

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

Course: Global Supply Chain Management

Programme: MBA(LSCM)

Time: 03 hrs.

Instructions:

Semester: III

CC: LSCM8003

Max. Marks: 100

All sections are compulsory & this question paper carries 4 sections.

Section – A (20 Marks)
Attempt all questions in this section.

Marks

CO

Q-1A Very short answers:

(2*5=10)

- a) What are the two types of franchising format?
- b) What is a green-field project?
- c) Explain Push factors in globalization.
- d) Explain the role of CHAs in EXIM business.
- e) Explain the concept of Royalty in Licensing.

2

CO2

2

CO2

2

CO1

2

CO4

2

CO2

Q-1B Fill in the blanks-

(2*5=10)

1. _____ occurs when firms sell goods below a 'fair market price' e.g. below cost, because of excess supply.
2. _____ is a type of protectionism that sets a physical limit on the quantity of a good that can be imported into a country in a given period.
3. A/An _____ is generally a rail terminal situated in an inland location with rail connections to one or more container seaports.
4. No ship can leave the territorial water of a country, until it does not file _____ and get the exit outward order from the customs department of the departure country.
5. In some cases, importing countries insist on legalization or visaed commercial invoice and such invoices known as _____.

2

CO1

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CO1

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CO4

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CO4

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CO4

Section – B (20 Marks)

Attempt any four questions in this section, each carries 5 marks (5*4=20 marks)

Q-2. Write short note on any four-

- a. Key Performance Indicator
- b. Licensing & its advantages
- c. Hub & Feeder Network in International Shipping.

5

CO4

5

CO2

5

CO2

	d. Foreign Trade Zone(FTZ)	5	CO1
	e. Elements of Contract	5	CO4

Section – C (30 Marks)

Attempt any 3 questions, each question carries 10 marks (10x3=30 marks)

Q -3	Discuss the importance of strategic supplier in managing supplier relationship and explain the linear averaging method used for supplier evaluation, illustrate with relevant example.	10	CO3
Q-4	What is a negotiable bill of lading? Explain the characteristics of negotiable bill of lading. What is the difference between Master Bill of Lading and House Bill of lading?	10	CO4
Q-5	What are ICDs and how are these different from the seaports? What is the importance of an ICD in International transportation? Also, explain the difference between an ICD and CFS.	10	CO3
Q-6	Name the different categories of Imported items and explain the process of custom clearance process in Import in detail.	10	CO4

SECTION-D

Answer the following

(15x2=30 marks)

Q-7	“Is global economy boon or bane for local economy?” Discuss this statement with regard to globalization. Also, throw light upon trade protectionism and the various protectionism strategies followed by governments.	5 10	CO1,
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Q-8	<p align="center"><u>Caselet</u></p> <p align="center">DELL: SURVIVING A LOGISTICAL NIGHTMARE</p> <p>Well-known U.S.-based computer maker Dell seems to have perfected the art of making just-in-time computers and supplying them to its consumers. The company is known to keep costs under control by directly reaching the consumer without the additional expense on intermediaries. Dell owns no warehouses but manages to assemble over 75,000 computers a day and its build-to-order business model is a case study in itself. Add to that an effective after sales service and Dell has itself a competitive advantage that has been almost unbeatable. But maintaining this position takes work, especially when you have a company that sources its computer parts from numerous suppliers all over the world. Companies such as Dell usually ship computer parts to various U.S. and international ports from their suppliers. So, what happens when dockworker unions on the west coast of the United States go on strike for days at a stretch? Well, most companies lose millions due to this kind of unexpected disruption in the supply chain. But, not Dell! Dell faced this situation in the recent past. While many U.S. firms faced adversity, Dell managed to get by with</p>		
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the fewest scratches. This is how. When the strike prevented parts sourced internationally from reaching Dell’s plants in the United States, the company was faced with the probability that as the strike continued, its U.S. factories would run out of parts. Dell would soon be unable to put together its computers without the necessary parts and the company would then be left idling like so many others. However, unlike a hurricane or a tsunami that is hard to predict, most U.S. firms were aware of the impending dockworkers strike a few months in advance. So, Dell started getting itself ready by having a plan in place in case its supply chain did get disrupted. One important move was up-to-the-hour communication with the concerned parties, such as its international suppliers, most of them from Asia, the port authorities and the sea transport companies that it relied on to ship the products. At the time, the dockworkers formally announced the strike Dell was able to put its plan into action. The measures Dell took were no different from those taken by other firms. Obviously, most firms use sea transport for shipping their parts and products from overseas because it is the cheapest form of transport. However, when that route got eliminated temporarily due to a dock strike, most firms sought the expensive but fastest air transport. Thus, most U.S. firms started booking airlines to transport their much needed parts from abroad. Consequently, there were high costs of flying in parts with several firms vying for flights from logistics firms such as UPS and FedEx and other major airlines as well. Dell had already accounted for the use of air travel well in advance and as a result it was able to charter planes to ship its foreign parts to the United States at almost half the cost of other companies. Furthermore, up to minute communication with its suppliers ensured that parts were always ready and waiting to be shipped to the United States so the aircraft that shipped those parts did not have to wait in the hangars until the parts were there. Next came the part when the strike was over and the tens of ships arrived with Dell-destined parts. The company had planned for this as well. It calculated the unloading cycle so that company associates could collect the company’s containers as they arrived rather than waiting to sort through the backup and waste time later on. During the week and a half that the dock closings lasted, Dell was on time to deliver every single computer. Consumers thus had no reason to even doubt that the company was right in the middle of a logistical crisis. Global firms with their global operations are able to reap the benefits of low cost sourcing, etc. but what comes with the territory is a constant threat to operations and having contingency plans in place plays an important role in successfully combating such hard times. The dockworkers’ strike and the terrorist attacks on the United States in 2001 brought home to some global firms the need to either maintain warehouses and spare inventory, or keep their suppliers close by or then be prepared to face these situations the way Dell did.

QUESTIONS

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CO3,

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CO3,

	<ol style="list-style-type: none">1. Would it be a good strategy for Dell to own some warehouses in case of unforeseen events? How would that affect their business model?2. What were the important elements of their contingency plan that made it successful?3. Dell spent a considerable amount of time and money planning in advance in case of a disruption in its supply chain. What should the company do to avoid the additional expenditure in case of future disruptions?	5	CO3
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