

**R6171**

**Sub. Code**

**643101**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Logistics Management**

**MANAGEMENT CONCEPTS AND ORGANISATIONAL  
BEHAVIOUR**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Explain the contribution of Elton Mayo.
2. Explain narrow span organization structure.
3. Mention communication barriers.
4. Write a note on classical conditioning of learning.
5. What is power of coercion?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the different approaches of management thought.

Or

- (b) Explain the contributions of F. W. Taylor.

7. (a) What is decision making and explain its models with examples?

Or

- (b) Explain the different principles of organizing with examples.

8. (a) Compare and contrast the Maslow's theory and Herzberg theory of motivation.

Or

- (b) Explain any two controlling techniques of your choice.

9. (a) Explain the role of socio-cultural factors influence on organizational behavior citing real time examples.

Or

- (b) Explain the different strategies that can be followed to reduce stress.

10. (a) What is group conflict? How it impacts organizational behavior?

Or

- (b) What is power? Explain its different types.

**Part C**

(1 × 10 = 10)

Case study – Compulsory

11. RST is a marketing company which markets RO water purifier. Also this company has launched new scheme of AMC to retain customers for long term. After successful implementation of the scheme for two years, the customers started to complain about the drawbacks of the service done to the water purifier. Day by day the number of complaints increased anti which got the worries of the

marketing manager. He immediately arranged for a meeting with service technicians, scheduler of service jobs, store manager, customer care and other people involved in this activity. At the meeting everyone complains other and no one is ready to take their accountability.

- (a) As a chief of this company, what problems you face? List it.
- (b) How those problems can be rectified? Justify your answers with the subject related concepts.

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**Sub. Code**

**643102**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Logistics Management**

**BUSINESS ECONOMICS AND ENVIRONMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. What is opportunity cost? Give examples.
2. Explain elasticity of supply.
3. What is skimming pricing? Give examples.
4. What is LPG in business environment?
5. What is Secondary capital market?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the role of managerial economics in business decisions.

Or

- (b) Explain Marginalism and Equi-marginalism with examples.

7. (a) Explain the determinants of demand with examples.

Or

(b) Explain economies and diseconomies of scale of business.

8. (a) Explain the role of government control over pricing and its necessity.

Or

(b) What is cost volume profit analysis? Explain with examples.

9. (a) Explain the importance of scanning the environmental factors.

Or

(b) Explain the role financial institutions in economic development of India.

10. (a) Explain the technological influence on businesses.

Or

(b) Explain Law on Environmental protection.

### **Part C**

(1 × 10 = 10)

#### Case Study – Compulsory

11. In India fuel price is changed daily with some increase and decrease in the denomination of paisa. In India the minimum denomination paisa is 1 rupee which is predominantly accepted by the people. As a business economist, how you perceive this situation?

(a) Does this change is acceptable?

(b) The denomination with which it is changed is acceptable?

(c) What is your proposition to solve this menace on daily basis?

Support your answers with law of supply and demand.

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**643103**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Logistics Management**

**ACCOUNTING AND FINANCIAL MANAGEMENT FOR  
LOGISTICS**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Write about any TWO concepts of Accounting.
2. Write about the tools used for financial statement analysis.
3. Brief the goals of financial management.
4. What is leverage? What are its types?
5. Write short notes on Capital Rationing.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Following is the trail balance of Mr. Shrivathsan as on 30<sup>th</sup> June 2020.

Particulars	Dr. Rs.	Cr. Rs.
Capital		15,000
Purchases	20,000	
Sales		30,000

Particulars	Dr. Rs.	Cr. Rs.
Wages	1,200	
Furniture	800	
Salaries	900	
Travelling Expenses	700	
Commission	300	
Cash in hand	1,000	
Cash at bank	3,400	
Buildings	16,000	
Debtors and Creditors	4,500	4,000
Bills Payable and Bills Receivables	600	800
Telephone	100	
Returns	500	200
Total	50,000	50,000

On 30<sup>th</sup> June 2020 stock was valued at Rs. 7,500.  
Prepare Trading and P & L account and Balance Sheet for the year ended on 30<sup>th</sup> June 2020.

Or

- (b) Explain the importance of adjustments in final accounts. Explain any FIVE with examples.
7. (a) From the following information find out (i) Sales (ii) Closing Stock (iii) Sundry Debtors (iv) Sundry Creditors.

Gross Profit Ratio 25%; Debtors' Turnover Ratio 2 months ; Stock Turnover Ratio 2 times ; Creditors' Turnover Ratio 3 months. Closing stock is Rs. 10,000 more than the opening stock. Bills receivable amount to Rs. 30,000 and bills payable to Rs. 40,000. Cost of goods sold for the year is Rs. 6,00,000.

Or

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- (b) Define the terms 'fund' and 'flow' in the context of funds flow statement. How is a funds flow statement prepared?
8. (a) Prepare an estimate of working capital requirement from the following information of M/s. Pani Enterprises.
- (i) Project annual sales 1,00,000 units.
  - (ii) Selling price Rs. 8 per unit
  - (iii) % of net profit on sales 25%
  - (iv) Average credit period allowed to customers 8 weeks
  - (v) Average credit period allowed by suppliers 4 weeks
  - (vi) Average stock holding in terms of sales requirement 12 weeks
  - (vii) Allow 10% for contingencies

Or

- (b) Elaborate various functions of Financial Management.
9. (a) Dharunesh and Company has sales of Rs. 20,00,000, variable cost of Rs. 14,00,000 fixed costs of Rs. 4,00,000 and debentures of Rs. 10,00,000 in its capital structure obtained @10%. What are its financial leverage and operating leverage and combined leverage?

Or

- (b) Identify and explain the factors which are affecting the decision of capital structure in a firm.



10. (a) Explain the various evaluation techniques of a capital budgeting proposals. Explain with examples.

Or

- (b) What is Dividend? What are its types? Explain.

**Part C** (1 × 10 = 10)

Compulsory.

11. From the following information prepare a production budget for three months ending, March 31, 2021 for M/s. Ruby factory producing four products, on the basis of the following information.

Type of product	Estimated stock on January 1, 2021 (in Units)	Estimated sales during January-March, 2021 (in Units)	Desired closing stock on March 31, 2020 (in Units)
A	2,000	10,000	5,000
B	3,000	15,000	4,000
C	4,000	13,000	3,000
D	5,000	12,000	2,000

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**643104**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Logistics Management**

**PRINCIPLES OF LOGISTICS AND SUPPLY CHAIN  
MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. What are the objectives of logistics?
2. State the role of 3PL.
3. What are the drivers of supply chain performance?
4. What do you mean by cross docking?
5. Detail the process involved in e-logistics.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Write note on logistics performance cycle.

Or

- (b) How the firms have to gain competitive advantage through logistic - integrated supply chain?

7. (a) Classify the steps involved in strategic planning in Logistics Management.

Or

- (b) Summarize the working model of reverse logistics.

8. (a) Discuss the goal of supply chain and explain the impact of supply chain decision on success of the firm.

Or

- (b) Outline the structure of drivers and obstacles of supply chain management.

9. (a) Elucidate the concept of network design in supply chain and state the factors which affect the network design decisions.

Or

- (b) Identify the importance of supply chain relationships.

10. (a) Critically evaluate the impact of e-business on supply chain in Indian perspective.

Or

- (b) Explain the types of Internet B2B exchanges used for e-procurement. How do they improve the supply chain performance?

**Part C**

(1 × 10 = 10)

Compulsory

11. “Cool Air” Air-conditioning is a manufacturing of commercial air conditioning units which are exclusively used on the roof of malls or restaurants. Nearly 80 percent of its sales are replacement models which means that the company relies heavily on repeat customers. An

air conditioner usually breaks down with little or no warning. Often the customer is under pressure on finding a replacement within a day or two to nut his business. Therefore, the customer is mainly concerned with supplier response no matter who the supplier is. “Cool Air” Air-conditioners hired “Reliable logistics”, a logistics consulting company to help optimize their distribution network and revive sales. At that time, they had 20 distribution centers and warehouses around the country, stocking 40 different models. “Reliable logistics”, first thought of shrinking the distribution network to four or five strategically located warehouses, each with extensive inventory. This strategy would have reduced 25 percent of “Cool Air” Air-conditioners costs, but would have made rapid delivery tough. The marketing manager of “Cool Air” Air conditioners suggested that the company should go in the opposite direction and expand to 30 locations with a fill range of products. But that would have been prohibitively expensive.

#### Questions

- (a) What do you think are the problems faced by “Cool Air” Air-conditioners?
- (b) Comment on the idea of Reliable logistics to reduce the distribution centers /warehouses from 20 to 4 or 5 strategic locations.

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**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**First Semester**

**Logistics management**

**QUANTITATIVE TECHNIQUES**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Give the importance of duality in decision making
2. List out the characteristics of normal distribution
3. State the applications of simulation in business
4. Mention the meaning of Expected value of pay-off and Expected value of perfect information
5. How do you interpret the results of correlation analysis?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) A firm plans to purchase at least 200 quintals of scrap containing high quality metal X and low quality metal Y. It decides that the scrap to be purchased must contain at least 100 quintals of metal X and not more than 35 quintals of metal Y. The firm can purchase the scrap from two suppliers (A and B) in unlimited quantities. The percentage of X and Y metals in terms of weight in the scrap supplied by A and B is given below.

Metals	Supplier A	Supplier B
X	25%	75%
Y	10%	20%

The price of A's scrap is Rs 200 per quintal and that of B is Rs 400 per quintal. The firm wants to determine the quantities that it should buy from the two suppliers so that the total cost is minimized.

Or

- (b) A construction company has requested bids for subcontracts on five different projects. Five companies have responded, their bids are represented below.

		Bid Amounts ('000 Rs)				
		I	II	III	IV	V
	1	41	72	39	52	25
Bidders	2	22	29	49	65	81
	3	27	39	60	51	40
	4	45	50	48	52	37
	5	29	40	45	26	30

Determine the minimum cost assignment of subcontracts to bidders, assuming that each bidder can receive only one contract.

7. (a) At a car park there are 100 vehicles, 60 of which are cars, 30 are vans and the remainder are lorries. If every vehicle is equally likely to leave, find the probability of:
- van leaving first.
  - lorry leaving first.
  - car leaving second if either a lorry or van had left first.

Or

- (b) A large group of students took a test in Logistics management and the final grades have a mean of 70 and a standard deviation of 10. If we can approximate the distribution of these grades by a normal distribution, what percentage of the students
- (i) scored higher than 80?
  - (ii) should pass the test (grades  $\geq 60$ )?
  - (iii) should fail the test (grades  $< 60$ )?

8. (a) A company manufactures 200 motor cycles per day. Depending upon the availability of raw materials and other conditions, the daily production has been varying from 196 motor cycles to 204 motor cycles, whose probability distribution is as given below:

Production /day	Probability
196	0.05
197	0.09
198	0.12
199	0.14
200	0.20
201	0.15
202	0.11
203	0.08
204	0.06

The motor cycles are transported in a specially designed three- storied lorry that can accommodate only 200 motor cycles. Using the following random numbers: 82, 89, 78, 24, 52, 53, 61, 18, 45, 04, 23, 50, 77, 27, 54, 10, simulate the process to find out:

- (i) The average number of motor cycles waiting in the factory?
- (ii) The average number of empty spaces on the lorry?

Or

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- (b) A milk plant distributes the products by trucks, loaded at the loading dock. It has its own fleet plus the trucks of a transport company are used. This company has complained that sometimes the trucks have to wait in the queue and thus the company loses money. The company has asked the management either to go in for a second loading dock or discount prices equivalent to waiting time. The data available is as follows:

Average arrival rate = 3 / hour Service rates = 4/Hrs

The transport company has provided 40% of the total number of trucks. Determine:

- (i) The probability that a truck has to wait
  - (ii) The waiting time of a truck
  - (iii) Expected waiting time for transport company trucks per day.
9. (a) Finickys Jewellers sells watches for Rs.50 each. During the next month, they estimate that they will sell 15, 25, 35, or 45 watches with respective probabilities of 0.35, 0.25, 0.20, and ... (figure it out). They can only buy watches in lots of ten from their dealer. 10, 20, 30, 40, and 50 watches cost \$40, 39, 37, 36, and 34 per watch respectively. Every month, Finicky's has a clearance sale and will get rid of any unsold watches for Rs.24 (watches are only in style for a month and so they have to buy the latest model each month). Any customer that comes in during the month to buy a watch, but is unable to, costs Finicky's Rs.6 in lost goodwill.

Find the best action under each of the four decision criteria.

Or



- (b) In a toy manufacturing company, suppose the product acceptance probabilities are not known but the following data is known:

Product Acceptance	Anticipated first year profit ('000 Rs)		
	Product Line		
	Full	Partial	Minimal
Good	8	70	50
Fair	50	45	40
Poor	-25	-10	0

Determine the optimal decision under each of the following decision criteria and show how you arrived at it:

- (i) Maximax
  - (ii) Maximin
  - (iii) Equal likelihood and
  - (iv) Minimax regret?
10. (a) The profit function of a company can be represented by  $P = f(x) = x - 0.00001x^2$ , where  $x$  is unite sold. Find the optimal sales volume and the amount of profit to be expected at that volume. Obtain an expression for the total annual cost. Hence find an expression for the average total cost per mile and calculate the annual mileage which will minimize the average cost per mile.

Or

- (b) A Psychologist wanted to compare two methods A and B of teaching. He selected a random sample of 22 students. He grouped them into 11 pairs so that the students in a pair have approximately equal scores on an intelligence test. In each pair, one student was taught by method A and other by method B and examined after the course. The marks obtained by them are tabulated below:

Pair	1	2	3	4	5	6	7	8	9	10	11
A	24	29	19	14	30	19	27	30	20	28	11
B	37	35	16	26	23	27	19	20	16	11	21

Find the correlation coefficient between the two sets of scores.

**Part C** (1 × 10 = 10)

(Compulsory)

11. A manufacturer has distribution centers at Agra, Allahabad and Kolkata. These centers have availability of 40, 20 and 40 units of his product, respectively. His retail outlets at A, B, C, D and E requires 25, 10, 20, 30 and 15 units, respectively. The transport cost (in rupees) per unit between each center outlet is given below:

Distribution centre	Retail Cutlets				
	A	B	C	D	E
Agra	55	30	40	50	40
Allahabad	35	30	100	45	60
Kolkata	40	60	95	35	30

Determine the optimal distribution to minimize the cost of transportation.

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**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**STRATEGIC LOGISTICS MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Explain the levels of strategic planning.
2. Write a note on ETOP analysis.
3. What is core competency? Give examples.
4. What is strategic leadership? Explain its necessity.
5. Explain ERP.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain strategic management process of a Fish logistics company.

Or

- (b) Explain the factors which influence the strategic decisions with examples.

7. (a) Explain SWOT analysis of textile logistics.

Or

(b) Write a note on grand strategies with examples.

8. (a) Explain Porter's generic model and how it can be applied to Logistics Company.

Or

(b) Explain different marketing strategies that can be practiced by a logistics company.

9. (a) Explain BCG matrix with examples.

Or

(b) Explain Hofer's Product-Market matrix.

10. (a) Write a note on stakeholder analysis.

Or

(b) Explain operational control techniques.

**Part C** (1 × 10 = 10)

Case Study – Compulsory

11. Explain the fisherman problem of Tamil Nadu with regard to logistics and other allied problems. Identify the different problems pertaining to strategic logistics. Support your answers with proper science and subject.

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**643302**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**DISTRIBUTION MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Explain the need for physical distribution
2. What is the role of marketing channels?
3. How to select the mode of transportation?
4. Enumerate the factors that affect the processing time.
5. Mention the standards and goals of distribution control.

**Part B**

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Discuss the scope and principles of transportation function.

Or

- (b) Describe the relationship of transportation to other business function.

7. (a) Enumerate the factors affecting choice of distribution channel.

Or

(b) Explain the process of selecting, motivating and training channel members.

8. (a) Deduce the legal types of transportation management.

Or

(b) Explain the intra and interstate transport of goods.

9. (a) Write short notes on palletization and containerization.

Or

(b) Discuss in detail about processing an order.

10. (a) What are the stages of control process?

Or

(b) Comprehend transport and logistics organisations.

**Part C** (1 × 10 = 10)

Compulsory.

11. Case study

This case discusses ICICI Prudential's entry into the private insurance segment and its distribution network. The company started with a base of 62 advisors and then slowly expanded its distribution channels through

bancassurance, direct marketing, and other measures. ICICI Prudential also ventured into the rural segment through various state-level and non-government organizations.

ICICI Prudential Life Insurance Company Limited (ICICI Pru) was set up in July 2000 as a joint venture between ICICI and Prudential plc of UK. It came out with its first insurance policy on December 12, 2000. Initially, it offered a variety of products in life insurance-- Single Premium Bond, Save 'n' Protect and Forever Life.

- (a) In terms of the future of the Indian insurance industry, what do you think are the measures that can be taken have been taken by ICICI Pru to further strengthen its distribution system to meet the competition? (6)
- (b) Why is there a need for alternative distribution channels in insurance? (4)

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**R6178**

**Sub. Code**

**643303**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**RAIL, ROAD AND AIR CARGO LOGISTICS**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. State the essential features of transport system.
2. Why are railroads important?
3. Describe the economic aspects of road transport.
4. What is the air transportation?
5. Interpret the significance of coordination in supply chain.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) List out various uses of transportation.

Or

- (b) Interpret the types of transportation.



7. (a) Give a detailed account on features of railway.

Or

(b) Identify the advantages of railroads compared to other modes of transportation.

8. (a) Discuss the factors determining the selection of road transportation.

Or

(b) Invent the essential features of transport system.

9. (a) Describe the significance of air traffic control management.

Or

(b) Identify the features of air transportation.

10. (a) Why is increased coordination needed to manage supply chains?

Or

(b) Indicate the causes supply chain disruption.

**Part C (Compulsory)** (1 × 10 = 10)

**Case Study**

11. The Allen Export Company ships sugar to many overseas ports. Over the years the company has stacked large bags of sugar onto pallets for shipping. Because of a lumber shortage, pallets for export have become very difficult to obtain. The management of Allen Export has presented the dock manager with the challenge of reducing the number of wooden pallets used and/or to find a new way to supplement or change their stevedoring system.

**Question**

Can a system be devised to eliminate the shortage of pallets?

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**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**LOGISTICS INFRASTRUCTURE**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. Define Logistics Infrastructure.
2. Write a brief note on Internet Protocols.
3. Explain about the concept of Bar Coding.
4. Give a short note on Stores Accounting.
5. Write about the Container Freight Station (CFS).

**Part B**

(5 × 10 = 50)

Answer **all** the questions, choosing either (a) or (b).

6. (a) Elucidate the concept of Infrastructure and Environment in Logistics Infrastructure.

Or

- (b) Discuss the following in detail:
  - (i) Cloud Service Models
  - (ii) Cloud Deployment Models

7. (a) Discuss about Indian Transport Infrastructure.

Or

(b) Describe the Storehouse Operations and Control

8. (a) Write short notes on

(i) Layout of Container Terminals

(ii) Storage and Delivery of Container Terminals

Or

(b) Write short notes on

(i) Berth and Quay Characteristics

(ii) Fencing and Traffic Control

9. (a) Explain the conception about Industrial Projects Transportation.

Or

(b) Explain the outset of Selection of Logistics Service Provider.

10. (a) Discuss in detail about Catalyst for Logistics outsourcing.

Or

(b) Distinguish between Third Party Logistics and Fourth Party Logistics.

**Part C**

(1 × 10 = 10)

Compulsory

11. Read the case below and answer the questions:

M/s ABC Bearings Limited Pune, has been supplying various types of bearings to Railways for production as well as maintenance requirements. The firm is a market leader in its segment and is a regular supplier to a other

large number of companies including MNC's. The firm has also been importing some of the bearings from their principals abroad for supplying to railways. The bearing company has been consistently maintaining a very good market reputation, including the railways and is known for maintaining quality, reliability and timely delivery of the bearings.

As a newly joined Purchase Head of this bearing company, how do you address the railways concerns such as:

- (a) Procurement is to be made directly from the Company and not through its dealers or stockiest.
- (b) How do the railways obtain the best value for money for the purchases made by obtaining Competitive prices?
- (c) How do you address the quality concerns?
- (d) How does the bearing company minimize its logistic costs by streamlining dispatches and ensuring that only genuine products get transported and delivered?

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**Sub. Code**

**643503**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**PACKAGING AND MATERIAL HANDLING**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. Define the components of packaging.
2. Illustrate the purpose of labelling code.
3. Elucidate the concept of active packaging.
4. What is meant by structural design marketing?
5. Explain standardization.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Expound the functions of packaging demands of consumer goods industry.

Or

- (b) Describe packaging demands of Industrial users.

7. (a) Differentiate packing and packaging in detail.

Or

(b) Explicate the functions and essentials of packing.

8. (a) Designate the types of packaging.

Or

(b) Enumerate the importance of identification codes and bar codes.

9. (a) Explain the biological nature of products in packing.

Or

(b) Discuss the functions of packaging economics.

10. (a) Demonstrate the concept of waste management.

Or

(b) Establish the concepts of eco-friendly packaging.

**Part C** (1 × 10 = 10)

Case Study – Compulsory

11. Tropicana – Tropicana is fresh. When the brand launched among many other from-concentrate or otherwise diluted orange juice offerings, it immediately achieved brand recognition as the freshest and purest option on the juice shelves. Innovative packaging design and a bold green logo have facilitated Tropicana's reputation as one of the freshest juice options. Their iconic branding is further aided by their bold venture into see-through plastic bottles, which initially aided their ability to stand out against store brands packaged in paper cartons.

There are few visual elements in common with Tropicana's transparent orange juice bottles and KitKat's bold, simple candy packages. However, the single common factor among iconic packaging case studies is the ability to be different.

- (a) Organizations who manage to differentiate their CPG products from competitors through bold packaging choices may achieve the best chances of near global recognition and positive consumer association. Justify with the above said example.
- (b) Is Tropicana brand successful in its packaging? Comment your views to improve its packaging and thereby increase the sale.

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**Sub. Code**

**643504**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**GLOBAL SUPPLY CHAIN MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** questions.

1. State the scope of global supply chain.
2. Define bullwhip effect.
3. What is a supply chain risk profile?
4. What are the functions of global packaging?
5. What is an agile supply chain?

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Identify the generic supply chain strategies based on the Supply and demand conditions for each product in global environment.

Or

- (b) Discuss the need to understand global supply chains and the key challenges in implementing it in India.



7. (a) Outline the driving forces of Globalization in supply chain management in India.

Or

- (b) Do global supply chains are strong? What role governments play in making them more strong and sustainable?
8. (a) Both the physical and informational assets required to run an effective supply chain — Identify the importance of supply chain infrastructure in global perspective.

Or

- (b) Supply chain risk requires a multidisciplinary approach to assess and manage contingencies. What are the benefits of being prepared to face a global supply chain risk?
9. (a) Examine the challenges in managing global inventory management.

Or

- (b) Distinguish between the key features of road, rail, water and airways transportation with global perspective.
10. (a) Describe the dimensions that a company chooses for a specific type of sourcing and list the types of sourcing strategies.

Or

- (b) While managing supply chain as a network, what are the most significant challenges faced by companies in new competitive environment.

**Compulsory****11. REWE: Expanding the Logistics Network**

With a turnover of more than 49.7 billion euros, more than 8000 supermarkets, a fleet of almost 2000 trucks which make 965,000 trips annually, covering distance of 162 million kilometers and both collecting goods from suppliers and delivering them to stores. With 327,600 employees (2013), the REWE Group is one of the leading travel and tourism companies in Europe. In 2008, extensive logistics modernization began in the company. The objectives included an increase in warehouse productivity by 15% per square meter, higher demand forecast accuracy, inventory reduction, and higher product availability rates as well as transportation cost reduction and sustainability. At present, the company operates about 30 distribution centers (DC) in Germany. In 2011, a new DC in Oranienburg near Berlin was built for 60 million euros with an area of 52,500 m<sup>2</sup>. The criteria for location selection were to shorten transportation routes and maximize efficiency across the network. About 325 employees in Oranienburg ensure the replenishment of REWE supermarkets with more than 12,000 SKU (stock keeping units), One hundred trucks deliver products to 330 supermarkets from Sassnitz und Jüterbog daily.

**Questions**

- (a) What are the objectives of the logistics redesign at REWE? What trade-offs can you see?
- (b) Which types of distribution networks do you know? Which type is implemented at REWE?
- (c) What could be the reasons for looking for a new warehouse location near Berlin?
- (d) Which selection criteria were important for the company?

**R6182**

**Sub. Code**

**643506**

**M.B.A. DEGREE EXAMINATION, NOVEMBER – 2021**

**Third Semester**

**Logistics Management**

**SUPPLY CHAIN RISK MANAGEMENT**

**(CBCS – 2019 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(5 × 3 = 15)

Answer **all** the questions.

1. Define Risk Management.
2. Write a brief note about the E-Business.
3. Explain about the concept of Network View of Risk Shared Analysis.
4. Give a short note on Risk Compensation.
5. Write about the term BCM.

**Part B**

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Elucidate about the Decisions with Certainty of Risk Management.

Or

- (b) Discuss the following in detail:
  - (i) Ignorance of Risk Management
  - (ii) Decisions with Uncertainty.

7. (a) Write short notes on
- (i) SC Integration
  - (ii) Outsourcing.

Or

- (b) Write short notes on
- (i) Principles of Risk Management
  - (ii) Steps of Risk Management

8. (a) Discuss about choosing the best response in risk management.

Or

- (b) Enumerate the concept of identifying risk and measuring risk.

9. (a) Explain the conception about creating resilient SC.

Or

- (b) Explain the outset of the relationship within a resilient SC.

10. (a) Discuss the overall view emergencies and crisis of BCM.

Or

- (b) Elaborately discuss about the concept of views and steps in BCM.

**Part C**

(1 × 10 = 10)

**Compulsory**

11. Read the case below and answer the questions:

Heavy engineers limited manufacture major farm equipments which it sells mainly in rural India. The tractor manufactured by heavy engineers has utility in farming activities but it is also considered as a status symbol in rural India since it is used as a means of conveyance and transportation as well. Initially the sale of tractors was concentrated in areas like Punjab, Haryana and Uttarpradesh.

However the sales have now shifted to other parts of the country as well the demand for tractors is steadily increasing all over the country. This spurt in demand has put a strain on the production facilities available with heavy engineers also heavy engineers is worried that if they do not meet the increasing demand for tractors they would stand to lose the market as well as the customer goodwill. Other players would enter and capture the market possibly even eroding the existing market base of heavy engineers.

Heavy engineers have established widespread and excellent dealers in northern India. But other players are expected to intensify further in view of expected global competition. This is seen as a threat by heavy engineers. The CEO of heavy engineers called meeting of all HODs to discuss the future plans. Some of the suggestions put forward were as follows:

- (a) The company can expand its existing facilities by addition of new machines as well as adopting flexible manufacturing systems to cater to varied demands by customers.

- (b) Another suggestion was either to out source manufacturing or to set up sister plants at strategic locations in the country.
- (c) To effectively meet customer requirements the company will have to set up servicing workshops as its outlets.
- (d) Expansion plans will be coupled with heavy financial investments. The cost of borrowed finance will increase the price of the tractors which can prove detrimental to the sales.
- (e) In agriculture durable items rural consumers are very alert to the value of a product and are willing to research extensively by comparing the product features quality and price with the various options available to them.

Questions:

- (i) Explain what flexible manufacturing system is?
- (ii) What logistical factors should the company look into regarding location of sister plants?
- (iii) How can heavy engineers apply the value chain concept of Michael porter to satisfy the demands of rural customers?
- (iv) Make a total cost analysis about the expansion plants of heavy engineers.