2022 SCHEME

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]   Course Code [2][2][M][B][A][L][S][4][0][2]

Fourth Semester MBA Degree Examinations, October/ November 2025
GLOBAL SUPPLY CHAIN MANAGEMENT

Duration: 3 hrs   **Max. Marks: 100**

*Note: 1. Answer any **FOUR** full questions from Question No. 1 to 7.*
*   2. Question No. 8 is compulsory*
*   3. Missing data, if any, may be suitably assumed*

Q. No		*Question*	*Marks*	*(RBTL:CO:PO)*
1	**a.**	Apply your knowledge to explain the usefulness of major functions involved in physical distribution within global supply chains.	**03**	**(3:1:1)**
	b.	Apply your knowledge to identify and explain key global market forces that influence supply chain decisions in international markets.	**07**	**(3:1:1)**
	c.	Apply the factors influencing global market forces and purchasing trends to recommend a global sourcing and distribution strategy.	**10**	**(3:1:1)**
2.	**a.**	Analyze the key variables that influence the selection of channel members in a global distribution setup.	**03**	**(3:2:2)**
	b.	Analyze the role and functions of stakeholders and intermediaries in a global distribution system. How do they influence logistics performance and customer satisfaction?	**07**	**(3:2:2)**
	c.	Analyze the differences between domestic and global distribution channel structures. How do these differences impact decision-making, risk exposure, and operational efficiency for multinational firms?	**10**	**(3:2:2)**
3.	**a.**	Evaluate the best measurement metrics which can influence managerial decision-making in distribution operations.	**03**	**(4:3:3)**
	b.	Evaluate the best distribution organization structure for managing complex global supply chains. Justify your answer with reference to cost, responsiveness, and coordination across multiple regions.	**07**	**(4:3:3)**
	c.	Evaluate the role of public and private organizations in supporting distribution control and performance. Which type of organization contributes more effectively to improving distribution efficiency, and under what conditions? Provide global examples to support your argument	**10**	**(4:3:3)**
4.	**a.**	Design a solution to address one key issue commonly faced in international supply chain management, such as delays in customs clearance.	**03**	**(5:4:4)**
	b.	Design an international supply chain strategy for a company planning to enter a foreign market.	**07**	**(5:4:4)**
	c.	Develop a structured framework for selecting and integrating 3PL, 4PL, and 5PL providers in an international supply chain.	**10**	**(5:4:4)**
5	**a.**	Communicate the significance of human resources in the successful implementation of global supply chain strategies.	**03**	**(5:5:5)**
	b.	Explain the communication challenges and solutions in implementing global supply chain strategies across culturally and regionally diverse markets. How can effective communication enhance performance and coordination?	**07**	**(5:5:5)**

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

	c.	Design a comprehensive risk mitigation plan for addressing miscellaneous dangers—such as geopolitical tensions, regulatory changes, and cybersecurity threats—during global strategy implementation.	**10**	**(5:5:5)**
6.	**a.**	Apply the concept of purchasing to explain its role as a critical success factor in global business operations.	**03**	**(3:1:1)**
	b.	Write the application of global logistics in managing international supply chain operations. Give example.	**07**	**(3:1:1)**
	c.	Apply the distribution and global logistics principles to create a strategic entry plan for an Indian exporter entering international markets.	**10**	**(3:1:1)**
7.	**a.**	Analyze the impact of global risks on distribution channel performance and suggest how firms can respond effectively.	**03**	**(3:2:2)**
	b.	Analyze the key factors affecting the choice of distribution channels for an international company entering a new market. How do these factors influence channel design decisions?	**07**	**(3:2:2)**
	c.	Analyze the roles and types of intermediaries in a global distribution network. How does effective management of intermediaries through selection, training, and motivation impact logistics performance and customer satisfaction?	**10**	**(3:2:2)**
8.				

Case Study

Navigating Global Supply Chain Management at Zenith Healthcare Ltd.

Overview:

Zenith Healthcare Ltd., headquartered in Ahmedabad, India, is a mid-sized pharmaceutical manufacturer that transitioned from a domestic leader to an emerging global player. In response to rising global demand for affordable generic drugs, the company expanded into Southeast Asia, Africa, and Latin America starting in 2016.

This expansion brought numerous supply chain challenges. To remain competitive, Zenith had to overhaul its distribution strategies, embrace global sourcing trends, adopt digital tools, and mitigate international logistics risks.

Key Highlights:

- **Distribution Strategy:** Zenith transitioned from a direct-to-distributor model domestically to a hybrid global model combining regional distribution hubs (e.g., Dubai, Kuala Lumpur) and local logistics partners.
- **Marketing & Regional Forces:** Regional customs and consumer preferences (e.g., batch frequency in Latin America, government procurement in Africa) shaped distribution design.
- **Global Purchasing Shifts:** Regulatory concerns and trade issues led Zenith to adopt **dual sourcing** from Vietnam, Brazil, and Eastern Europe. The company leveraged **cloud-based procurement** and **real-time demand aggregation**.

Critical success factors in their procurement process included:

> **Strategic supplier partnerships**
> **Visibility via cloud-based procurement platforms**
> **Real-time demand aggregation across geographies**

These initiatives enhanced responsiveness and minimized stock outs even during volatile demand patterns, such as during the COVID-19 pandemic.

Digital Transformation: Investments in **ERP**, **GIS**, and **AI-driven route optimization** enabled better cost control and order tracking.

Logistics Improvements:
- Freight consolidation cut transit costs by **18%**
- **Delivery lead times** reduced from 9 to 6 days
- **Stockouts** fell from 14% to 5%
- **Damage rates** dropped from 4.5% to 1.8%

External Challenges:
- Customs delays (Kenya, Argentina)
- Currency volatility and fuel surcharges
- Political instability and post-pandemic freight disruptions

To manage these, Zenith:
- Set up **country risk dashboards**
- Formed **local compliance teams**
- Increased use of **multi-modal transport systems**
- Outsourced logistics to **3PL providers** in high-risk regions

Data Snapshot:

Performance Indicator	2018	2022
No. of countries served	5	18
Avg. delivery lead time (days)	9	6
Freight cost per shipment (USD)	1,250	980
% Stock outs at destination hubs	14 %	5 %
Dual-sourced critical ingredients	20 %	65 %
Damage rate in transit	4.50 %	1.80 %
% Partners using ERP	25 %	72 %

a. How did Zenith's use of ERP systems, dual sourcing, and 3PL outsourcing improve its global supply chain between 2018 and 2022? Suggest two ways Zenith can further improve its logistics in politically unstable count   **10**   **(4:4:4)**

b. Design a logistics expansion plan for Zenith to enter five new Central Asian countries.
What factors related to suppliers, distribution methods, and regional infrastructure should be considered?   **10**   **(4:4:4)**

** ** **