

Roll No



**PRESIDENCY UNIVERSITY
BENGALURU**

SET A

**SCHOOL OF MANAGEMENT
END TERM EXAMINATION - JAN 2024**

Semester : Semester V - 2021

Course Code : BBA3042

Course Name : Lean Supply Chain Management

Program : BBA

Date : 09-JAN-2024

Time : 1:00 PM - 4:00 PM

Max Marks : 100

Weightage : 50%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS

5 X 2M = 10M

1. What is Inventory turns in Lean Supply Chain Management?
(CO1) [Knowledge]
2. Write notes on OEE
(CO2) [Knowledge]
3. Explain, how can e-commerce integration streamline reverse logistics processes, including returns and product recalls, while maintaining lean principles?
(CO3) [Knowledge]
4. How can outsourcing contribute to the flexibility and adaptability of a lean supply chain in the face of changing market conditions?
(CO4) [Knowledge]
5. What is Lean Supply Chain Management, and how does it differ from traditional supply chain management practices?
(CO1) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS

5 X 10M = 50M

6. Kundun International is a medium-sized manufacturing company specializing in the production of electronic components. With a growing customer base and an increasingly complex supply chain, the company faced challenges in maintaining efficiency and meeting customer demands. In an effort to streamline operations, the management decided to conduct a SIPOC analysis to gain a comprehensive understanding of their supply chain processes.

Situation: The company had been facing issues such as delays in product delivery, fluctuations in inventory levels, and occasional quality control problems. To address these challenges, the management recognized the need for a systematic approach to analyze and optimize their supply chain.

Explain how SIPOC analysis will address the above Supply Chain issues of the company and What are the benefits of SIPOC principle for supply chain firms.

(CO1) [Comprehension]

7. How can leaders, adopting lean principles, proficiently handle and communicate change within the supply chain for the purpose of achieving successful implementation and ensuring continual improvement in the process?
(CO2) [Comprehension]
8. How can e-commerce businesses leverage lean principles to enhance supply chain visibility and transparency, ensuring real-time insights into inventory, shipments, and overall logistics?
(CO3) [Comprehension]
9. In the face of unexpected disruptions, how can a lean outsourcing model enhance or challenge the resilience of the supply chain, and what proactive measures can be taken to address vulnerabilities?
(CO4) [Comprehension]
10. In what ways can lean supply chain leaders cultivate a learning organization where continuous improvement is ingrained in the organizational culture?
(CO2) [Comprehension]

PART C

ANSWER ALL THE QUESTIONS

2 X 20M = 40M

11. Global electronics manufacturing company is designing and producing low and medium voltage frequency converters and software related to them for different kinds of industries for Marine industry, Paper industry and Oil & Gas industry. The Company's has about 5000 employees in 80 countries. In Finland the unit has a factory in Helsinki where is 1300 employees, of which about 400 persons in R & D. In the operative purchasing, there are six employees in Finland and 11 employees in Estonia. The mission of the company's SCM unit is to achieve significant competitive advantage by reducing total delivered cost, driving best-in-class quality and optimizing supply chains to ensure on-time deliveries and availability as well as minimal inventories. In to practice this means that the unit needs to ensure good material availability, quality and cost competitiveness of all purchased components in its material purchasing process.
Presently, the company is using SAP MRP tool to execute purchasing for internal production units. SAP MRP approach is strongly based on the budget-based demand forecasts. The problem with this type of planning and forecasting lies in its accuracy, and it won't be applicable to optimal for parts that are ordered with short lead-time. In the case context, forecasting mistakes tend to be expensive. If the forecast is too high compared to real demand, there will be excess inventory. If the forecast is too low, the case company will face material shortages.
Suggest measures to improve company's supply chain process to counter this forecasting issues.
(CO1) [Application]
12. Sobbers Rock, a major player in the electronics industry, was facing challenges related to fluctuating demand, extended lead times, and a lack of agility in its supply chain. In a bid to streamline operations and focus on core competencies, the company embarked on a journey to implement lean principles and outsource non-core functions.
Challenges:
1. **Demand Variability:** Fluctuations in customer demand for electronic components led to difficulties in maintaining optimal inventory levels and production planning.
 2. **Extended Lead Times:** Lengthy lead times from suppliers were hindering the company's ability to respond swiftly to market changes and customer demands.
 3. **Cost Pressures:** Intense competition and rising production costs were putting pressure on Company ABC's profit margins.
 - a) Suggest, how outsourcing helps the company to overcome these hardships.
 - b) Suggest measures how company can streamline its supply chain operations by adopting lean practices.
 - c) Discuss the advantages of Lean Supply Chain operations.

(CO4) [Application]