GALGOTIAS UNIVERSITY

ADMISSION NUMBER												

School of Business

Master of Business Administration MBA Dual Specialization
Mid Term Examination - Mar 2024

Duration : 90 Minutes
Max Marks : 50

Sem IV - MSB22T2009 - Sustainable and Resilient Supply Chain

General Instructions
Answer to the specific question asked
Draw neat, labelled diagrams wherever necessary
Approved data hand books are allowed subject to verification by the Invigilator

1)	Assess the concept of sustainability in Supply Chain Management and elucidate its significance. Provide examples of key concepts related to sustainability and resilience in Supply Chain Management.	K5	(5)
2)	Identify the significance of revisiting supply chain management practices in the context of achieving both sustainability and resilience. How do organizations strike a balance between these two seemingly conflicting goals?	K3	(6)
3)	As an employee at Microsoft, critically Examine the specific concepts, tools, and techniques employed by the organization to enhance supply chain resilience. Examine the strategies adopted by Microsoft in ensuring operational continuity during a crisis, focusing on practical applications. Provide a detailed example of a real-world scenario where Microsoft successfully implemented resilience strategies, demonstrating the effectiveness of these specific concepts, tools, and techniques.	K4	(8)
4)	Develop the application of the Triple Bottom Line (TBL) framework in enhancing sustainable business practices. Explore how companies integrate environmental, social, and economic considerations into their operations. Illustrate with industry-specific examples, emphasizing the role of TBL in addressing contemporary global challenges. Evaluate the effectiveness of this approach and its contributions to fostering long-term corporate resilience and responsibility.	K3	(9)

5) Case- Dell's sustainable supply chain and the business case for mutual approaches to business. Dell is one of the world's largest computer manufacturers and technology companies. It became a private company in 2013 through an acquisition by Silver Lake Partners, a private equity firm, and Michael Dell, the founder and CEO of Dell. Dell offers a wide range of IT hardware, software products and services.1 Its clients include numerous governments, large enterprises, small businesses, and consumer markets. Dell also markets third-party software and hardware. In particular, Dell is known for its direct sales and customization model, as well as for its innovative supply chain management. E-waste is the world's fastest-growing waste stream, with a relatively low recycling rate overall (approximately 15% globally). 2 Rapid technology innovation and ever-shortening product lifespans contribute to the increase of e-waste. Of the components that comprise e-waste, gold, copper, and plastic content dominate the material value of e-waste material.3 Plastic, in particular, is overabundant in landfills Responsible e-waste disposal is important from an environmental perspective, but it also makes good business sense. It harnesses "untapped potential to create a more efficient and sustainable product ecosystem" and reduces dependence on fossil fuels, which have fluctuating prices. Dell has taken a full lifecycle approach to change its production, use, and disposal of plastic. The company's product design, in particular, emphasizes the ease of repair and recyclability from the start. Dell also continuously looks for ways to incorporate sustainable materials, such as recycled plastic, into products and packaging. Dell's Global Takeback program makes it easier for customers to dispose of old electronics. For products beyond repair or reuse, Dell offers free recycling for consumers, as well as convenient, secure, and compliant solutions for larger customers. The Dell Recycling program has recovered 1.76 billion pounds of electronics since 2007. Since mid-2014, the program's closed-loop recycled plastic supply chain has used plastics recovered from recycled computers to create nearly 5,000 tonnes of new parts for more than 90 products across millions of units. Through collaboration with TruCost, Dell has taken a multi-capital approach to quantify the natural capital benefits of the closed-loop model. It has also explored the possibility of measuring the social impact associated with this approach. This collaborative work identified financial and environmental savings.

K5 (10)

Ques-1. Evaluate the steps has Dell taken to address the issue of e-waste in its product lifecycle. (2 Marks)

Ques-2. Evaluate how effective has Dell's recycling program been in mitigating e-waste. (2 Marks)

Ques-3. Justify collaborative efforts have Dell undertaken to quantify the benefits of its closed-loop model? (2 Marks)

Ques-4. Evaluate how Dell's approach to e-waste disposal aligns with its business strategy. (2 Marks)

6) Case-The Benetton supply chain: One of the best-known examples of how an organization can use its supply chain to achieve a competitive advantage is the Benetton Group. Founded by the Benetton family in the 1960s, the company is now one of the largest garment retailers, with stores that bear its name located in almost all parts of the world. Part of the reason for its success has been the way it has organized both the supply side and the demand side of its supply chain. Although Benetton does manufacture much of its production itself, on its supply side the
company relies heavily on ‘contractors’. Contractors are companies (many of which are owned, or part-owned, by Benetton employees) that provide services to the Benetton factories by
knitting and assembling Benetton’s garments. These contractors, in turn, use the services of sub-contractors to perform some of the manufacturing tasks. Benetton’s manufacturing operations
gain two advantages from this. First, its production costs for woolen items are significantly below some of its competitors because the small supply companies have lower costs themselves.
Second, the arrangement allows Benetton to absorb fluctuations in demand by adjusting its supply arrangements, without itself feeling the full effect of demand fluctuations. On the demand side of the chain, Benetton operates through several agents, each of whom is responsible for their geographical area. These agents are responsible for developing the stores in their area. Indeed, many of the agents own some stores in their area. Products are shipped from Italy to the individual stores where they are often put directly onto the shelves. Benetton stores have always been designed with relatively limited storage space so the garments (which, typically, are brightly colored) can be stored in the shop itself, adding color and ambiance to the appearance of the store. Because there is such limited space for inventory in the stores, store owners require that deliveries of garments are fast and dependable. Benetton factories achieve this partly through their famous policy of manufacturing garments, where possible, in greggio, or grey, and then dyeing them only when demand for particular colors is evident. This is a slightly more expensive process than knitting directly from colored yarn, but their supply-side economies allow them to absorb the cost of this extra flexibility, which in turn allows them to achieve relatively fast deliveries to the stores.

K6 (12)

Ques-1. Elaborate your understanding of Benetton Supply Chain operations. (4 Marks)
Ques-2. Predict the specialty of Benetton’s contractors. (4 Marks)
Ques-3. Elaborate how this method provides Benetton with a competitive advantage over its competitors. Is this method
sustainable in the long term? (4 Marks)