



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

Subject Code & Name : BRL1306 Supply Chain Management
Semester & Year : September- December 2016
Lecturer/Examiner : Dr. Lai Ving Kam, Associate Professor
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

- This question paper consists of 2 parts:
 - PART A (40 marks)** : Read the case study “Ineffective Logistics and Supply Chain Management in Omni-channel Retailing” developed by Dr. Lai Ving Kam. Answer all four (4) Case Study questions. Answers are to be written in the Answer Booklet provided.
 - PART B (60 marks)** : Answer only five (5) essay questions out of 9 questions given. Answers are to be written in the Answer Booklet provided.
- Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
- This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
- Only ballpoint pens are allowed to be used in answering the questions.

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students’ Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Total Number of pages = 5 (Including the cover page)

Part A

Case study for Part A BRL1306 Supply Chain Management

Ineffective Logistics and Supply Chain Management in Omni-channel Retailing

Current market unpredictability results in worsening retailing industry outlook and rapid product commoditization. The industry stakeholders are looking for realizable novel business model. Omni-channel retailing which is not widespread in Malaysia is one of the better options. It is a very customer centric business model that needs effective merger of digital and physical touch point into one compelling and seamless customer experience. They are critical factors that determine successes in the Omni-channel marketplace. However, Malaysian retailers are discovering their logistics and supply chain management operations are very far from desire.

Omni-channel retailing sells through several channels such as brick and mortar, online, catalogue, e-commerce, mobile, etc. are independent of the other which need further integration. The consumer of today wants customized offerings and promotions across all engagements – from store to online – and expects retailers offer brick and mortar as an integrated part of their supply chain, not purely a selling location. When retailers consider the shift from multi-channel to Omni-channel sales strategies, the emphasis must be on revamped logistics and supply chain processes to be responsive and adaptive to support the engaged consumer. The critical factors impacting the Omni-channel retailing are:

- Store fulfilment through better connectivity
- Logistics and Inventory visibility
- Transportation infrastructure required for successful Omni-Channel retailing
- IT network speed and agility
- Distribution channels efficiencies
- Warehouse management and order management decision support
- Business intelligence

Omni-channel retailing moves from a traditional fulfilment model to a leaner, more responsive and strategic fulfilment processes which must heavily dependent on efficient and adaptively responsive logistics and supply chain management. These require IT, Marketing, Sales, Operations; Logistics and Supply Chain Management to develop and manage a thorough understanding of the market and consumer needs to make appropriate decisions about last mile delivery and customer satisfaction. The retailer depends on real-time data to manage digitally connected consumers whose experience shifts between online and brick & mortar, expecting to purchase or return product anywhere.

The industry must critically investigate how firms, the industry, Malaysia and region manage their supply chain in adaptive responsive mode to gain better in road towards a 360-degree view of customers' purchases across all channels. The primary objective of Omni Channel retailing is to expand the business cost efficiently to be responsive and adaptive in using resources and strategy to match multichannel demand with supply.

Question 1

Why the Retailing industry thinks that Omni-channel retailing may give them a new lifeline to sustain business continuity? What are the concerns on the viability of Omni-channel retailing business in Malaysia?

(10 Marks)

Question 2

What are the expectations from the consumers on Omni-channel retailers? What are the success factors of Omni Channel retailing?

(10 Marks)

Question 3

How can Omni-channel retailer be more adaptively responsive to secure market positioning?

(10 Marks)

Question 4

You as a Supply Chain Director in your company, how would you use last-mile delivery to satisfy customer demand and recommend at least two additional modes to make better connectivity!

(10 Marks)

END OF PART A

PART B : ESSAY QUESTIONS (60 MARKS)
INSTRUCTION(S) : Answer only five (5) essay questions out of total 9 questions given.
Answers are to be written in the Answer Booklet provided.

Question 1

Identify and discuss three roles of supply chain management in the Retail Industry?

(12 Marks)

Question 2

Please list 3 critical challenges that current Logistics and Supply Chain Management are facing.

(12 Marks)

Question 3

Supply chain management, logistics, distribution and transportation all overlap in some ways. In general, they all affect the methods used by a business to acquire, transport and resell goods within an industry. Briefly describe what you understand about

- a. Logistics,
- b. Distribution and
- c. Transportation?

(12 Marks)

Question 4

Select a company which you are familiar and propose at least 10 sources of information on logistics and supply chain management companies!

(12 Marks)

Question 5

Identify the modes of transportation in supply chain and list two relative advantages and disadvantages of each mode.

(12 Marks)

Question 6

Discuss the advantages and disadvantages for outsourcing of warehouse management to a third party logistics provider.

(12 Marks)

Question 7

The strategic role of information and their influence on the supply chain functioning, touching on modern technologies such as IT systems and e Commerce. Please illustrate four E-Commerce contributes to SCM.

(12 Marks)

Question 8

Assume that you are a Supply Chain Director in an American multinational company with several factories located in and around Klang Valley, Selangor with annual sales volume of RM 10 billion. Please evaluate the benefits of multi-site centralized the supply chain management functions. Justify your answer.

(12 Marks)

Question 9

Twenty first century has given the retail industry many challenges. Relate these two challenges in the supply chain department of a local company.

- a. Globalization
- b. The supply Chain connectivity.

(12 Marks)

END OF EXAM PAPER