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S. No. of Question Paper : **6182**

Unique Paper Code : **2923060035**

Name of the Paper : **Supply Chain Management (DSE)**

Name of the Course : **(Bachelor of Management Studies) BMS**

Semester : **VI**

Duration : **3 Hours**

Maximum Marks : **90**

(Write your Roll No. on the top immediately on receipt of this question paper.)

The paper has two sections.

Section A is compulsory. Each question is of **10** marks.

Attempt any *four* questions from Section B. Each question is of **15** marks.

Section A

1. Maruti Suzuki : A Global Auto Manufacturer

Maruti Suzuki, India's leading automobile manufacturer, has long dominated the domestic and has experienced significant growth in the international market with a strong presence and extensive production network over a past decades. As Maruti Suzuki explores opportunities for further global expansion, a key challenge it faces is designing an efficient and flexible global production and distribution network. A critical decision involves determining the role and capacity of each manufacturing facility across markets. One

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strategic option is to set up factories in each major international market Maruti Suzuki enters. These plants could either be optimized purely for local demand or designed to serve multiple global markets. Before 2010, Maruti Suzuki primarily operated with localized production models. However, after market disruptions and global uncertainties in 2020/2021, the company began to consider a more integrated strategy, similar to Toyota's "global complementation," wherein plants could support other markets in case of regional slowdowns.

Another important consideration is the configuration of component manufacturing—should Maruti Suzuki continue to produce parts locally in each region, or should it establish a few strategically located global parts plants to supply multiple assembly units ? Maruti Suzuki has worked hard to increase commonality in parts used. Although this has helped the company lower costs and improve parts availability, common parts cause major difficulty when one of the parts is to be recalled. In 2019, Maruti Suzuki had to recall about 1.8 lakh cars using common parts across India, UK and Australia, causing significant damage to the brand as well as to the finances. As Maruti Suzuki positions itself as a global player, it must address the following key questions about the structure and capabilities of its supply chain :

- (a) Should these plants be equipped to serve only local markets or also be capable of producing for global or contingency markets ? 10

- (b) How should Maruti Suzuki allocate different markets to specific plants, and how frequently should these allocations be reviewed ? 10
- (c) Discuss the key supply chain factors that influence the '*demand uncertainty*' decisions. 10

Section B

2. (a) Explain the Steven's model of supply chain. Which is the most important stage and why ? 7
- (b) Illustrate how a company achieves strategic fit between its supply chain strategy and its competitive strategy. 8
3. (a) What is Bullwhip Effect ? Illustrate the underlying primary causes and strategic measures to mitigate its impact. 7
- (b) Explain the difference between push and pull processes in a supply chain. How can using a mix of push and pull processes help a company improve their supply chain performance. Use a relevant example to support your answer. 8
4. (a) Illustrate the complexities of supply chain management with examples. 7
- (b) Discuss the strategic implications of outsourcing logistics to a third-party logistics (3PL) provider within the context of the strategic alliance framework. Explain the benefits and implementation issues associated with 3PL partnerships. 8

5. (a) What are the major challenges that must be addressed to ensure the effective and efficient management of a supply chain. 7
- (b) Discuss the importance of transportation in supply chain. Describe how stakeholders decisions' impact the supply chain effectiveness with relevant examples. 8
6. (a) Critically examine the key factors contributing to the importance of supply chain management in today's global business environment. 7
- (a) Explain how firms can tailor their supply chains to balance efficiency and responsiveness when serving products with varying levels of implied demand uncertainty. How does this approach enhance overall supply chain performance ? 8