



PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations - December 2025

Date: 26 - 12- 2025

Time: 09:30am - 12:30pm

School: SOM-PG	Program: MBA	
Course Code : MBA4053	Course Name: Global Integrated Supply Chain Management	
Semester: III	Max Marks: 100	Weightage: 50%

CO - Levels	C01	C02	C03	C04	C05
Marks	28	37	35	NA	NA

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks.

10Q x 3M=30M

1.	Explain the "Cost Leadership" lever for competitive advantage, using the Walmart example provided in the module.	3 Marks	L2	C01
2.	Describe the concept of "Supply Chain Segmentation."	3 Marks	L2	C01
3.	Classify the supply chain activities as per the cycles involved between different parties in the supply chain.	3 Marks	L2	C01
4.	Summarize how technology like Blockchain is used in global supply chains, citing the Maersk/IBM TradeLens example.	3 Marks	L2	C01
5.	Interpret what it means to "leverage the supply chain" as a strategic resource.	3 Marks	L2	C01
6.	Discuss two distinct global disruptions that impacted the 2021 chip supply, as mentioned in the Toyota case.	3 Marks	L2	C01
7.	Choose the demand management strategy that best describes Zara's model.	3 Marks	L3	C02
8.	Apply your understanding of service metrics to a scenario where a customer's order arrives on the correct date but is missing one item.	3 Marks	L3	C02
9.	Relate a supplier-retailer partnership that moves from price negotiation on every order to sharing POS data for joint forecasting to the correct customer relationship approach.	3 Marks	L3	C02

10.	Choose the cause of the Bullwhip Effect that is being described when a "Buy One, Get One Free" promotion creates a large, artificial spike in orders.	3 Marks	L3	CO2
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Part B

Answer the Questions.

Total Marks 40M

11.	a.	A consumer goods firm serves both urban supermarkets and rural markets with distinct buying patterns. The company wants to realign its operations for better profitability. Describe how business activity mix and segmentation shape its supply chain design.	10 Marks	L2	CO1
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Or

12.	a.	A global automotive firm experienced severe supply disruptions during the pandemic and wants to rebuild resilience. The management plans to form regional partnerships and diversify suppliers. Explain how global supply chain management enables resilience and long-term competitiveness.	10 Marks	L2	CO1
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13.	a.	A beverage company faces fluctuating seasonal demand, leading to either stockouts or overproduction. Identify and explain how coordinated demand management with distributors and retailers can create smoother production cycles.	10 Marks	L3	CO2
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Or

14.	a.	A food supply chain observes large swings in orders from wholesalers, causing stockouts at retail and high raw material waste upstream. Identify the root causes and solve this bullwhip effect problem through improved coordination mechanisms	10 Marks	L3	CO2
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15.	a.	A multinational consumer brand plans to enter an African market but faces uncertainty about local regulations and distribution channels. Instead of going alone, it considers forming an alliance with a regional company. Examine how strategic alliances can support multinational firms in overcoming market entry barriers and building sustainable supply chain networks	10 Marks	L4	CO3
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Or

16.	a.	In 2024, "IndoMach Components," an Indian engineering SME specializing in precision auto parts, began exporting to ASEAN markets after India signed a revised Free Trade Agreement (FTA) with Vietnam and Thailand. While tariffs reduced by 50%, IndoMach faced unexpected challenges — new local environmental certifications, competition from Chinese firms, and pressure to meet delivery commitments within shorter lead times. As a strategy consultant, analyze how the Free Trade Agreement both facilitates and complicates IndoMach's market penetration strategy, and suggest measures to balance trade benefits with competitive risk.	10 Marks	L4	CO3
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17.	a.	“GlobeTextiles Ltd.”, a Bangladesh-based garment exporter, partners with an American retailer under a strategic alliance to operate a Foreign Trade Zone (FTZ) near the Port of Savannah, USA. The goal is to store semi-finished goods, conduct labeling, and deliver quickly to US stores while minimizing import duties. However, the alliance faces rising scrutiny for carbon emissions and supply-chain waste. Analyze how strategic alliances within FTZs can optimize global operations while aligning with emerging Green Supply Chain principles.	10 Marks	L4	CO3
Or					
18.	a.	“Meditech Global,” an Indian medical equipment manufacturer, negotiates a countertrade agreement with a South American government hospital system. Payment will be partly in local currency and partly through supply of raw materials for Meditech’s upcoming projects. However, cultural differences, unclear documentation, and complex payment terms (mix of letters of credit and barter value) delay contract finalization. Examine the documentation and negotiation issues involved, and propose how Meditech can minimize transaction risk while preserving cross-cultural trust.	10 Marks	L4	CO3

Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	a.	<p>FreshMart Retail Pvt. Ltd. operates over 150 supermarket outlets across southern India, specializing in groceries, perishables, and fast-moving consumer goods (FMCG). Despite strong sales and brand reputation, the company has faced a recurring issue over the last six months: <i>frequent stockouts of high-demand items and overstocking of slow-moving ones.</i></p> <p>The operations director, Ananya, conducted a root-cause review and found multiple interlinked problems. Firstly, store managers were using manual demand forecasting methods, relying on past month averages without considering seasonal spikes or promotions. Secondly, there was poor synchronization between procurement and distribution centers, leading to the Bullwhip Effect—small variations in customer orders magnified into large discrepancies upstream.</p> <p>Meanwhile, vendors were delivering products based on fixed monthly schedules rather than dynamic replenishment signals. Some suppliers complained of delayed payments and poor visibility into FreshMart’s real-time inventory, causing cautious supply behavior.</p> <p>Ananya decided to overhaul the company’s supply chain performance by introducing a new demand management and vendor-managed inventory (VMI) system, supported by a Just-in-Time (JIT) replenishment model. The technology vendor proposed an AI-enabled forecasting tool that integrates POS (point-of-sale) data, weather forecasts, and promotions to predict demand more accurately.</p> <p>However, FreshMart’s senior management hesitated — they were uncertain about operational disruptions, investment</p>	15 Marks	L3	CO2
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		<p>feasibility, and whether such advanced systems could truly balance customer satisfaction with inventory efficiency.</p> <p>You have been appointed as a Supply Chain Consultant to help FreshMart apply key principles from demand management and inventory strategy to improve service delivery and customer perception.</p> <p>Questions:</p> <p>Q1. <i>Apply</i> the principles of Demand Forecasting and Demand Management to recommend how FreshMart can improve prediction accuracy and align procurement decisions with customer buying behavior.</p> <p>Q2. <i>Demonstrate</i> how the concepts of Bullwhip Effect and Vendor-Managed Inventory (VMI) can be used together to enhance coordination between suppliers and stores.</p> <p>Q3. <i>Use</i> the Just-in-Time (JIT) and Inventory Classification (ABC/FSN) principles to design an operational plan that reduces both excess stock and stockout risks at FreshMart's outlets.</p>			
20.	a.	<p>In 2024, HelioTech Components, a Singapore-based electronics manufacturer, entered a tripartite alliance with ElectroMax (Germany) and TransPac Logistics (UAE) to create a globally integrated supply chain. Production was based in Singapore, assembly in UAE's Jebel Ali Free Trade Zone, and distribution through Germany. This model reduced import duties and accelerated re-export efficiency.</p> <p>Despite its success, coordination issues surfaced. ElectroMax followed strict EU quality protocols, while TransPac's performance was volume-driven. Documentation inconsistencies caused customs clearance delays. Moreover, communication barriers between teams from different regions affected planning accuracy.</p> <p>Competition from Chinese firms pushed HelioTech to enhance productivity through Six Sigma and digital traceability. The CEO debated whether to deepen the alliance through shared R&D investments or centralize control through a unified global management system.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Compare how strategic alliances and trade zone benefits together contributed to both efficiency and complexity in HelioTech's supply chain 2. Examine the influence of cross-cultural and regulatory diversity on HelioTech's coordination effectiveness. 3. Outline the strategic decision alternatives available for sustaining competitiveness under growing market pressure. 	15 Marks	L4	CO3