

**MBA (SCM) Sem.-3 Examination**  
**SC 302**  
**I&SCRM**  
**December-2025**

Time : 2.30 Hours]

[Max.Marks : 70

Q-1 A) Discuss the major tools for collecting opinions in risk identification—interviews, group meetings, and the Delphi method. Compare their advantages and limitations. 14

Q-2 A) Business Continuity Management (BCM) complements supply chain risk management. Explain the role of BCM in ensuring uninterrupted operations during disruptions. Discuss key BCM requirements and assess how BCM contributes to organizational survival and stakeholder confidence. 14

OR

B) Using the Ericsson–Philips fire incident and Nokia’s proactive response, analyze the role of proactive risk management and supply chain diversification in ensuring business continuity.

Q-3

A) Supply chain risks are often shared across multiple firms rather than confined to a single organization. Analyze the concept of integrated Supply Chain Risk Management (SCRM) and explain why isolated risk management practices may increase overall supply chain vulnerability. Discuss the role of coordination and joint decision-making in managing shared risks. 14

OR

B) What is a Risk Register? Explain its purpose and describe each of its key components. Using the sample table provided in the material, discuss how a risk register helps managers make informed decisions.

Q-4 A) Justify the statement that Physical structure plays a crucial role in supply chain resilience. 14

OR

B) Explain the different types of risks in a supply chain—internal risks, supply chain risks, and external risks—with suitable examples. Also discuss the four additional classifications: physical, financial, information, and organizational risks.

Q-5 A) Describe the four levels of decision-making under uncertainty—ignorance, uncertainty, risk, and certainty—with suitable business examples. Explain why understanding these levels is important for managers. 14

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