

R7408

Sub. Code

643301

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

Third Semester

Logistics Management

STRATEGIC LOGISTICS MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** the questions.

1. Write a brief note on the dimensions of strategic decisions.
2. Define environmental analysis.
3. How do you acquire core competencies?
4. What is meant by portfolio analysis?
5. Explain strategic evaluation.

Part B

(5 × 10 = 50)

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

6. (a) Describe the various level of strategic planning.

Or

- (b) Discuss in detail about the strategic management process.

7. (a) Explain SWOP, PEST, ETOP analysis with a suitable example for each.

Or

- (b) Differentiate between competitive and grand strategies.

8. (a) Write short notes on Porter's generic strategies model.

Or

- (b) Describe the marketing and R & D strategies.

9. (a) Explain the Shell's directional policy matrix.

Or

- (b) Elucidate the structural and behavioural issues in strategic implementation.

10. (a) Discuss in detail about the balanced scorecard approach.

Or

- (b) Abbreviate and write short notes on ERP.

Part C

(1 × 10 = 10)

Compulsory.

Case study.

11. Outcomes and benefits of SWOT analysis Skoda UK's SWOT analysis answered some key questions. It discovered that:

- * Skoda car owners were happy about owning a Skoda the brand was no longer seen as a poorer version of competitors' cars. However, the brand was still very much within a niche market

* a change in public perception was vital for Skoda to compete and increase its market share of the mainstream car market.

The challenge was how to build on this and develop the brand so that it was viewed positively. It required a whole new marketing strategy. Skoda UK has responded with a new marketing strategy based on the confident slogan, 'the manufacturer of happy drivers.' The campaign's promotional activities support the new brand position. The key messages for the campaign focus on the 'happy' customer experience and appeal at an emotional rather than a practical level. An improved and redesigned website which is easy and fun to use. This is to appeal to a young audience. It embodies the message 'experience the happiness of Skoda online'. Customers are able to book test drives and order brochures online. The result is that potential customers will feel a Skoda is not only a reliable and sensible car to own, it is also 'lovely' to own. Analysing the external opportunities and threats allows Skoda UK to pinpoint precisely how it should target its marketing messages. No other market player has 'driver happiness' as its USP. By building on the understanding derived from the SWOT, Skoda UK has given new impetus to its campaign.

The study also showed Skoda is a global brand offering a range of products in a highly competitive and fragmented market. The company must respond positively to internal and external issues to avoid losing sales and market share. A SWOT analysis brings order and structure to otherwise random information. The SWOT model helps managers to look internally as well as externally. The information derived from the analysis gives direction to the strategy. It highlights the key internal weaknesses in a business. it focuses on

strengths and it alerts managers to opportunities and threats. Skoda was able to identify where it had strengths to compete. The structured review of internal and external factors helped transform Skoda UK's strategic direction.

The case study shows how Skoda UK transformed its brand image in the eyes of potential customers and builds its competitive edge over rivals. By developing a marketing strategy playing on clearly identified strengths of customer happiness, Skoda was able to overcome weaknesses. It turned its previously defensive position of the brand to a positive customer-focused experience. The various awards Skoda has won demonstrate how its communications are reaching customers.

- (a) What in your view are the important benefits of using a SWOT analysis? (5)
- (b) What strength did Skoda use to turn its brand weakness into an opportunity? (5)

R7409

Sub. Code

643302

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

Third Semester

Logistics Management

DISTRIBUTION MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** the questions.

1. Mention the functions of distribution
2. Why is it necessary to know about modifying channel arrangements?
3. Bring out the significance of international transport.
4. Explain the costs of packaging
5. What is meant by conflict resolution?

Part B

(5 × 10 = 50)

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

6. (a) Describe the physical distribution trends in India.

Or

(b) Comprehend the concept of distribution.

7. (a) What are intermediaries? Explain its types.

Or

(b) What are the procedures to evaluate the channel members?

8. (a) Describe the various methods to select the mode of transport.

Or

- (b) Enumerate the trends in modern transport.

9. (a) Write short notes on order processing and unitization.

Or

- (b) Describe the process to design a package?

10. (a) Discuss about the various distribution organizing structure?

Or

- (b) Write in brief about the performance report. Why is it helpful?

Part C (1 × 10 = 10)

Compulsory

Case Study.

11. Give a detailed insight into the distribution operations and the distribution channels utilized by a leading multinational company in the beverage and snack food industry.
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R7410

Sub. Code

643303

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

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** the questions.

All questions carry equal marks

1. What is transportation as a utility?
2. Is rail freight cheaper than truck?
3. What is road transport management?
4. Why air transport is the fastest?
5. What is supply chain coordination?

Part B

(5 × 10 = 50)

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

6. (a) Compile the main purpose of transportation.

Or

- (b) Rewrite the features of logistics transportation.

7. (a) Identify the services offered by railways.

Or

(b) Discuss the role of rail transport system in economic development of a country.

8. (a) Highlight the problems in the development of road infrastructure in India.

Or

(b) Mention the merits and demerits of road transportation.

9. (a) Briefly explain the merits and demerits of air transport services.

Or

(b) Mention the factors that determine the choice of air transport.

10. (a) What are the challenges to achieve coordination in supply chain?

Or

(b) How can the risk of supply chain disruptions be reduced?

Part C (1 × 10 = 10)

(Compulsory)

Case Study

11. The Jones Company operates a centrally located storeroom in their manufacturing complex. Every afternoon each craft foreman (Tin Shop, Electric Shop, Iron Workers, etc.) writes a requisition for common use items that will be required for the next day's work. These common use items include nuts, bolts, screws, washers,

flashlight batteries, and gloves. All specialty items are ordered separately. During the night shift, storeroom personnel fill the orders of items requested by the craft foreman. Each morning, one or two workers from each department go to the storeroom with a four-wheel platform truck to pick up the filled order.

Question

Although studies have never been performed to determine the amount of time craftsmen spend waiting for supplies, it is the thoughts of the management that idle craft manpower is a problem resulting from this procedure. How can time spent travelling to and from the described storeroom be reduced, thus, eliminating or decreasing crafts' personnel travel time?

R7411

Sub. Code

643501

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

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. Write a brief note about the Phases of Project Development.
2. Write a brief note about the Auto Scaling in the Cloud.
3. Explain about the concept of RFID Technology.
4. Give a short note on Terminal Automation.
5. Write about the term Value Proposition in Outsourcing.

Part B

(5 × 10 = 50)

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

6. (a) Elucidate about the Logistics Infrastructure in Current Indian Scenario.

Or

- (b) Discuss the following in detail:
 - (i) Modes of Transportation and Distribution
 - (ii) Factors affecting Network Effectiveness

7. (a) Discuss about Centralization and Decentralization of Storehouse Operations.

Or

- (b) Enumerate the types and purpose of equipment used in container terminals.

8. (a) Write short notes on

(i) 3PL Services

(ii) 4PL Services

Or

- (b) Write short notes on

(i) Logistics Service Contract

(ii) Issues in Logistics Outsourcing

9. (a) Explain the conception about Container Freight Station in detail.

Or

- (b) Explain the outset of the Equipments used in Container Terminal.

10. (a) Discuss the overall view of benefits of Logistics Outsourcing.

Or

- (b) Elaborately discuss about the concept of Logistics Service Contract.

Part C

(1 × 10 = 10)

Compulsory

11. M/s XYZ, a limited company in Navi Mumbai procures, manufactures a number of components for the group assembly unit located nearby. The assembly unit manufacturing furniture items has been in business for more than 5 years and has come to be known as a quality supplier. They are projected to grow at around 15%. The company does face competition from other firms who supply cheaper products, and are not very particular about quality nor delivery. You have been appointed as a procurement cum logistics manager, with clear guidelines that the company desires to continue making quality products, with a clear intention of not only sustaining its present market share and projected growth targets, but is also looking at expanding the facilities so that the projected growth can be increased further.

Question:

Outline the five major steps that would be necessary in the context of Logistical Management to not only sustain the present growth, but expand it further. Detail out your action plan.

R7412

Sub. Code

643503

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

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. What do you mean you mean by corrugated packing materials?
2. Explain the packaging cost.
3. Define universal product code.
4. Show the importance of use/re-use cost in packing considerations.
5. Express the differences between heat gun and heat sealer.

Part B

(5 × 10 = 50)

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

6. (a) Illustrate the various materials in packing and packaging.

Or

- (b) Describe the technology trends in packaging industry.

7. (a) Distinguish the packing for overseas shipment and Inland transportation.

Or

- (b) Clarify the concept of the tests of packaging.

8. (a) Describe the nature of package labels and symbols used on packages and labels.

Or

- (b) Establish the various kind of packaging compatibility.

9. (a) Comment on- packing as a systems approach to logistics.

Or

- (b) Write in detail about biodegradation.

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.

R7413

Sub. Code

643504

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

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. What are the characteristics of global supply chain?
2. What is a born-global firm?
3. How to manage supply chain risks?
4. What are the objectives of material handling?
5. List the advantages of global sourcing strategy.

Part B

(5 × 10 = 50)

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

6. (a) Analyse why SCM strategy is important for an organization if it focus on global entry.

Or

- (b) Enumerate the trends towards integration of global supply chain and its challenges.

7. (a) Examine the impact of globalization phenomenon on supply chain management and its implications.

Or

- (b) Summarize the pros and cons of Globalized Supply Chain in Indian industry perspective.
8. (a) Elucidate the key supply chain infrastructures needs in India. What is the key gap between the current state of infra-structure and the infrastructure required for such an economy?

Or

- (b) Documentation is a control mechanism of Supply Chain Logistics — Identify various commercial documents essential for global trade.
9. (a) Enumerate how packaging plays an integral role in supply chain management.

Or

- (b) Discuss the modern material handling equipment's used in global supply chain.
10. (a) Outline the importance of supplier selection for global supply chain and explain the criteria for supplier selection.

Or

- (b) Elaborate the role of innovation within supply chain distribution.

Compulsory

11. Homeplus: The Store Comes to Your Home

Tesco is known by the name Homeplus in South Korea and has adapted its business model to better meet the needs and preferences of its local customers. In this regard, the following three aspects are particularly relevant:

- long working hours and little spare time
- high technology acceptance
- high store rent in major cities.

The concept is based on establishing a virtual store using M-commerce technology in which shoppers can browse through pictures of available products at a public place, in this case a subway station. The products can be selected by scanning the QR-code with a smartphone which uses a mobile application to directly order the selected products. The ordered products are then sent to the customer's home within the same day. Deliveries are arranged to arrive in minutes or hours, rather than days, so the groceries will be in the shopper's kitchen that night and there is no need to wait into collect them.

The virtual store perfectly fits the expectations of the local customers: sales increased 130% in 3 months, and the number of registered users went up by 76%. The virtual M-commerce store might be more suitable for the Korean market than most other markets. Yet the benefits, such as shorter shopping times, convenient order and payment services, and home delivery, may also become more and more appreciated around the world as more and more countries reach similar smartphone acceptance rates. From an SCM perspective, additional benefits can be achieved. Most notably, physical stores

can be eliminated, leading to a more cost-efficient SC with direct shipping as a distribution strategy. The entire purchasing process can be automated without any human intervention from the retailer's side. With fewer centralized distribution centers, higher customer service (product availability) rates and reduced safety stock can be achieved. However, delivery costs for very small quantities could become a serious issue depending on the customers' order behavior and stores' delivery pricing policies.

Questions

- (a) Consider the trade-offs between inventory costs, number of warehouses, and transportation costs. Explain the efficiency issues in this case study based on these trade-offs.
- (b) Which distribution strategy is used by Homeplus in South Korea?
- (c) Is it possible to implement a virtual store in your country? What challenges might be encountered?

R7414

Sub. Code

643506

M.B.A. DEGREE EXAMINATION, NOVEMBER – 2022

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. Write a brief note on Growth of Risk Management.
2. Explain about the concept of Agile Logistics?
3. Give a short note on tools for analyzing past events?
4. Write about the types of risks?
5. What do you mean by Business Continuity Management?

Part B

(5 × 10 = 50)

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

6. (a) Elucidate the concept of Basis of Risk Management.

Or

- (b) Discuss the following in detail:

- (i) Features of Risk Management
- (ii) Managing the Risk Management

7. (a) Discuss about Identifying the Risk.

Or

(b) Describe the Analyzing Risk.

8. (a) Write short notes on

(i) Design of a resilient SC

(ii) Physical features of a resilient SC

Or

(b) Write short notes on

(i) Risk Compensation

(ii) Relationship within a resilient SC

9. (a) Explain the conception about principles of designing resilient SC?

Or

(b) Explain the outset of physical features of resilient RC?

10. (a) Discuss in detail about Business Continuity Management?

Or

(b) Enumerate the steps involving in BCM?

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.

The company is finding it difficult for the last few years to handle the purchase requests from 16 Zonal Railways (after the 7 new zones were created in the year 2002-03) and a large number of new production units of the Railways. The Zonal Railways from where the bearings are procured are located in Mumbai, New Delhi, Chennai, Kolkatta, Secunderabad, Gorakhpur, Guhati, Allahabad, Jaipur, Bhubneshwar, Bilaspur, Hubli, Jabalpur and Hajipur and could increase, while the major Production units using the bearings are at Chennai, Varanasi, Chitranjan, Patiala and Kapurthala. New production units have not been included. The firm did attempt to deal through the dealer's network to avoid handling so many purchase requests directly followed by timely delivery concerns, but are finding it difficult to comply, keeping in mind their excellent image of a good and reliable supplier.

This request of dealing through the dealers was not acceptable to the Railways as a matter of policy in purchase of critical items such as the bearings where the incidence of duplicate or refurbished bearings being pushed in the system is not un-common, and the cost of replacement of defective bearings can be very prohibitive. Also the safety concerns of passengers, is of utmost importance.

Railways under the common ministry do have a system of centralized purchases for certain critical and high value items - made by the Railway Board at New Delhi, but the logistic issues have become unmanageable due to too many locations of delivery and prioritizing the delivery schedule, as such this item was not centralized, yet the railways have an open mind to mutually work out some

acceptable solution, but within the framework of Railways policy to procure directly from the manufacturer.

The above situation can happen with a number of other organizations (including the State Road Transport Corporations) that have presence all over the country, who will like to source their requirements directly from the company as a matter of Government Policy.

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?