

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA (PART TIME) – SEMESTER – V WINTER EXAMINATION – 2021**

**Subject Code: 4559997****Date: 23-02-2022****Subject Name: Logistics and 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.

<b>Q. No.</b>	<b>Question Text and Description</b>	<b>Marks</b>
<b>Q.1</b>	Definitions / terms / explanations / short questions based on concepts of theory/practical	<b>14</b>
	<ol style="list-style-type: none"> <li>a) Differentiate between Logistics and SCM.</li> <li>b) Explain Just in time</li> <li>c) Value advantage Vs Cost Advantage.</li> <li>d) Draw Logistics Management Process and Explain TQM</li> <li>e) Essential Four “Rs” in Supply Chain Management</li> <li>f) Demand Penetration Points and strategic inventory</li> <li>g) Mission of Logistic Management</li> </ol>	
<b>Q.2</b>	<p>(a) Mr. N.K.Shah president of the M/s Max organization believes that, their market share is dropping because of higher prices of the products than competitors, and he advised Mr. Mehta head SCM that, supply chain and logistics management can certainly help in building competitive advantage in value chain, he also discussed 3 C concept. Explain what Mr Shah wish to convey and how SCM can play role. Also help Mr Mehta in understanding 3 C Concept.</p> <p>(b) Write and explain “Integrated Supply Chain” for an automobile passenger car industry with diagrammatic representation.</p>	<b>07</b>
	<b>OR</b>	
	(b) Draw customer profitability basic analysis model and explain role of supply chain management in the same , also explain customer profitability matrix and explain it’s components	<b>07</b>
<b>Q.3</b>	<p>(a) Differentiate between logistics services provider 3PLs and 4 PLs with suitable example from the Indian Supply Chain and Logistic Management organizations.</p> <p>(b) Explain forecast error and planning horizon. What is lead time gap ? Explain with suitable example of your choice.</p>	<b>07</b>

**OR**

- Q.3** (a) Explain Agile and Lean supply chains and also guide with suitable example how technology will impact supply chain and logistic business specifically for E commerce business? **07**
- (b) Which are key cost drivers and how they impact in supply chain management? Also explain Activity based costing with suitable example. **07**
- Q.4** (a) Differentiate and diagrammatically explain “Push” Vs “Pull” supply chain with respect to consumer durable business sector. **07**
- (b) Explain logistic pipeline management and also brief on role of optimization and simulation models in supply chain network design. **07**
- OR**
- Q.4** (a) Due to raising cost of Supply chain Mr Mathur of Highland Industries Ltd , advised his supply chain team to perform a LSCM Audit. Also conveyed to conduct a Facility Location analysis as he is of the opinion that manufacturing plant needs to be relocated. How will team conduct facility location analysis? **07**
- (b) Mr Rajesh Patel CEO and Head of M/s ABC Bearings Ltd is believer of sustainable supply chain and want their all vice presidents for working on development of sustainable supply chain. Help all the vice presidents in understanding what does Mr. Rajesh wants them to do? **07**

**Q.5**

**The Benetton supply chain:**

One of the best known examples of how an organization can use its supply chain to achieve a competitive advantage is the Benetton Group. Founded by the Benetton family in the 1960s, the company is now one of the largest garment retailers, with stores which bear its name located in almost all parts of the world. Part of the reason for its success has been the way it has organized both the supply side and the demand side of its supply chain.

Although Benetton does manufacture much of its production itself, on its supply side the company relies heavily on ‘contractors’. Contractors are companies (many of which are owned, or part-owned, by Benetton employees) that provide services to the Benetton factories by knitting and assembling Benetton’s garments. These contractors, in turn, use the services of sub-contractors to perform some of the manufacturing tasks. Benetton’s manufacturing operations gain two advantages from this. First, its production costs for woolen items are significantly below some of its competitors because the small supply companies have lower costs themselves. Second, the arrangement allows Benetton to absorb fluctuation in demand by adjusting its supply arrangements, without itself feeling the full effect of demand fluctuations.

On the demand side of the chain, Benetton operates through a number of agents, each of whom is responsible for their own geographical area. These agents are responsible for developing the stores in their area. Indeed, many of the agents actually own some stores in their area. Products are shipped from Italy to the individual stores where they are often put directly onto the shelves. Benetton stores have always been designed with relatively limited storage space so that the garments (which, typically, are brightly coloured) can be stored in the shop itself, adding colour and ambience to the appearance of the store.

Because there is such limited space for inventory in the stores, store owners require that deliveries of garments are fast and dependable. Benetton factories achieve this partly through their famous policy of manufacturing garments, where possible, in greggio, or in grey, and then dyeing them only when demand for particular colours is evident. This is a slightly more expensive process than knitting directly from coloured yarn, but their supply-side economies allow them to absorb the cost of this extra flexibility, which in turn allows them to achieve relatively fast deliveries to the stores.

- (a) Brief your understanding about Benetton Supply Chain operations. **07**
- (b) In your understanding, what is the specialty of Benetton’s contractors? **07**

**OR**

- Q.5** (a) Do this method provide Benetton competitive advantage over their competitors? Is this method sustainable in the long term **07**
- (b) What alternative competitive advantages can comeditiors of Benetton think of to encounter Benetton’s strategies and attacking on their limitations ?? **07**

