**Advanced Supply Chain Management**

**December 2024 Examination**

**Q1. A survey of global corporate executives (Cohen et al. 2018) found that supply chain design requires a balancing act among multiple objectives and risks, requiring careful consideration of several factors. Discuss the factors that an organisation needs to consider for designing a global supply chain network. (10 Marks)**

**Ans 1.**

**Introduction**

Designing a global supply chain network is a crucial and complex task for organizations operating in today's highly competitive and interconnected environment. The process involves not just ensuring the smooth flow of goods and services but also balancing a variety of strategic objectives and mitigating risks associated with global operations. According to Cohen et al. (2018), supply chain design has become a balancing act between efficiency, responsiveness, cost minimization, and risk management. With the globalization of markets, organizations need to factor in geographical dispersion, cultural differences, regulatory frameworks, and

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**Q2. Pure Jal, a manufacturer of household water purifiers, projects sales of around 70 units per month for the coming year. The company's purchase department has an estimated annual overhead of Rs 100,000. Additionally, Pure Jal incurs a holding cost of Rs 4 per unit per year for each item in inventory. The purchase department releases approximately 1000 purchase orders annually. One of the most expensive components of the water filter is the UV unit, which costs Rs 2000 each. To stay competitive, Pure Jal is under significant pressure to minimize its inventory costs. Given that one UV unit is required per water filter, what should be their optimum ordering quantity for UV and the expected total inventory cost? (10 Marks)**

**Ans 2.**

**Introduction**

Inventory management is a crucial aspect of supply chain optimization, particularly for companies like Pure Jal, which operates in a competitive market. Effective inventory management helps businesses minimize costs related to holding, ordering, and stockouts while ensuring product availability. For Pure Jal, a manufacturer of household water purifiers, the UV unit is one of the most expensive components, and managing its inventory efficiently is essential to maintaining profitability. With projected monthly sales of 70 units, a significant portion of their operational costs comes from ordering and holding inventory. The company's purchase department releases approximately 1000 purchase orders annually and faces an overhead of Rs 100,000

**Q.3. JJ Apparel specializes in the manufacture and sale of ready-made clothing, primarily focusing on designer dresses and sportswear. With a global network of sales agents responsible for their respective geographic regions, the company boasts a well-connected supply chain. This is further enhanced by a global information system that enables JJ Apparel to swiftly identify and respond to market trends. However, the company is currently facing intense pressure to continually enhance its supply chain performance in order to maintain its competitive edge. To address this challenge, JJ Apparel is now seeking to implement supply chain restructuring, aiming to optimize its operations and stay ahead in the industry.**

**a. How will you explain JJ Apparel the approaches they need to adopt in making changes in some of the dimensions of their Supply chain for the restructuring process? (5 Marks)**

**Ans 3a.**

**Introduction**

Supply chain restructuring is a strategic initiative that helps businesses like JJ Apparel remain competitive in the rapidly changing global marketplace. As a company specializing in designer dresses and sportswear, JJ Apparel has a well-connected global supply chain, supported by a robust information system. However, to address increasing market pressure and optimize operations, the company must adapt by making changes across various supply chain dimensions. This process involves assessing and refining critical areas such as supplier relationships, logistics,

**b.What will be JJ Apparel’s advantages and limitations in implementing postpone strategy? (5 Marks)**

**Ans 3b.**

**Introduction**

The postpone strategy is a supply chain management approach where the production or customization of products is delayed until closer to the time of sale or customer demand. For a company like JJ Apparel, which operates in the fast-paced fashion industry, adopting a postponement strategy could offer significant advantages. This strategy can help manage demand variability, reduce excess