



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Post Graduate Diploma in Logistics & Supply Chain Management

PAPER No. 18(Enrolment code PGSM)

DEC 2025

Emerging Trends in L & SCM

Date : 22.12.2025
Time : 2.00 p.m. to 5.00 p.m.

Max. Marks : 70
Duration : 3 Hrs.

Instructions:

- From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total : 20 Marks**
- From Part B – Answer any 3 questions out of 5 questions. Each question carries 20 marks. **Total : 30 Marks**
- Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions **Total: 20 Marks**

PART A

(20 marks)

Q.1 Fill in the Blanks (5 Marks)

- An upward or downward shift in a data set over a time period is called _____
- A collaborative manufacturing system that is fully coordinated and can respond in real time is called a _____ factory
- _____ retains the Intellectual property rights in a franchise agreement
- The process of transforming various forms on information into numbers is called _____
- Concept of machines having human intelligence is called _____

Q.2 State TRUE or FALSE (5 Marks)

- Personalisation of experience is not possible in e-Commerce
- Make-in-India is same as Insourcing
- Artificial Intelligence is a subset of Business Intelligence
- Movies being promoted by word of mouth publicity is an example of network marketing
- “Work from home” is same as telecommuting

Q.3 Match the Following: (5 Marks)

	Column I		Column II
a	Cloud platforms	1	Non-core activities fulfilled by outside players
b	Trend	2	Digital technology
c	3-D printing	3	Change over time
d	Supply chain resilience	4	Digital technology
e	Outsourcing	5	Respond to disruptions

Q.4 Expand the Following Abbreviations: (5 Marks)

- (i) BPO (ii) BI (iii) RPA (iv) EOQ (v) PDA

PART B

(30 marks)

(Attempt any 3. Each question carries 10 marks)

Q. 5 a) Why do companies outsource their business processes? What are it's risks? [5marks]

b) Today, almost every retailer who has a store has started online retailing as well. What are the advantages and challenges of online retailing? [5marks]

Q. 6 a) Business trends are influenced not only by economic factors, but also by political and socio-cultural factors". Is it true or false? Explain why you think so. [5marks]

b) Data is the main asset in a “Digital economy”. What are the characteristics of a digital economy? [5marks]

Q. 7 a) What is the difference between B2C and C2B models in e-commerce? Explain with examples [5marks]

b) Digital twins in supply chains allows supply chains to optimise operations dynamically and effectively. Write a note on digital twins [5marks]

Q. 8 a) "Ola and Uber are aggregators". Yes or No? Who is an Aggregator? What are the advantages of being an aggregator? [5marks]

b) Write a note on "Autonomous vehicles"? [5marks]

Q. 9 - Write Short Notes on any 2 from the Following: [2 x 5 = 10 marks]

- a) Circular supply chain
- b) Service aggregator
- c) Smart factory

PART C

(20 Marks)

Q. 10. Case study – Compulsory

Burger Singh is one of India's largest growing Burger chains. What started off as a single outlet in 2014, has rapidly grown to 100+ outlets by 2023. Currently, they have presence in over 10 cities in India, With its recent funding round, Burger Singh is set to expand to newer markets with its unique menu offering catering to all. Their aim is to reach 1000 outlets by 2028.

Burger Singh contradicts the notion that fast food businesses can only be successful when they are owned by multinational corporations. They aim to become the go-to burger joint for the typical Indian because of its inexpensive "Original Indianized burgers." At ₹39, the Fully Loaded entry-level burger makes the brand affordable for everyone.

In order to fulfil their ambitious plans, the company appointed a new Vice President for Franchise Development, Bob McDonald. Bob knew that it was imperative for franchisees to be heard. He also knew that attempts to survey franchisees in the past, to gather feedback, however, has been met with a lacklustre and sometimes hostile response and franchisees were reluctant to share their opinions.

Bob needed a way to overcome franchisees' fears, and partnered with Franchise Business Review, an independent consultant in the field, to conduct an independent survey.

By partnering with FBR, Burger Singh was able to live up to it's commitment to hearing and addressing their franchisees' perspectives. Management was able to get an honest, non-emotional assessment of how franchisees view management and where they feel more attention is needed. They shared the results with franchisees and are prioritizing issues and making adjustments—with input from franchisees—on an ongoing basis.

Questions:

- 1) Identify the Franchisor, Franchisee and the Franchised business. What is it's USP?
- 2) Elaborate the benefits of the franchising arrangement to Burger Singh
- 3) Why do you think the Franchisees were un-cooperative?
- 4) The VP, Mr Bob McDonald, calls a conference of all their franchisees. How will he convince them of their benefits in remaining a franchisee ?