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P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec. - 2019

Supply Chain Management

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART - A and PART - B (Case Study) is compulsory.

PART - A

- 1 a. Explain the objectives and importance of supply chain management. 10
 b. Discuss in detail the various decisions phases in a supply chain. 10

OR

- 2 a. Explain the different ways to view the processes performed in a supply chain. 10
 b. What is meant by strategic fit? Explain the steps to achieve strategic fit. 10
 3 a. Explain the Drivers of supply chain performance. 10
 b. What is meant by CPRF? Explain the steps involved in CPRF approach. 10

OR

- 4 a. What is meant by Demand Forecasting? Explain the different types of Forecasting in detail. 10
 b. What is meant by purchasing cycle? Explain the steps involved in purchasing cycle. 10
 5 a. What is meant by Logistics Management? Explain the elements of Logistics Management in detail. 10
 b. Explain the role of sourcing in supply chain. 10

OR

- 6 a. What is In-House or Outsource? How do third parties increase the supply chain surplus? Explain. 10
 b. Discuss in detail Lack of Supply Chain Coordination and Bullwhip effects. 10
 7 a. Explain the role of IT in supply chain management. 10
 b. Explain the five major categories of obstacles in detail. 10

OR

8. Write short notes on any four of the following:
 a) CRP (Continuous replenishment programs) 5
 b) Third Party Logistics 5
 c) SCM in E-Business 5
 d) Revenue Management 5
 e) CRM 5

PART - B (Case study - Compulsory)

9. Alpha Automotive India Ltd. Is the Indian arm of the global giant Alpha Automotive? The major components they supply are steering columns, catalytic converters wiring harnesses. The company also takes up servicing requirements of clients based out of India.

Suppliers are generally selected on the basis of their proximity to the company's four manufacturing units in India, which are located in Bangalore (2 plants), Noida in L.J.P. and Gurgaon in Haryana. Alpha believes in efficient sourcing from its suppliers. Nearby suppliers are required to supply the plant everyday while far-flung suppliers are required to supply 2-3 times in a week. Alpha has streamlined the inbound process by procuring high volume low cost items from nearby suppliers and high cost, low volume items from far flung suppliers.

Alpha Automotive India has out sourced the entire inbound sourcing part of the supply chain to its suppliers, totaling about 150. They are responsible for the inbound transportation and warehousing of components before the latter reached any of Alpha's manufacturing plants.

For outbound transportation and warehousing, the company works with a mixture of national transporters and organized logistics solutions providers. Its outbound warehousing has been outsourced to a trading company with capabilities in warehouse management.

To make sure that quality norms are adhered to and supply schedules are met, which is 100% for any component before it goes on to the line. This is a very important service level/definition on which logistics solutions providers and transporters are evaluated. Since the stock and inventory checking aspects of the supply chain have been automated, details of stocks and status of delivery can be tracked.

Web enabled consignment tracking facilities are provided by Alpha India to its foreign customers enabling the latter to track the status and location of their consignments at any given point in time. Indian customers are slowly being provided with this facility. Also, Indian customers can place orders from Alpha using the company's extranet system as and when the requirements arise. Future Plans: will move towards a more structured system of logistics outsourcing, which would mean that it would increasingly start looking at more 3PL outsourcing arrangements.

Questions:

- | | |
|---|---|
| a) Explain the supply chain of Alpha Automotive. | 5 |
| b) Explain how Alpha Automotive manages its inbound sourcing? | 5 |
| c) Explain how Alpha Automotive manages its outbound logistics? | 5 |
| d) Suggest a suitable strategy for Alpha Automotive to improve its supply chain management. | 5 |