

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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Third Semester MBA Degree Examinations, March/April 2024
BASICS OF LOGISTICS & SUPPLY CHAIN MANAGEMENT

Duration: 3 hrs

Max. Marks: 100

- Note:* 1. Answer any FOUR full questions from Question No. 1 to 7.
 2. Question No. 8 is compulsory
 3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1. a.	What is the usefulness of the push-pull view of supply chain process?	03	(1 : 1 : 1)
b.	Compose the usefulness of the decision phases in supply chain.	07	(1 : 1 : 1)
c.	Write the applications of the cycle view of supply chain processes.	10	(1 : 1 : 1)
2. a.	Analyse the concept of cross docking.	03	(2 : 2 : 2)
b.	Analyse the different components of logistics.	07	(2 : 2 : 2)
c.	Analyse various distribution related issues and challenges in logistics.	10	(2 : 2 : 2)
3. a.	Evaluate the impact of the Bullwhip effect in the supply chain.	03	(3 : 3 : 3)
b.	Explain the key components of the SCOR Model and how they contribute to assessing supply chain effectiveness and efficiency.	07	(3 : 3 : 3)
c.	What are driving forces of global supply chain management, evaluate the important factors influences global supply chain.	10	(3 : 3 : 3)
4. a.	What is key design features of the green supply chain management?	03	(4 : 4 : 4)
b.	Comment the design of the 3 rd Party Logistics and 4 th Party Logistics.	07	(4 : 4 : 4)
c.	Construct the importance of IT infrastructure used for supply chain.	10	(4 : 4 : 4)
5. a.	Brief out the key tools facilitating International Logistics.	03	(5 : 5 : 5)
b.	When contemplating the key issues in global sourcing, how can one design appropriate factors that influence outsourcing?	07	(5 : 5 : 5)
c.	How can we design methods to integrate the supply chain and logistics value chain effectively?	10	(5 : 5 : 5)
6. a.	Write the overview of supply chain network, how is it useful?	03	(1 : 1 : 1)
b.	What are the key issue or challenges in supply chain management and write its business implications?	07	(1 : 1 : 1)
c.	Elaborate the stages of supply chain and write the business usefulness in the different stages.	10	(1 : 1 : 1)
7. a.	Analyse the concept of hub & spoke in logistics.	03	(2 : 2 : 2)
b.	Distinguish between the important factors affecting network design decisions.	07	(2 : 2 : 2)
c.	Explain the concept of containerization and its significance in modern business.	10	(2 : 2 : 2)

Case Study

Starbucks like many of the most successful worldwide brands, the coffee shop giant has been through its periods of supply chain pain. In fact, during 2007 and 2008, Starbucks leadership began to have serious doubts about the company's ability to supply its 16,700 outlets. As in most commercial sectors at that time, sales were falling. At the same time though, supply chain costs rose by more than \$75 million. When the supply chain executive team began investigating the rising costs and supply chain performance issues, they found that service was indeed falling short of expectations. Findings included the following problems

- Fewer than 50% of outlet deliveries were arriving on time
- A number of poor outsourcing decisions had led to excessive 3PL expenses
- The supply chain had, (like those of many global organisations) evolved, rather than grown by design, and had hence become unnecessarily complex.

Starbucks' leadership had three main objectives in mind to achieve improved performance and supply chain cost reduction. These were to:

- i. Reorganize the supply chain
 - ii. Reduce cost to serve
 - iii. Lay the groundwork for future capability in the supply chain
- In order to meet these objectives, Starbucks divided all its supply chain functions into three key groups, known as “plan” “make” and “deliver”. It also opened a new production facility, bringing the total number of U.S. plants to four. Next, the company set about terminating partnerships with all but its most effective 3PLs. The remaining partners were then managed via a weekly scorecard system, which was aligned with renewed service level agreements. By the time Starbucks' supply chain transformation program was completed, the company had made savings of more than \$500 million over the course of 2009 and 2010, of which a large proportion came out of the supply chain, according to Peter Gibbons, then Executive Vice President of Global Supply Chain Operations

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| a. | What made Starbucks to reorganize its supply chain? | 10 | (5 :5 : 5) |
| b. | How did Starbucks reorganize the supply chain? | 05 | (4 :4 : 4) |
| c. | In your opinion what contributed to Starbucks supply chain profits. | 05 | (4 :4 : 4) |

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