



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019-21) END TERM EXAMINATION (TERM -IV)

Subject Name : **Supply Chain Management**

Time: **02.30 hrs**

Sub. Code: **PG-32**

Max Marks: **60**

Note:

1. All questions are compulsory in Section A & C. Section A carries 8 questions of 2.5 marks each, Section B carries 5 questions of 04 marks each and Section C carries 1 Case Study of 20 marks.

SECTION - A

Attempt all questions. All questions are compulsory.

2.5×08 = 20 Marks

Q. 1 (A): What are the drivers of supply chain performance?

Q. 1 (B): Point out the costs of inventory.

Q. 1 (C): Write down your understanding about Value Chain Analysis.

Q. 1 (D): Differentiate between ABC and VED analysis of Inventory Management.

Q. 1 (E): List down the JIT Inventory tactics.

Q. 1 (F): List the factors affecting shipment of a product.

Q. 1 (G): What do you mean by network design in supply chain?

Q. 1 (H): Highlight the relationship between responsiveness of Supply Chain and E-Businesses

SECTION - B

Attempt any five out of six questions

04×05 = 20 Marks

Q.2: Discuss the major challenges that must be overcome to manage supply chain successfully.

Q.3: "Many innovations on technology-based approaches are well-suited to the enhancement of the effectiveness of Supply Chain Management"-Justify the statement by giving few applications of information technology in SCM.

Q. 4: List two supply chain decisions that have a significance impact on supply chain Profitability.

Q. 5: Explain the Following:-

a. Air Networks

b. Rail Networks

Q. 6: Discuss the importance of transportation in supply chain.

Q. 7: Define Enterprise Resource Planning (ERP). Give its tangible and intangible benefits.

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 8: Case Study:

New York-based Kozmo, the 3-year-old company announced that it would stop delivery service in all nine cities it operates. New York-based Kozmo, which dispatched legions of orange-clad deliverymen to cart goods to customers' doors, is the latest dot.com dream to evaporate in the market downturn. Amazon com, venture capital firm Flatiron Partners and coffee giant Starbucks were among the investors in Kozmo.

Kozmo said in December that investors promised a total of \$30 million in private funding. But last month the company learned that an investor had backed out of a \$6 million commitment. Kozmo executives had been working on a merger deal with Los Angeles-based PDQuick, another online grocer, sources said. The deal collapsed when funding that was promised to PDQuick did not materialize. Sources said Kozmo still has money but decided to close now and liquidate to ensure that employees could receive a severance package.

Just last month, Kozmo Chief Executive Gerry Burdo was upbeat about Kozmo's future, saying he was looking to steer Kozmo away from its Internet-only business model and toward a "clicks and bricks" approach. But some analysts say Kozmo's business model only made sense in the context of a densely packed city such as New York. Vern Keenan, a financial analyst with Keenan Vision, said the service had a chance to work in only a few other cities around the world, such as London, Stockholm or Paris. "This seemed like a dumb idea from the beginning," Keenan said. "This grew out of a New York City frame of mind and it simply didn't translate."

Kozmo was started by a pair of twenty-something former college roommates. They got the idea for the company on a night when they craved videos and snacks and wished a business existed that would deliver it to them. Kozmo offered free delivery and charged competitive prices when it launched in New York. Though customers loved the service, the costs of delivery were high.

After co-founder and former Chief Executive Joseph Park stepped down, Burdo slashed Kozmo's overhead, instituted a delivery fee and oversaw several rounds of layoffs. The company also closed operations in San Diego and Houston. Burdo said last month that profitability was not far away. The company had reached a milestone last December when it reported profits at one of its operations for the first time. Kozmo later saw two more operations reach profitability as a result of brisk holiday business.

Online delivery companies have been among the most ravaged by the Internet shakeout. Kozmo's rival in New York, Urbanfetch, shuttered its consumer operations last fall. Online grocers such as Webvan and Peapod have also struggled, and smaller operations such as Streamline.com and ShopLink.com have dosed down. Peapod was days away from closing last year when Dutch grocer Royal Ahold agreed to take a majority stake.

From the very beginning, supply chain management was to be a core competency of Kozmo. The promising dot.com would deliver your order everything from the latest video to electronics equipment in less than an hour. The technology was superior, the employees were enthusiastic, the customers were satisfied. But eventually, Kozmo ran out of time and money.

Question

Q 8(A): What, in your opinion, is the major reason for the failure of Kozmo?

Q8 (B): Do you think that Kozmo promised what its supply chain could not bear? What could have prevented its shut-down?

Mapping of Questions with Course Learning Outcome

Question Number	CLO
Q. 1 (A):	
Q. 1 (B):	
Q. 1 (C):	
Q. 1 (D):	
Q. 1 (E):	
Q. 1 (F):	
Q. 1 (G):	
Q. 1 (H):	
Q. 2:	
Q. 3:	
Q. 4:	
Q. 5:	
Q. 6:	
Q. 7:	
Q 8(A):	
Q8 (B):	

Note: Font: Times New Roman, Font size: 12.