

Semester: Jan – Mar 24		
Maximum Marks: 50	Examination: ETE Exam	Date: 01/04/2024
Duration: 3 hrs		
Programme code: 01.	Class: SY	Semester/Trimester: VI
Programme: MBA		
College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: Operations Management	
Course Code: 217P01M620	Name of the Course: Strategic Sourcing & Procurement (Minors).	
Instructions: Question No. 1 is compulsory; attempt any three questions from questions 2-6.		

Question No.		Max. Marks
Q 1.	Please answer the following questions based on the case study attached (Supplier Development at Deere & Company)	5
A)	Is Deere's tactic an appropriate one?	5
B)	What are the implications of this tactic and the possible consequences, positive or negative?	5
C)		5
D)	If it is not an appropriate tactic, what are some alternatives? Is Deere adopting an ethical approach? What are some of the implications as far as human resource management is concerned? How can the group members better manage the consensus building to present an undivided front to Excelsior?	
Q2.	Suppose you are a purchase manager and the contract administrator for a major FMCG company installing a major enterprise resource planning system such as SAP or Oracle. What are some of the critical elements that you would wish to include in the contract by the consulting company implementing this system?	10
Q 3. A)	Discuss the two or three most important benefits of a centralised purchasing structure. Also, discuss the two most important benefits of a decentralised purchasing structure. Give examples and illustrate the two structures.	5
B)	What factors drive successful global sourcing programs, and what do you feel are the biggest obstacles to global sourcing?	5
Q4. A)	Why does top management recognise the importance of purchasing and supply management? Do you think organisational purchasers should behave like entrepreneurs, and if so, why, or why not?	5
B)	Discuss the concept of BATNA and explain how a negotiator can effectively use it to plan a negotiation.	5
Q5 A)	How can a buyer utilise the Malcolm Baldrige National Quality Award criteria as a basis for improving supplier quality?	5
B)	Discuss the benefits accruing to a supplier for achieving ISO 9001 registration and /or ISO 14001 certification.	5
Q6.	Write short notes on any of the four below: - a) Composite and Mixed Supplies under the GST Act. b) Preferred Supplier vs Transactional Supplier. c) Category Spend Analysis. d) Integrated GST. e) International Purchasing Offices. f) Sustainability in Purchasing.	10