

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
TRIMESTER (Batch 2016-18)
Re-~~END~~ TERM REAPPEAR EXAMINATIONS

Course Name	Supply Chain Management	Course Code	OP-402
Max. Time	2 Hours	Max. Marks	40

INSTRUCTIONS:

Answers with Headings / Subheadings / Diagrams and Examples carry superior rating.

1. Write Short notes on the following:

(10 Marks)

- a) Bullwhip Effect
- b) Aggregation Strategy
- c) Push & Pull Strategy
- d) Delayed Differentiation
- e) Vendor Managed Inventory

2. Describe with diagram, concepts of Cycle Inventory, EOQ, Safety Stock, Reorder Level and Maximum Inventory Level.

Explain impact of Lot Size and Lead Time in Supplier Selection. (5 Marks)

3. What actions would you take to enhance Environmental Sustainability of the Supply Chain of the company which you join.

(5 Marks)

4. Describe Distribution Network Diagram for Manufacturer / Distributor Storage with Customer Pickup

(5 Marks)

5. How can you contribute to generating Supply Chain Surplus by managing Inventory
(5 Marks)

6. Analyse attached Case: 'Gopaljee Transforming Traditional Supply Chains'
Answer Following 2 questions: (10 Marks)

- a) What are the Key features of the Business Model of Gopaljee Company.
- b) How can the Gopaljee Model of Supply and Distribution be extended to other Business Enterprises in India and South Asian Regions.

Gopaljee: Transforming Traditional Supply Chains

A near universal characteristic of Indian Industry, trade and businesses is their highly fragmented structure in which the small and microscale operations predominate if not

control the entire sectors. Organized large scale production and distribution are absent from almost all sectors. One of the most significant results of this pattern is the absence of industry role models and benchmarks. Lessons in supply chain best practices with indigenous roots are, therefore, few and far between. Successful and written-about cases are mostly images of foreign models, which cannot easily be replicated by the small and medium scale (SME) Indian ventures. There is a strong need for developing models rooted in Indian ethos, culture and socioeconomic conditions to find wider acceptance and application.

In this context, successful models at harnessing the potential such of microlevel operations, by reaching out to the small-scale producers mostly in the agri-and agro-based industries, as well as animal produce often in remote location, and pooling their miniscule output for systematic marketing to achieve a semblance of organized operations and economies of scale in an otherwise traditionally small-scale sector become relevant.

Indian dairy industry represents one such example where the pioneering efforts of Gujarat Co-operative Milk Marketing Federation (GCMMF) known for its Amul brand has been a resounding success and has become a role model. This success story has provided a road map and a benchmark with lessons in supply chain management in Indian context.

Modeled on the pattern of GCMMF, Gopaljee Group of Companies laid the foundation of their first milk plant, namely, M/s Milan Dairy Foods Pvt. Ltd at Siyana in Uttar Pradesh (UP) in 1989. In 1994, the company obtained registration from the state government and established 500 village-level societies and two chilling centres, which now handle 200,000 liters of milk per day. Another two plants with an overall capacity of 200,000 liters came on stream soon thereafter. The fourth plant by the name G.K. Dairy and milk Products at Ballabgarh was added in 1998.

Gopaljee, known for its quality milk products, is today a household name in North India. It handles a total of million liters of milk per day with almost 125,000 farmers supplying their produce through 4,500 village-level societies.

Gopaljee's has been a success story of growth through direct procurement from the milk producers, however small, thereby eliminating the middlemen. They have been emphasizing clean milk production at the village level for safe and pure dairy product, meeting both national and international standards to delight the customers. Gopaljee depute their qualified dairy experts to conduct training classes for the farmers in the fields of animal husbandry and milk production. The company has been benchmarking international best practices while maintaining direct contract with the grass roots, that is, farmers.

The approach typifies the Indian tradition of an extended family where everyone contributes his might for the collective well-being of the family and the community. The trickle-down effect is visible as the Gopaljee family continues to grow and build a powerful brand image, which the company intends to further strengthen through the addition of allied business lines such as food retail through exclusive food outlets.