


Name:	 UPES <small>UNIVERSITY OF TOMORROW</small>
Enrolment No:	

UPES
End Semester Examination, Dec 2024

Programme Name : INT-BBA-MBA	Semester : 4th Year Sem VII
Course Name : Managing Global Operations	Time : 03 hrs
Course Code : LSCM8029	Max. Marks: 100
No. of page(s) : 03	

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	<p>Mention statement True or False</p> <p>A. Transport planning in global supply chains aims to increase costs.</p> <p>B. Air transport is ideal for large, bulky, and heavy goods.</p> <p>C. Sea transport is most cost-effective for high-value, time-sensitive goods.</p> <p>D. Containerization has improved efficiency and reduced costs in global trade.</p> <p>E. Ports and terminals are primarily used for local deliveries.</p> <p>F. Inland Container Depots (ICDs) help decongest ports and provide value-added services.</p> <p>G. Free Trade Warehousing Zones (FTWZ) create local trade barriers.</p> <p>H. Dedicated Freight Corridors enhance the efficiency and speed of rail transport for freight.</p> <p>I. Standardization in global marketing involves tailoring strategies to fit local markets.</p> <p>J. Adaptation in global marketing means using the same marketing strategy across all markets.</p>	20	CO1

SECTION B
4Qx5M= 20 Marks

Q 2	Explain the role of technological advancements in globalization.	5	CO2
Q 3	How did the Industrial Revolution contribute to the globalization of trade?	5	CO2
Q 4	What are the three main factors driving globalization?	5	CO2
Q 5	Define globalization and explain its significance in the modern world.	5	CO2

SECTION-C
3Qx10M=30 Marks

Q 6	Define key performance indicators (KPIs) and explain their importance in supply chain management.	10	CO3
Q 7	Discuss the strategic role of operations and logistics in global business.	10	CO2
Q 8	Describe the concept of economies of scale and its relevance to globalization. OR What is the purpose of Service Level Agreements (SLAs) in managing supplier relationships? Provide an example.	10	CO4

SECTION-D
2Qx15M= 30 Marks

CASE STUDY : The Rise and Fall (and Rise?) of Kodak – A Tale of Market and Cost Drivers

Introduction

Kodak, once a titan of the photography industry, filed for bankruptcy in 2012, a victim of the digital revolution it had pioneered. The company's struggles highlight the profound impact of market and cost drivers in a globalized economy. This case study explores Kodak's journey, focusing on the forces that led to its decline and subsequent attempts at reinvention.

Background

Founded in 1888, Kodak enjoyed decades of dominance in the photography market. Its film products were synonymous with capturing memories. However, the advent of digital photography in the late 20th century disrupted the industry. Kodak, despite inventing the first digital camera in 1975, failed to capitalize on this innovation due to its entrenched focus on traditional film.

The Problem/Challenge

Kodak faced a dual challenge:

1. **Market Drivers:** Rapidly changing consumer preferences shifted towards digital cameras and smartphones, eroding demand for film products.
2. **Cost Drivers:** Digital technology drastically reduced production and distribution costs, making digital photography more accessible and affordable.

Kodak's internal culture, resistant to change and focused on preserving its legacy film business, hindered its ability to adapt to these forces.

Alternatives

1. **Embrace Digital:** Kodak could have fully embraced the digital revolution, investing heavily in digital camera technology, online photo sharing platforms, and new business models.
2. **Diversification:** The company could have diversified its portfolio beyond photography, exploring opportunities in adjacent industries like printing, healthcare imaging, or consumer electronics.
3. **Strategic Partnerships:** Kodak could have formed alliances with technology companies to leverage their expertise and distribution networks.

Decision and Implementation

Kodak initially pursued a cautious approach, gradually introducing digital products while trying to maintain its film business. This strategy proved unsuccessful as the company continued to lose market share and revenue.

Outcome and Conclusion

Kodak's delayed response to the digital revolution led to its bankruptcy. However, the company has since emerged from bankruptcy and is attempting to reinvent itself by focusing on commercial printing, advanced materials, and 3D printing technologies.

ANSWER BELOW QUESTIONS

Q 9	Analyze Kodak's strategic decision-making process in the face of the digital revolution. Identify specific instances where cognitive biases might have influenced their choices and discuss the potential consequences of these biases.	15	CO4
Q 10	<p>Construct a well-structured argument either supporting or criticizing Kodak's initial decision to maintain its focus on the film business. Provide in-depth explanations backed by evidence from the case and relevant business theories.</p> <p>OR</p> <p>Drawing from the concepts of disruptive innovation and organizational inertia, explain how Kodak's corporate culture and structure contributed to its downfall. Suggest specific measures the company could have taken to overcome these challenges.</p>	15	CO4