



**III Semester M.Com. Degree Examination, March/April 2025  
(CBCS) (2021 – 22 Onwards)**

**COMMERCE**

**Paper – 3.2 : Logistics and Supply Chain Management**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

**1. Answer any seven questions out of ten. Each question carries two marks.**

**(7×2=14)**

- a) What is supply chain management ?
- b) Write the meaning of the term Bottom line.
- c) What is meant by Harmonious relationship ?
- d) Define Bench Marking.
- e) What is value chain ?
- f) Write the meaning of the term ‘consignee’.
- g) What is the meaning of the term fair value ?
- h) Write the meaning of the term ‘Balanced scorecard’.
- i) What is invoice ?
- j) What do you mean by free on board ?

**SECTION – B**

**Answer any four questions out of six. Each question carries five marks. (4×5=20)**

2. How back sourcing is different from out sourcing ? Explain with suitable examples.
3. Explain the importance of information positioning in logistics and supply chain management.
4. What is fourth party logistics ? Briefly explain the conflict resolution strategy in supply chain management.
5. Describe the ethical and unethical practices in supply chain management.



6. What is social performance in supply chain management ? Explain its advantages to society.
7. The line between disorder and order lies in logistics. Explain with relation to customer relationship management in logistic sectors.

### SECTION – C

Answer any two questions out of four. Each question carries twelve marks.

(2×12=24)

8. Write a detail note on triple bottom line and advantages of CSR to Indian society.
9. Explain the present growth and development of logistics and supply chain management scenario in India.
10. Analyse the supply chain patterns and their contribution to logistics and supply chain management.
11. "The main aim of logistic and supply chain management are to meet the customer needs at the right place, at the right time and at the right cost. Explain and justify this statement with related to packaging and material handing of the logistic companies.

### SECTION – D

12. Answer the following questions :

(1×12=12)

#### Case study :

Covaya

Covaya is a global force in business collaboration and communications technology and not so many years ago, was operating what, by its own executives' admission, was a worst-in-class supply chain. That situation arose as the result of multiple corporate acquisitions over a short space of time. The company was suffering from a range of supply chain maladies, including a long cash-to-cash cycle, an imbalance in supplier terms and conditions, excess inventory, and supply chain processes that were inefficient and wholly manual.

**The Supply Chain Cost Reduction Challenge :** After Covaya purchased Nortel Enterprise Solutions in 2009, the freshly merged company found itself but loosely in control of an unstable and ineffective supply chain operation. Aside from having too many disparate and redundant processes, the company had multiple IT solutions, none of which provided a holistic view of the supply chain or supported focused analysis.



**The Path to Cost Reduction :** Covaya's senior management team realized that its technology solutions, which varied from being inadequate to inappropriate, were causing many of its problems. The various acquisitions and mergers had transformed Covaya into a different kind of enterprise and what it needed, rather than a replacement for all the discrete systems, was one solution to tie them all together.

To that end, the company put its trust in cloud technology, which was relatively immature at the time and migrated all processes onto one platform, which was designed to automate non-value-added activities and integrate those critical to proactive supply chain management, namely :

- Point of sale analysis
- Procurement analysis
- Supplier communication
- Supply and demand planning
- Inventory planning
- Inbound and outbound logistics planning.

Of course, the technology was merely an enabler and to transform its supply chain operation, Covaya embarked on a long-term, phased program to standardize processes, initiate a culture change, invest in top talent, and implement a system of rigorous benchmarking and KPI tracking.

**Supply Chain Cost Management Results :** Covaya's program of transformation took place over a period of three to four years, between 2010 and 2014. The path to cost reduction was a long one, but ultimately successful.

By making a conscious effort to lead the enterprise into a new way of thinking, change business culture, and unify technology under a single platform, Covaya has improved inventory turns by more than 200%, reduced cash tied-up in stock by 94% and cut its overall supply chain expenditure in half.

#### **Questions :**

- 1) Why Covaya enterprise was facing ineffective, unstable and not controlled in supply chain operations ? What are the remedial measures ?
- 2) How this enterprise reduced the supply chain cost and earned profit ?