Questions

Module 1

1. Map the multi tier supply chain network for auto in India. Identify the levels, the stake holders: manufacturers, logistics providers, distributors for one manufacturer say Maruti.
2. Cross docking and supply hubs are two best practices in SCN practice. Are they practiced in India? Give instances.
3. Develop a queuing network model for a two tier supply chain
4. Government policies affect the supply chain performance. Can you give examples?
5. Risk transmission is the result of connectedness. Explain
6. Discuss the characteristics of global apparel supply chains? Who are the channel masters for these chains: retailers? Or branded manufacturers or trading companies? Discuss the implications of the quota system and also the multi fiber agreement on the growth of this industry.
7. Map Zara's supply chain starting with customer preference data collection until the apparel appears in the store. Compare Zara business system with conventional scale driven logistics cost sensitive supply chains
8. Identify the risks of failure of the Zara business model

Module 2

1. Map the Ecosystem for the auto vertical in India. The auto clusters are located in west, north and south of India. The components and or the final products (cars need to travel across states. Discuss the effect of resource shortages in terms of high interest rates, low labour productivity and also the Institutional constraints when the trucks need to cross the states.
2. Map the ecosystem for the logistics service. Discuss the statement " Efficient Global Logistics is more than Brick and Mortar Infrastructure, can you discuss this statement with reference to emerging markets such as India"
3. What role did institutional context play in challenging MCC's efforts to prove the value proposition of its unique wholesaling format and establish itself as an accepted corporate citizen in Russia, India, and China?
4. Can you reason why Metro is facing problems even though the business model is just right for the Indian market.
5. How would you rethink MCC's approach to strategic expansion and public relations in India moving forward?
6. Rank order the Indian states in terms of the investment climate which includes: delivery services and infrastructures, Institutional and social factors and human, financial, industrial and natural resources. UNCTAD, FICCI and World Bank reports are available.

Module 3

1. Lead time, cost are the two important performance measures for any supply chain. Can you compare the local and global supply chains in terms of issues that contribute to cost and time?
2. In global supply chains, discuss the effect of trade facilitation on the lead time and cost.
3. Risk becomes an operational matter in global supply chain networks since changes or disruptions in transport, resources and institutional barriers occur almost daily. Can you construct an orchestrator for managing risk?
4. Map how risk transmission takes place from failure of a financial institution of a critical supplier to the retailer.
5. Successful Innovation is the result of convolution of factors of the ecosystem. Give an example.

6. Build the Ecosystem model for CEMEX. Do you think all the initiatives undertaken by CEMEX in logistics and IT and in selling building materials and solutions instead of cement can be explained by the SES? What are risks that the industry faces from governments? What should be the governance model for CEMEX?
7. Map Mattel's supply chain and also its Ecosystem. The ecosystem consists of Parents and Children, Retailers, Manufacturers, Suppliers of Mattel, Raw Material suppliers, Quality control at all the stake holders, R&D at Mattel and at suppliers and the Governments Regulatory agencies, Governments, Employees in China and USA, Media and the financial institutions. Identify the possible risks for Mattel in all the four dimensions: Supply Chain, Economic and Regulatory issues, Resources such as Human, Financial and Industry clusters, Suppliers and Ecosystem and Governance and finally the delivery mechanisms including Logistics and IT. Given the Ecosystem of Mattel what are the possible risks for Mattel in 2007? What are the supply chain problems that led to the lead paint recalls?
8. Design for manufacturing, Zero defect production, Customer safety are the hallmarks of manufacturing of the 70's. How does outsourcing change this paradigm? How do long global supply chains ensure the above issues not compromised as in the case of Mattel? Inspections, communications, supply chain visibility and what else?
9. How can accountability be better managed in long, global supply chains?
10. Recalls for both new and established products occur too often, and they can have serious repercussions. In some cases, they have destroyed brands and even companies. How can a company prepare itself properly for a recall that it doesn't even know will happen? What Governance structure do you suggest for product recalls in a global supply chain setting?
11. Discuss the SES model of Li & Fung. What are the important resource management processes that Li & Fung nurtures?
12. Li & Fung is cited as the best example of a supply chain orchestrator. Can you discuss this statement? What are the attributes for an orchestrator to succeed
13. Discuss the governance structure of Li & Fung and how it enhances the financial performance?
14. Identify the risks of failure of the Zara business model

Module 4

1. In a global supply chain several changes and or disruptions occur, innovations from radical to small are possible. In such an environment, supply chain configuration need to change both in terms of time and space of the partners. Search for examples where sticking to the old style of long time supplier contracts have resulted in either bankruptcy or heavy losses.
2. Supply chains have three main business processes: procurement, manufacturing and retail. Procurement is generally global. Adapt the design methodology of partner selection, coordination and execution for procurement.

Module 5

1. Map the green supply chain ecosystem. Discuss the enablers for high performance green supply chain networks.
2. In the green supply chain design, one has to trade off between carbon emissions and carbon trading and between resource consumption and recycling and reverse logistics. Discuss these tradeoffs with some examples. Consider the all scopes in the design. Suppose the electric supply is coal based and the company has little choice in controlling the emissions, then it can resort to trading.
3. The primary risk for green SCN comes from policy changes. Justify this statement.
4. Discuss the conflicts in achieving the triple bottom line.
5. Location selection is an important issue in global supply chains. Develop the cost based objective function using the SES.
6. Several types' data including numerical, text, video, audio, blogs, search is collected for location selection. It is not possible to use standard optimization techniques. One can sue AHP type of methods or machine learning approaches. Can you summarize the kind of approaches useful for big data of the type that comes from SES.
7. Map the ecosystem for a snart grid, smart buildings.
8. The ecosystem for smart city is very instructive. Comment on the definition of smart city.