



MBA DEGREE EXAMINATIONS:NOV/DEC 2023

(Regulation 2022)

Second Semester

MBA - PROJECT MANAGEMENT

P22MPB2413: Procurement and Supply Chain Management

COURSE OUTCOMES

- CO1:** Explain the fundamental concepts in supply chain management and its applications in business organisations.
- CO2:** Propose suitable tools and techniques of supply chain management for taking effective supply chain decisions.
- CO3:** Display analytical thinking skills in the application of suitable supply chain tools and techniques for improving supply chain efficiency.

Time: Three Hours

Maximum Marks: 100

PART A (1Q x 20 Marks = 20 Marks) Case Analysis

1 **Case Study: Zara Clothing Company**

CO-2 [K₅]

Zara is a Spanish clothing retailer that has become one of the world's largest fashion brands. It is known for its fast fashion, which means that it can design, produce, and distribute new clothing items in as little as two weeks. This allows Zara to respond quickly to changing customer preferences and market trends, and to offer a wide variety of products at affordable prices.

Zara's supply chain is based on the following principles:

- **Vertical integration:** Zara owns and controls most of the stages of its supply chain, from design and production to distribution and retail. This gives Zara more flexibility, speed, and quality control over its operations.
- **Lean production:** Zara produces small batches of each product, and only replenishes its inventory based on actual sales data. This reduces waste, inventory costs, and the risk of overstocking or understocking.
- **Agile distribution:** Zara uses a centralized distribution center in

Spain, where it receives shipments from its factories and suppliers, and then distributes them to its stores around the world. Zara uses air and road transportation to ensure fast and frequent deliveries and uses RFID tags and barcodes to track its products throughout the supply chain.

- **Customer feedback:** Zara collects and analyses data from its stores, online platforms, and social media to understand customer preferences, demand patterns, and fashion trends. Zara also empowers its store managers and staff to provide feedback and suggestions to its designers and production teams, based on their observations and interactions with customers.

A: Evaluate the main advantages and disadvantages of Zara's supply chain strategy?

B. Determine how does Zara balances the trade-offs between efficiency and responsiveness in its supply chain?

PART B (5Q x 4 Marks = 20 Marks)

2	Explain Bullwhip effect.	CO-1 [K ₂]
3	Discuss the need for maintaining inventory. Throw light on the costs which influence inventory decisions.	CO-1 [K ₆]
4	Design and briefly explain the supply chain for petroleum industry.	CO-3 [K ₆]
5	Identify the role of Information Technology (IT) in Supply chain.	CO-1 [K ₃]
6	What is the role of logistics in Supply Chain?	CO-1 [K ₁]

Part – C (3Q x 20 Mark = 60 marks) Answer Any Three Questions only

7	a	Define Supply Chain Management (SCM).	5	CO-3 [K ₁]
	b	Explain the objectives of SCM.	5	CO-3 [K ₂]
	c	What are the advantages and disadvantages of integrated SCM.	10	CO-3 [K ₁]
8		Today competition is not among companies but among supply chains. Discuss.		CO-3 [K ₆]
9		Appraise the role of transportation in the supply chain. Also discuss the factors affecting the transportation decisions.		CO-3 [K ₅]

10

What is meant by supply chain performance? Briefly describe the various parameters used for measuring supply chain performance.

CO-3 [K₁]
