

Delhi Technological University
USME, East Delhi Campus
End Semester Examination 2019-20

Course: MBA

Subject: SCM & E-Commerce

Maximum Marks: 60

Semester: ~~III~~

Subject code: MGS-01

Maximum Time: 3 Hrs

Note

- 1) Answer any six questions
- 2) Please be brief in your answers

Q1 a) Briefly describe the key processes under CRM. Give any two examples of firms which have used IT to enhance its customer experience

b) Information is used to make a variety of decisions. Can you list any five supply chain drivers for which decisions are taken? Give reasons where appropriate. (5+5)

Q2 a) MM Exports Pvt Ltd has partnered with Infosys Pvt Ltd for its supply chain information system project. What risk factors should MM Exports and Infosys consider? Briefly explain any five.

b) Please read the excerpt given below and answer the questions that follow

Walmart Canada and DLT Labs are partnering together to launch a blockchain-based freight and payment network. The solution will be the world's largest full production blockchain for any industrial application.

"Walmart is a global leader in innovation, with a relentless focus on improving people's lives, and DLT Labs™ is delighted to partner with such an extraordinary organization to bring the world's first and largest blockchain solution for industry into production. This proves the high value of blockchain and sets the stage to revolutionize supply chain management and logistics, due to its ability to enable secure information sharing, manage trust and reduce waste in multi-partner operational processes," Loudon Owen, CEO of DLT Labs, says. "Just as the Roman's concept, '*dictum meum pactum*' (meaning 'my word is my bond') was fundamental to building trade, this product creates a secure digital handshake using blockchain to renew trust and efficiency in global trade."

The new system uses distributed ledger technology to track deliveries, verify transactions and automate payments and reconciliation among Walmart Canada and its carriers which deliver inventory to over 400 retail stores across Canada annually. All of the company's third-party carriers are scheduled to be live by February 1, 2020. The solution is accessible using a web portal and an easy to use mobile application.

The new blockchain-based freight and payment network manages, integrates and synchronizes all the supply chain and logistics data in real time, aggregating the data between Walmart Canada and its fleet of third-party trucks on a shared ledger. The solution also automates the myriad necessary calculations enabling real-time invoicing, payments and settlement. At the same time, it seamlessly integrates with each company's legacy systems, so organizations can continue to follow their existing processes without retraining or a new investment in technology. This innovation arose from Walmart Canada's continued focus on reducing costs to ensure the lowest everyday prices for Canadian consumers.

"Walmart Canada is dedicated to efficiency across our business, including most importantly in our supply chain and logistics management. Our carrier partners move over 500,000 loads of inventory nationally, which creates an extraordinary volume of transaction data. This new dynamic and interactive blockchain technology platform is creating complete transparency between Walmart Canada and all of our carrier partners," John Bayliss, senior vice-president, logistics and supply chain, Walmart Canada, says. "Blockchain is enabling a material advance in our smart transportation network, with expedited payments, extensive cost savings and other benefits among our supply chain. Moreover, this degree of improved efficiency represents a powerful platform for us to continue to reduce our environmental footprint and continue our leadership in environmental sustainability."

More than 4,500 associates and drivers moving thousands of items daily from sites located in Calgary, Mississauga and Cornwall to stores from coast to coast across Canada. Walmart Canada operates 8.75 million square feet of distribution center and moves more than 853 million cases of merchandise annually. These goods are transported by a combination of 3rd party fleet as well as Walmart Canada's own fleet of 180 tractors, 2,000 trailers and more than 350 drivers. Each third-party trailer tracks approximately 200 data points per shipment. Automating this data collection and management using blockchain results in a significant cost-saving.

- 1) What benefits would this "Freight and Payment Solution" have?
- 2) What characteristics of blockchain technology are responsible for these benefits. (5+2.5+2.5)

Q3 a) Process improvements and people expertise along with technology provide new business opportunities. Explain the statement with any two examples.

- b) What are the challenges in creating and sustain new business models through supply chain initiatives? How can a firm handle the same. (5+5)

Q4 (a) What role do you think RFIDs and Bar code scanners can play in the supply chain of an organization. Compare and contrast between their usage.

b) How does an enterprise arrive at a decision to build or buy supply chain information system (5+5)

Q5 Read the Mini Case below and answer the question that follows

“On the supplier side of its operations, Wolverine faces significant challenges. Its 2012 acquisition of Saucony and Keds brought in an additional \$1 billion worth of transactions to process, and might have quickly overwhelmed its domestic supply chain’s systems.

Its SAP enterprise system is a traditional on-premise, very large system that designed to enhance Wolverine’s supply chain, and not the entire ecosystem of manufacturing, logistics, and financial firms that work with Wolverine to manufacture and distribute shoes. Wolverine in fact has over 200 suppliers in 120 countries that had their own supply chain software, and integrating them into a single platform is unimaginable, costly, and time consuming. There is no easy (or inexpensive) way to scale up its existing supply chain system to include all its partners, and their millions of transactions. It is difficult for its global suppliers to sign up to Wolverine’s domestic system, the payment system was outdated, and logistics and finance were not supported in the existing system”

- 1) What plan of action would you suggest to Wolverine? Try to suggest something innovative and scalable.
- 2) Assuming an efficient supply chain system is put in place, what benefits do you foresee from the arrangement. Can you predict any such action which the firm would take on the basis of updated information made available by the information system. (5+5)

Q6 a) Analyze technology intervention for business reconfiguration of supply chain with two examples from different industries.

b) Outline how pure technology applications in logistics can lead to increased efficiencies in operations or new business models. Elucidate with the help of examples. (5+5)

Q7 Write short notes on

- a) Business Intelligence Systems
- b) Role of Intranet, Extranet and VPN in Supply Chain Information Systems. (5+5)