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**Presidency University**

**Bengaluru**

**SCHOOL OF COMMERCE**

**Make-Up Examinations, July 2024**

**Semester**: V

**Course Code**: BBA3042

**Course Name**: Lean Supply Chain Management

**Program:** BBA

**Date**: 03 / July / 2024

**Time**: 09:30am – 12:30pm

**Max Marks**: 100

**Weightage**: 50%

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Question paper consists of three parts.*
3. *Scientific and Non Programable Calculators are Permitted.*
4. *Do not write any information on the question paper other than roll number.*

**Part A**

**Answer any FIVE Questions. (5 Q x 2 M = 10 M)**

1. List out the objectives of Lean Supply Chain Process. (C.O.No.1) [Knowledge]

2. What is O2O e-Commerce (C.O.No.3) Comprehension]

3. Write notes on JIT. (C.O.No.3) [Comprehension]

4. What do you mean by Cycle time & Lead time? (C.O.No.4) [Application]

5. What is RCAI? (C.O.No.4) [Application]

6. What do you mean manufacturing cycle? (C.O.No.5) [Application]

7. Write notes on Green Supply Chain Process. (C.O.No.2) [Comprehension]

**Part B**

**Answer any FIVE Questions. (5 Q x 10 M = 50 M)**

8 Jyothi International a leading garment company finds 80% attrition rate of its employers. It wants to study the reason for employee instability in the company. In this regard the company has decided to implement Lean leadership strategy to counter this issue. How adaptation of Lean Leadership will benefit the company from the problem. (C.O.No.2) [Comprehension]

9. Explain the strategies for the success of B2C operations of a company’s supply chain process (C.O.No.3) [Comprehension]

10. Deloitte enjoyed 79% of businesses with highly efficient supply chains, greater than average revenues compared to others in their industries. Also with optimal supply chains, enjoyed 3x faster cash-to-cash cycles and have 15% lower supply chain costs while keeping only 50% of the inventory holdings compared to their counterparts with sub-optimal supply chains. In this regard substantiate your view point on benefits of outsourcing on Supply Chain process. (C.O.No.4) [Application]

11. Explain the process of integrating Lean Supply Chain Management in E-Commerce Environments with an example of your choice? (C.O.No.5) [Application]

12. A Leading garment company in India wants to curtail its losses and maximize its production. Suggest how by applying Lean principles they can achieve their target with an example of your choice. Also write about What are the wastes associated with Lean management

(C.O.No.1) [Knowledge]

13. ABC Restaurant finds its competitor XYZ is performing well and gaining good customer support and profit. So ABC restaurant decides to implement Lean approach. What Strategy you suggest for the betterment that is Push or Pull Strategy. Provide answer with suitable example.

(C.O.No.3) [Comprehension]

14 A cycle manufacturing company wants to reduce its production time by having right demand forecast for its products. In this regard it had invested in procuring a supply chain software. It found that 70% of the customers are waiting after the order for the cycle is placed. Now suggest whether the company should apply Push or Pull strategy for regulating supply chain abnormalities and also narrate the differences between Pull and Push Strategy. (C.O.No.2) [Comprehension]

**Part C**

**Answer any TWO Questions. (2 Q x 20 M = 40 M)**

15. STS Ltd is a leading supplier of building board solutions for applications across construction, fire protection, tile backing, water proofing, ceiling boards, and floor boards based in Leeds, UK. Having grown rapidly, the company moved into new premises several years ago. However, the temporary layout of the warehouse was beginning to be a concern. If the demand rose to expected levels, they would struggle to deliver on customer expectations without damaging profitability and risks to health and safety. Having made the significant investment in moving to a new site, STS quickly moved racking and stock into with a temporary layout to keep the business running and minimize disruption. However, the following problems were beginning to challenge the company:

* Congestion from stock in working areas and main aisles

o Slowing down movement and creates work

o Multiple handing of goods causing damage

* Long overseas supply chain means sudden increases in stock level

o Lack of space to process and deliver on priority orders

* No flow in the warehouse

o Increasing transport and movement and “work filling the day”

* Unsafe storage of stock – e.g. pyramids of boards

o Major risks of an incident due to collapsing rack or pallets

* Building is not being utilized efficiently

o Height is wasted

o Doors not being used to best effect

Before the company came under pressure from the high demand, it made sense to create a lean, safe, and scalable layout which can be replicated as STS grows. With the above challenges in mind, how could you suggest that outsourcing all its supply chain will enhance its lean process in the company? (C.O.No.3) [Application]

16. 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. (C.O.No.4) [Application]

17. Pearl International Corporation a leading engineering 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 is not 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. In this regard:

a. How by Performing SIPOC principle reduces the costs associated with inventory uncertainties.

b. Suggest some measures to bring down inventory and transportation costs for the company.

c. Suggest some measures how company can get accurate demand Forecasting.

(C.O.No.1) [Knowledge]