



# UTHM

Universiti Tun Hussein Onn Malaysia

## UNIVERSITI TUN HUSSEIN ONN MALAYSIA

### FINAL EXAMINATION SEMESTER II SESSION 2021/2022

COURSE NAME : LOGISTICS MANAGEMENT

COURSE CODE : BPB 44903

PROGRAMME CODE : BPA

EXAMINATION DATE : JULY 2022

DURATION : 3 HOURS

#### INSTRUCTION

1. ANSWER ALL QUESTIONS

2. THIS FINAL EXAMINATION IS CONDUCTED VIA **CLOSED BOOK**.

3. STUDENTS ARE **PROHIBITED** TO CONSULT THEIR OWN MATERIAL OR ANY EXTERNAL RESOURCES DURING THE EXAMINATION CONDUCTED VIA CLOSED BOOK

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

VERBODEN

**Q1** DELL Corporation is a company which highly involve in the manufacturing of laptop and personal computer. Their main targets are students, gamers, content or video editor and professional people. To improve their financial performance, DELL offers a customization of orders on both personal computers and laptops by their customers with a fast delivery within 60 days after they have ordered. DELL also tends to deal with many suppliers such as NVIDIA, AMD, and INTEL corporation when it comes to the supply of graphic card and processor to support their production of innovative product. However, dealing with world leading suppliers on computers tend to have its pitfalls. They currently received complaint from the procurement department on the delay of supplies on computer graphic card which come from NVIDIA. In addition, DELL also received a lot of complaints from their customer who involve making customize order on DELL products. Most of the complaint from both parties was focusing on the lead time issues that were caused by the supplier, NVIDIA.

Based on the above case study

- (a) Propose to DELL Corporation **THREE (3)** strategies to overcome the issue of lead time with examples. (15 marks)
  
- (b) Advice to DELL Corporation **FIVE (5)** opportunities of time-based approach that can add value to their existing production (20 marks)

**Q2**

**Table Q2: H&M's Profile and Products' Attributes**

<b>Company</b>	<b>Attributes of H&amp;M Corporation's Products</b>
<b>H&amp;M</b>  <b>Description:</b> Swedish multinational clothing company headquartered in Stockholm. Its focus on fast-fashion clothing for men, women, teenagers, and children.	Innovative products High demand and supply uncertainty Difficult to forecast Variable Demand Short selling season High inventory cost and High profit margin Lower volume (per SKU) High stockout cost High risk of obsolescence Vulnerable to breakdown Variable lead time

Above is a description on H&M, a world's second-largest clothes retailer. H&M focuses on cost efficiency for its production unit and reducing lead times for its inventory. Based on the above table.

- (a) Propose the most suitable supply chain strategy for H&M based on **Table Q2**. (5 marks)
  
- (b) Justify **FIVE (5)** reasons why should H&M choose strategy in **Q2 (a)**. (20 marks)

**Q3** Flextronics is a multinational manufacturing company that involve in the production of semiconductor own by Intel Corporation. Emergence of COVID-19 has led to significant demand by Intel Corporation which required Flextronics to double up their production. The new pattern of demand was triggered by the top management of Intel Corporation who assume that the end customers might increase the demand on laptops and personal computers as they are all required to work from home during the pandemic years. The top management of Intel Corporation expected the forecast demand might last for 5 years. Considering the request from Intel Corporation, Flextronics agreed to double up their production. However, upon entering the third year after the announcement of COVID-19, the actual demand from Intel Corporation didn't meeting its target. This significant change in the semiconductor demand by Intel Corporation has yield to an increase in the cost of production, warehouse. Based on the case study,

- (a) Analyze **FIVE (5)** major sources of waste incurred in Flextronics. (15 marks)
- (b) Relate the poor manufacturing coordination made by Flextronics with the Bull-whip effects. (5 marks)
- (c) Propose **TWO (2)** ways to improve coordination in Flextronics's manufacturing processes (10 marks)

**Q4** Performing humanitarian logistics is a huge challenge, because it faces extreme conditions and a high level of uncertainty. Recurrently, there is little, or no warning of the impending disaster, nor information about the scale of it. Due for these attributes, it is widely accepted that an agile logistics strategy is the most appropriate response. However, whilst the agile principles may be appropriate, it is compulsory to appreciate the important differences between humanitarian and traditional supply chains.

Differentiate **FOUR (4)** key differences between humanitarian and traditional supply chain. (10 marks)

-END OF QUESTIONS -