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Total No. of Pages: 03

Total No. of Questions: 15

MBA (2012 & Onward) (Sem. – 4)
SUPPLY CHAIN MANAGEMENT

M Code: 71390

Subject Code: MBA-945

Paper ID: [A2536]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION A

1. What do you mean by supply chain management? What are its objectives?
2. What is Supply chain planning? Explain briefly Strategic, operational and tactical planning.
3. Discuss the importance of transportation in supply chain.
4. What do you mean by network design in supply chain? List various factors affecting the network design decisions.
5. Discuss the concept of demand forecasting in supply chain.
6. What do you mean by Differential advantage? How can an organisation attain it?

SECTION B

Subsection-I

7. What are the “Relevant deterministic and Stochastic Inventory Models”? What is their relevance in an organisation? Also, briefly explain the important features of these models.
8. What do you mean by Strategic Alliances and Outsourcing? What are the various factors that are considered by organisations before entering into strategic alliances and outsourcing?

Subsection-II

9. What do you mean by Distribution Management? Why is it important? Explain the important Distribution decisions that are taken in supply chain.

10. What do you mean by Supply chain facility layout? What are the various facilities decisions in a supply chain?

Subsection-III

11. Write a brief note on the Coordination in a supply chain. What are the various obstacles to coordination? How such obstacles can be minimized in supply chain?
12. Explain the Balanced Score Card approach of supply chain performance measurement. Discuss its main characteristics and application.

Subsection-IV

13. What do you mean by Strategic Cost Management in supply chain? What are the various financial impacts of such costs on the supply chain?
14. Discuss the role of Information Technology in the Supply Chain? What is the impact of e-Business in supply chain? Give any example to support your answer.

SECTION C

Compulsory

15. Read the following case study carefully and answer the question given below:

The world's leading aerospace company, Boeing is the largest manufacturer of commercial jet airliners and military air craft combined. Headquartered in Chicago, Boeing operates in 70 countries with culturally diverse workforce.

Boeing has an arch rival in the form of its European counterpart Airbus. Airbus is the largest civil airliner in service. Airbus also has expanded into military transport aircraft sector. Every strategic move of these two giants is followed closely and counter-measures are swiftly planned to capture the market share of each other. When Airbus started its ambitious super jumbo A380 project, Boeing quickly followed suit with its dream liner 787.

Airbus, by virtue of its multi-country lineage in EADS, has its manufacturing process scattered across many European nations including the UK, France and Germany. Its final assembly plant is located at France, where huge parts are brought through several transportation modes for assembling into an aircraft. This approach to manufacturing has been criticized by experts, who cited this as one of the reason for the A380 project delays and cost over runs.

Ironically, Boeing tried to adapt a similar approach to manufacturing the 787. It experimented with radial outsourcing with major parts of the plane outsourced to companies in Canada, Australia, Korea, Japan and Europe. Comparatively, Boeing is into higher percentage of outsourcing for its engineering and design work. It is debatable as to whether this is the primarily the reason for the numerous delays and hefty cost overruns the 787 project has witnessed over the past several years. On several occasions, Boeing admitted design flaws, leading to delays.

Boeing's customers are increasingly cautious of their delayed delivery schedules of 787. Some reports say that the first delivery of its new 787 aircraft would slip a well into the mid of

2011 or even beyond. Interestingly it is the first time Boeing faced this kind of problems on after the eventual first flight in December 2009. The report also indicates that the company officials opine that they over reached on the new manufacturing method used with 787, but they remain committed to the outsourcing model.

However, further delays have been indicated and the increasing competition in cashing on the situation in a big way, with Airbus receiving orders from several Airlines who cancelled the 787 orders in favour of its A380.

Questions for discussion:

- a) *The CEO of Boeing has decided to take an unbiased opinion of an external consultant to critically analyse the whole production model adapted in 787. If you are requested by Boeing as external consultant to submit a preliminary report, critically examine the outsourcing model of 787*
- b) *Suggest remedial measures in the Boeing's supply chain so as to avoid failure like 787 in future.*