



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

(An Autonomous Institution affiliated to VTU, Belgaum)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2016/Jan - 2017

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. How strategic fit achieved in SCM? 10

OR

- 2 a. Explain in brief the drivers of supply chain performance. 10
- b. Explain the cyclic view process in supply chains. 10
- 3 a. Describe the basic principles of manufacturing management. 10
- b. What are the key concepts in lean manufacturing and SCM? Explain. 10

OR

- 4 a. What is the role of production in the business and comment how it is interlinked with the Economy of a Nation. 10
- b. Explain the different types in Demand Forecasting. 10
- 5 a. Write a brief note on the purchasing cycle and types of purchase. 10
- b. What is the core theme behind MRP? How JIT systems are complementary to MRP concept? 10

OR

- 6 a. What are the elements of logistics management? Explain. 10
- b. Define logistics management and discuss its role in today's business. 10
- 7 a. Discuss in brief obstacles to co-ordination in supply chain. 10
- b. Write a note on Bull-whip effects and factors with an example from a current business scenario. 10

OR

- 8 a. Explain the impact of E-Business on customer services. 10
- b. Discuss the role of IT in SCM and mention the application of IT in SCM. 10

PART - B**9. Case Study: Supply Chain Success: Mumbai Dabbawalas.**

The Dabbawalas of Mumbai are unique case in logistics. Neatly stacked dabbas (Tiffin's or lunch boxes) are a common sight at most of the railway stations, late every morning in Mumbai, India. A man who is illiterate or semi-literate delivers hot lunch at the doorstep of the subscriber. It is an error-free and there are virtually no mismatches.

The Mumbai Tiffin Box Suppliers Association is a 38-year-old organization with 4,500 members and a huge, loyalty customer base. Their customer base includes office goers, students, shopkeepers, etc. Instead of carrying their own lunch at an early hour in the morning they prefer to subscribe this dabba service. For a small fee, the dabbawala

picks up the freshly packed lunch from the subscribers house and deliver it to his/her office at lunch time. Once lunch is over, the empty dabba is again collected by the dabbawala. This is done with the help of Mumbai's extremely efficient railway system called the Mumbai locals. There are special trains known as dabbawala specials. The dabbas change many hands and are loaded and offloaded in many trains before their final delivery.

There is a scientific method of putting an identification mark on each dabba. Each dabba lid is marked a particular code. The code format is 'DBOF' where D denotes the dabbawala number (assigned by the association), BO is a combination indicating the building/office and F is the floor number of that building where the Tiffin Box has to be delivered. The lid is also marked with a number denoting the railway station where the Box has to be off-loaded, followed by an alphabet indicating the station where it is to be picked up. Can you imagine what the fee for all of this is? The service charges vary between Rs. 150/- (US\$3) to Rs. 300/- (US\$6) per month, depending on the customer's location and the distance covered.

This service was started by a Parsi banker when he enjoyed a carrier to fetch his lunch every afternoon. The idea caught on and this inspired many unemployed people to become dabba carriers. Soon, each dabbawala had a handful of customers. To ensure that each carrier worked only in a particular district and didn't interfere with other dabbawalas, a union called the 'Mumbai Tiffin Box Carriers Association' was formed in 1968. Today, there are more than 5000 semi-literate dabbawalas who transport 1,75,000 boxes in a 3-hour period, traversing 25 km using public transportation, involving multiple transfer points. In 1998, Forbes Global magazine conducted an analysis of the service and gave the dabbawalas a six sigma efficiency rating.

Questions:

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| i) What kind of distribution system does dabbawalas use to deliver the boxes to customers? | 10 |
| ii) How cost efficiency is achieved in the above supply chain process? Is there any technology used? | 5 |
| iii) Comment on Reverse supply chain and Reverse logistics from the above case. | 5 |

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