



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 3101: STRATEGIC SUPPLY CHAIN INTEGRATION, MANAGEMENT AND PERFORMANCE

DATE: Monday, 25th July 2022

TIME: 2 Hours

INSTRUCTIONS:

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Performance measurement is generally defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs. One model that is used is the Supply Chain Operations Reference (SCOR) model. With the help of a diagram, outline the five key steps in the SCOR model
- (15 Marks)**
- b) Zawadi owns a toy factory that makes wooden toys. She is always in some form of emergency either with her distributors or suppliers with stocks either being too much or running out. Upon further investigation, you find that she solely focuses on what happens within her company and not anyone else in the supply chain. You advise her that she should have end to end supply chain visibility.
- i. What is end-to-end supply chain visibility? (3 marks)
- ii. You tell her that you watched the webinar “*Realize the value of end-to-end supply chain visibility*” which looked at the case of Canada in having end to end visibility. From the webinar and from the knowledge that you have gathered from this class, what benefits will Zawadi get from end-to-end supply chain visibility? (12 Marks)
- (15 Marks)**

QUESTION TWO (20 MARKS)

Business-level strategy is an integrated and coordinated set of commitments and actions the firm uses to gain a competitive advantage by exploiting core competencies in specific product markets. Elaborate on 4 business level strategies that companies can pursue. Clearly outline what the strategy is about and at least 2 risks of pursuing said strategy

(20 Marks)

QUESTION THREE (20 MARKS)

a) Uncertainty is inevitable in business as things change in the environment all the time. However, not all environments change the same and at the same rate. Both demand uncertainty and supply uncertainty can be combined to create the uncertainty spectrum. With the aid of a diagram, demonstrate the 3 options that you have on the uncertainty spectrum. Use examples of products that would demonstrate each point

(10 Marks)

b) A purchasing strategy defines how your company buys things. How your company buys things can include budgets by department, purchase approval methodology, and more. Kraljic (1983) claimed that there is no single best way to manage purchasing. The products and needs are different. With this, he developed a purchasing portfolio matrix. Briefly highlight the matrix

(10 Marks)

QUESTION FOUR (20 MARKS)

a) At macro level, there are at least 4 key strategic challenges (market, technology, resources, and time) that will have the long-term overall impact on the architecture as well as the management process of supply chains. Amazon anticipated and has dealt with some of these challenges to ensure that it operates at optimum level. Over this course, we have watched several Amazon videos on how they have dealt with the market, technology, resources, and time-based challenges.

Give a detailed discussion on each of these dimensions. Demonstrate how Amazon has tackled the challenges under each dimension.

(20 Marks)

QUESTION FIVE (20 MARKS)

a) Information Technology has massively improved the way organizations work internally and with partners. One such system is an Enterprise Resource Planning System (ERP)

i. What is an ERP System? (1 Mark)

ii. What benefits do organizations get from implementing an ERP system? (10 marks)

(11 Marks)

b) It is one thing to compete as an organization, it is a whole other thing to work together and compete as a coordinated team in a supply chain. Discuss the 3 typologies of supply chains as discussed in class. Use examples

(9 marks)