked at only one of the four regional depots.

Critically analyze the above two options.

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