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Question Paper Code	14205
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MBA - DEGREE EXAMINATIONS, NOV / DEC 2025

Third Semester

Master of Business Administration

24MBO309 - SUPPLY CHAIN RISK MANAGEMENT

Regulations - 2024

Duration: 3 Hours

Max. Marks: 100

PART - A (10 × 2 = 20 Marks)

Answer ALL Questions

	<i>Marks</i>	<i>K- Level</i>	<i>CO</i>
1. List any two examples of common supply chain management risk.	2	K1	CO1
2. List out the 4 R's in supply chain.	2	K1	CO1
3. Label the methods for identifying risk.	2	K1	CO2
4. Summarize the term supply chain disruption.	2	K1	CO2
5. Interpret the five key elements of risk management.	2	K1	CO3
6. Classify the qualitative and quantitative analysis of risk analysis.	2	K2	CO3
7. Identify single supplier strategy in supply chain.	2	K1	CO4
8. Classify role of commodity hedging in mitigating risk.	2	K2	CO4
9. Define supply chain insurance.	2	K2	CO5
10. State three important adverse risk consequences.	2	K1	CO5

PART - B (5 × 13 = 65 Marks)

Answer ALL Questions

11. a) Examine the supply chain risk attributes and elaborate about measuring them.	13	K4	CO1
OR			
b) Analyze the pros and cons regarding achieving an integrated approach in supply chain risk management in Indian context.	13	K4	CO1
12. a) Examine how to identify and categories risk in supply chain.	13	K4	CO2
OR			
b) Analyze why the current state of SCRM is shifting towards digital monitoring tools.	13	K4	CO2
13. a) Elaborate the supplier audit and satisfaction survey in supply chain.	13	K6	CO3
OR			
b) Discuss the cloud based supply chain risk management.	13	K6	CO3

14. a) Explain the buffer or safety stock inventory in mitigating and managing risk. 13 K5 CO4

OR

- b) Explain the role of currency and commodity hedging in supply chain. 13 K5 CO4

15. a) Examine golden rules of supply chain governance and organization structure. 13 K4 CO5

OR

- b) Examine the impact of enterprise risk governance framework standard in supply chain. 13 K4 CO5

PART - C (1 × 15 = 15 Marks)
(Compulsory)

16. a) **CASE STUDY:** 15 K5 CO5

Companies across the globe face a major challenge of managing supply risks arising from various factors such as single supplier sourcing, supplier capacity constraints, supply quality issues and long lead time for alternative supplier development, and so on. To combat these risks, many organizations have developed Supply Chain Risk Management (SCRM) strategies with the primary objective of reducing supply vulnerability and ensuring business continuity.

Client The client is a multinational food manufacturing company with revenue exceeding \$10bn. It specializes in convenience food products with facilities in more than 15 countries across the globe.

Challenges The client recognized that there was no proper mechanism to identify any threat to supply continuity. The gravity of risk was realized when one of the single-source ingredient suppliers failed to clear the quality audit, which led to significant last gasp measures to ensure supply continuity through an alternative supplier approval process. This affected the products' supply to the market. The client, therefore, asked GEP to establish a detailed supply risk assessment mechanism to identify supply risks and proactively work toward mitigating them.

Ethical Data Exchange (SEDEX) risk rating along with geopolitical, environmental and currency fluctuation risk. Based on the supply risk score and business impact, each ingredient was classified as a function of the annual ingredient spend, into four zones:

- Zone 1: High risk, high spend
- Zone 2: High risk, low spend
- Zone 3: Low risk, low spend
- Zone 4: Low risk, high spend

High risk ingredients under Zone 1 were identified as the key area of focus. Based on the risk scores assigned against various evaluation parameters for ingredients under Zone 1, risk mitigation process flows were established, action plans were prioritized and RACI matrices

were developed.

Approach GEP engaged its in-house team of “direct” materials category experts to study the client’s supply chain. The team performed a detailed evaluation of various supply risk parameters to develop a holistic supply risk assessment model. This model was customized based on the client’s ingredients portfolio and process parameters. It assigned a supply risk score to each ingredient based on nine parameters. The parameters included the number of supply sources, the supplier quality rating and various trade barriers such as import duties, import licenses and local restrictions. In addition, the supply risk assessment model also factored in the ease of new supplier development, the supply capacity constraints and the Supplier Bottom Line

Results

The supply risk assessment model developed by GEP helped the client identify ingredients with high supply risks and prioritize development of risk mitigation strategies. It helped the client reduce the risk on its ingredients portfolio through measures such as supplier quality assurance, alternative supplier development, sourcing from alternative regions, forex hedging and liaising with suppliers to improve SEDEX scores. The supply risk assessment model also provided a mechanism for category managers to collaborate with cross-functional teams like R&D and Quality to work on risk mitigation plans. It helped insulate the client against unforeseen price risks through the development of alternative sources of supply

Questions

- 1) Discuss how geopolitical, environmental and currency fluctuation risks affect supply chains
- 2) Evaluate whether relying heavily on SEDEX rating is sufficient for risk assessment. Suggest additional indicators
- 3) Examine how forex hedging and sourcing from alternative regions work together to reduce supply vulnerability.