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PRESIDENCY UNIVERSITY
BENGALURU

Mid - Term Examinations – November 2025

Date: 14-11-2025

Time: 11:00am – 12:30pm

School: SOM-PG	Program: MBA	
Course Code: MBA4053	Course Name: GLOBAL INTEGRATED SUPPLY CHAIN MANAGEMENT	
Semester: III	Max Marks: 50	Weightage: 25%

CO - Levels	CO1	CO2	CO3	CO4	CO5
Marks	44	6			

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 3marks.

5Q x 3M=15 Marks

1	Explain the concept of Supply Chain Management and its three main flows	3 Marks	L2	CO1
2	Summarize how an Integrated Value Supply Chain creates customer value	3 Marks	L2	CO1
3	Explain how technology supports global supply chain coordination and decision-making	3 Marks	L2	CO1
4	A company frequently faces delays in delivering products to its customers due to supplier issues. Choose supply chain management principles to demonstrate two actions the company can take to improve on-time delivery.	3 Marks	L3	CO2
5	A logistics company wants to assess its service quality using the SERVQUAL model. Apply the model to recommend two practical measures the company can implement to improve reliability and responsiveness in its supply chain	3 Marks	L3	CO2

Part- B**Answer the Questions****2Qx10M = 20 Marks**

6.	A multinational firm, Nice Textiles, faces delays in shipments from its overseas suppliers, affecting its ability to meet global customer demand. The management is considering integrating sourcing, logistics, and production through a unified digital platform. Identify how such integration can improve competitiveness and enhance overall supply chain performance	10 Marks	L3	CO1
Or				
7.	Omega Electronics wants to expand its market presence in Southeast Asia but struggles with inconsistent supply planning between its manufacturing and distribution units. The CEO believes strategic supply chain planning could help align operations and customer expectations. Develop an effective planning can strengthen coordination, efficiency, and long-term organizational growth.	10 Marks	L3	CO1
8.	Globe Pharma Ltd. currently uses a traditional supply chain model with multiple intermediaries and limited information sharing. After studying competitors who use integrated value chains, the company wants to modernize its approach. Apply how the shift from a traditional to an integrated supply chain model could improve collaboration, cost efficiency, and speed	10 Marks	L3	CO1
Or				
9.	Velocity Motors plans to launch an affordable electric scooter but must choose between a low-cost global sourcing strategy and a locally integrated supply chain. The leadership team is analyzing which option better supports its overall business strategy. Construct how aligning supply chain decisions with business strategy can strengthen competitive advantage and market success	10 Marks	L3	CO1

Part- C-**Answer the following questions****1Qx15M=15Marks**

10.	<p>Orion Foods Ltd. is a mid-sized Indian company specializing in processed food exports, supplying spices, ready-to-eat meals, and packaged snacks to clients across Europe, the Middle East, and Southeast Asia. The company built a reputation on consistent product quality, timely delivery, and long-standing relationships with key international clients. Its supply chain spans multiple continents: sourcing raw spices from small-scale farmers in India, packaging materials from Malaysia, and storing finished products in distribution centers located in Germany, the Netherlands, and Dubai.</p> <p>Before 2020, Orion relied heavily on global suppliers and shipping lines, emphasizing cost efficiency and economies of scale. While the system worked during stable times, the COVID-19 pandemic exposed the fragility of this model. International shipping delays, container shortages, and rising freight costs caused repeated disruptions in production schedules. Several European clients began seeking local</p>	15 Marks	L2	CO1
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	<p>alternatives due to delayed deliveries, putting Orion's contracts and brand image at risk.</p> <p>In response, the management proposed a strategic redesign of the supply chain into an integrated value chain focused on resilience, agility, and long-term competitiveness. The plan included:</p> <p>Local Sourcing of Raw Materials: Reducing dependency on overseas suppliers for critical spices, potentially increasing raw material costs but shortening lead times and improving reliability.</p> <p>Digital Transformation: Deploying cloud-based supply chain management systems for real-time tracking, predictive inventory management, and enhanced collaboration across suppliers and logistics partners.</p> <p>Collaborative Logistics Partnerships: Building strategic alliances with global logistics firms to secure priority shipping slots, optimize routes, and maintain service consistency during crises.</p> <p>The proposal sparked debate across departments. The operations team supported the changes, emphasizing process efficiency, reduced delays, and higher service reliability. The finance department expressed concern over the significant short-term costs, including investment in technology, training, and premium local sourcing. The marketing and sales team highlighted potential long-term benefits: a resilient supply chain could enhance Orion's brand image, reinforce client loyalty, and even justify premium pricing.</p> <p>Management faces a strategic dilemma: prioritize short-term cost efficiency to maintain margins or invest in long-term agility and resilience to safeguard client relationships, operational continuity, and brand reputation. The outcome will influence Orion's competitive position in the increasingly unpredictable global food export market.</p> <p>Additional Considerations:</p> <p>The company must also decide which markets to prioritize for resilience investments, given cost constraints.</p> <p>Employee training and change management will be crucial for successful implementation. Performance metrics such as Net Promoter Score (NPS), on-time delivery rate, and total supply chain cost will guide the evaluation of success.</p> <ol style="list-style-type: none"> 1. Explain the main challenges faced by Orion Foods in managing its global supply chain. 2. Summarize how the pandemic affected Orion's supply chain performance. 3. Interpret the purpose of creating an integrated value chain for Orion Foods. 4. Discuss how local sourcing can contribute to supply chain resilience. 5. Compare the viewpoints of the finance and marketing departments in the case. 			
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