

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN Course Code

Third Semester MBA Degree Examinations, February 2026

FUNDAMENTALS OF LOGISTICS & 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

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1	a. Define supply chain management & its three flows.	03	(2:1:1)
	b. Elaborate two process views of supply chain explaining their benefits.	07	(3:1:1)
	c. Describe and evaluate the five drivers of supply chain for their performance on efficiency and responsiveness.	10	(4:1:1)
2.	a. Explain the key difference between supply chain and logistics.	03	(3:2:2)
	b. Analyse the objectives of logistics by explaining how they benefit the businesses.	07	(4:2:2)
	c. Justify the reasons for supply chain network design along with the factors affecting network design in supply chain.	10	(5:2:2)
3.	a. Summarize Bullwhip/Whiplash effect with three reasons for the same.	03	(2:3:3)
	b. Explain how to measure performance of supply chain well justifying the steps involved.	07	(3:3:3)
	c. Evaluate the key dimension for measuring supply chain performance.	10	(4:3:3)
4.	a. Name the three supply chain macro processes.	03	(2:4:4)
	b. Describe how SRM helps both supplier and buyers.	07	(3:4:4)
	c. Evaluate key components of CRM summarizing the good features of CRM.	10	(5:4:4)
5	a. Define Integrated logistics.	03	(1:5:5)
	b. Explain the characteristics that distinguish domestic and international logistics and the steps to be taken to address these differences.	07	(4:5:5)
	c. Evaluate the challenges in global sourcing.	10	(5:5:5)
6.	a. Define outsourcing strategy.	03	(1:5:5)
	b. Describe the benefits and dangers of outsourcing.	07	(3:5:5)
	c. Evaluate the types of outsourcing.	10	(4:5:5)

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

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| 7. | a. | Define logistics. | 03 | (2:1:1) |
| | b. | Describe the elements and components of logistics management. | 07 | (3:1:1) |
| | c. | Evaluate different types of logistics management. | 10 | (4:2:2) |

8. Case Study

Starbucks Supply Chain Transformation

In 2007 and 2008, Starbucks faced a significant challenge: while sales were falling, supply chain costs rose by more than \$75 million. The supply chain had evolved haphazardly rather than by design, becoming overly complex with poor outsourcing decisions leading to excessive third-party logistics (3PL) expenses. Fewer than 50% of outlet deliveries were arriving on time.

As a result, Starbucks leadership established three main objectives for improvement: reorganize the supply chain, reduce the cost to serve, and lay the groundwork for future capabilities. The performance evaluation involved several steps:

- i. The company measured key metrics such as on-time delivery rates, total supply chain costs, and 3PL expenses.
- ii. The company divided all supply chain functions into three core groups: "plan," "make," and "deliver," providing a clear framework for analyzing where bottlenecks and inefficiencies existed.
- iii. Then they implemented a weekly scorecard system and renewed service level agreements to manage remaining partners effectively.

The performance evaluation and subsequent transformation program were highly successful, resulting in saving more than \$500 million over 2009 and 2010, improved on-time delivery rates and overall reliability, and created a more robust and responsive supply chain capable of handling future demands.

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| a. | Based on the above example explain the importance and advantages supply chain Performance evaluation | 10 | (5:3:4) |
| b. | Argue the possible implementation steps they would have taken based on the evaluation to achieve the results | 10 | (5:3:4) |

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