



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics Management Paper – 3 (New)

June 2015

Strategies and organisations in logistics

DATE: 15.06.2015

Max. Marks: 100

TIME: 10.00 a.m. to 1.00 p.m.

Duration: 03 Hrs.

Instructions:

- | | |
|--|----------------|
| 1. From part "A", Each sub-question carries 01 mark | Total Marks 32 |
| 2. From "B", answer any 3 - each question carries 16 Marks | Total Marks 48 |
| 3. Part "C" is a case study with sub question – 20 Marks. (compulsory) | Total Marks 20 |

PART-A

(32x 1 = Total: 32 Marks)

Q. 1) Fill in the blanks

- planning is necessary previously because we cannot forecast the uncertain future
- is an estimate of a future event achieved by systematically combining and casting forward in a predetermined way data about the past.
- require the management to set specific, measurable goals with each employee and then periodically discuss the latter's progress towards these goals.
- is a situation where one part of the organisation optimises its activities to the determinants of the organisation as a whole.
- = No. of units manufactured/time.
- refers to vehicle space utilisation as is reflected by product dimension
- planning is the systematic approach to identify what can go wrong in a situation
- The SCOR model is based on a ----- process and used to measures the performance of an existing supply chain and its related processes.

Q 2) Match the Following

COLUMN A	COLUMN B
a) SWOT	1) Continuous improvement as practised by Japanese firms
b) Supply chain efficiency	2) Helps managers to have a quick overview of the firm's strategic situation
c) ROI	3) Helps to understand in detail existing business processes
d) Benchmarking	4) More expensive form of decentralisation
e) Inventory turnover ratio	5) is the cost of making and delivering a products to the customer
f) Kaizen	6) Enables us to infer weather population from which we have drawn more than two samples are having the same mean values
g) ANOVA	7) Is a measure of how many times during a year the inventory turns around
h) Delegation	8) Performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments.

Q. 3) State True/false of the following

- a) 'Time to plan' is as significant issues to be considered, aimed at getting strategies people engaged in planning for the future of the organisation.
- b) A good strategy should allow some flexibility, depending on the way that competition, economy, management, employees and other material factors changed.
- c) Balance score card can be used to appraise higher executives, teams, business units and the corporation itself.
- d) Earnings per share consider the time value of money
- e) The product weight is a function of product quality and volume
- f) In the VMI concept the supplier is made responsible for the product availability and delivery planning
- g) An organisation development program starts with the diagnosis and employs data collecting and data analysing throughout
- h) A third party type of decentralisation is devolution

Q. 4) Expand the following

- a) ICD
- b) CFS
- c) APS
- d) CPFR
- e) SDLC
- f) MCT
- g) ISCM
- h) PRM

Part-B

(3 x 16= Total 48 Marks)

Answer any three from following questions.

Q. 5) a) What are the various aspects to be considered in implementation the strategy?

b) What are the various steps involved in the process of reverse logistics ?

Q. 6) a) Classify the cost of poor quality

b) What are the advantages and disadvantages of collaborative relationship?

Q. 7) a) Explain SCOR model with suitable diagram.

b) Distinguish between formal and informal organisation

Q. 8) a) Describe the need of organisation structure for logistics operation

b) Differentiate between centralisation and decentralisation organisations.

Q. 9) a) Write short note on error tolerance.

b) What are the components of an optimal logistics organisation?

PART-C

TOTAL:20 MARKS

Q. 10 . Compulsory

You have joined as a manager for a financial organisation.

Kindly refer the below details and answer the following questions

1) Determine the net present value for a project that costs \$104,000 and would yield after-tax cash flows of \$16,000 the first year, \$18,000 the second year, \$21,000 the third year, \$23,000 the fourth year, \$27,000 the fifth year, and \$33,000 the sixth year. Your firm's cost of capital is 12.00%.

2) Determine the internal rate of return for a project that costs \$78,000 and would yield after-tax cash flows of \$12,000 the first year, \$14,000 the second year, \$17,000 the third year, \$19,000 the fourth year, \$23,000 the fifth year, and \$29,000 the sixth year..

3) Determine the payback period (in years) for a project that costs \$120,000 and would yield after-tax cash flows of \$20,000 the first year, \$22,000 the second year, \$25,000 the third year, \$27,000 the fourth year, \$31,000 the fifth year, and \$37,000 the sixth year.
