



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

**Date:** Friday 4<sup>th</sup> August, 2023

**Time:** 10:30 am – 12:30 pm

**INSTRUCTIONS:**

- ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

**QUESTION ONE**

**(30 MARKS)**

- a) Supply chain performance metrics act like a yardstick that can determine both the effectiveness and efficiency of the organization, and its supply chain partners. It can also be used by the organization to measure itself against its competitors. With this in mind, what traits do good performance metrics possess? Elaborate on six such traits. **(18 Marks)**
- b) Sahale is a wedding planner with a relatively successful business. She recently engaged your services as a consultant to assist her in understanding here her business lies in terms of her strategic fit. You explain that she must align her demand/ supply uncertainty with her supply chain capability.  
With your knowledge of the wedding planning business,
- i. Using a diagram, show where Sahale’s business would lie on the uncertainty spectrum. Justify your answer **(4 Marks)**
  - ii. Using a diagram, demonstrate where her business would lie on the responsiveness spectrum. Justify your answer **(4 Marks)**
  - iii. You advise Sahale that to achieve strategic fit, a company must ensure that its supply chain capabilities support its ability to satisfy the needs of the targeted customer segments. You tell her that she must operate within the zone of strategic fit. Using your responses above, demonstrate on a graph where Sahale’s business should lie on the zone of strategic fit. Justify your answer **(4 Marks)**

**QUESTION TWO**

**(20 MARKS)**

Jossy, a blanket manufacturer decided to design a new type of sleeping bag after conducting several focus group discussions with mothers of young children. One of their biggest frustrations is that young children rarely keep the blanket on the bed, let alone themselves, and this was a big problem during the cold season. In their opinion, the pyjamas available in the market were too light and didn’t cover their kids’ hands and feet. The mothers suggested a “wearable blanket” that would allow movement at night. She designed the product below.



She called it the ‘Huggy Bear Blanket’ that wears like a pyjama but covers like a duvet. It also comes with an in-built adjustable, and fully removable pillow. It comes in a variety of colours and also has limited edition fabrics to the client’s choosing. All fabrics are machine wash friendly.

- i. Which business level strategy do you think she is pursuing with this product? Justify your answer **(2 Marks)**
- ii. What are the features of the business level strategy chosen above? **(6 Marks)**
- iii. Elaborate on the 4 biggest risks associated with the business level strategy above **(8 Marks)**
- iv. The supply chain strategy design takes into account the entire chain from beginning to end and not just the strategy of the organization. The supply chain strategy design relies on either the efficiency side or responsiveness side. Of the three typologies learnt in class, which supply chain strategy design best suits Jossy for her to make the ‘Huggy Bear Blanket’? Justify your answer **(4 Marks)**

**QUESTION THREE****(20 MARKS)**

- a) What is the relationship between marketing and supply chain management in the context of a business? What is the overall goal of the collaboration between marketing and supply chain management? **(10 Marks)**
- b) Supply chain integration sustainability is important because not all integrated supply chains sustain the level of integration or its benefits over the long term. Radhakrishnan, David, Hales, & Sridharan (2011) argue that Supply chain integration sustainability is the result of supply chain integration and supply chain evaluation capability.
- i. What did the researchers mean by supply chain integration? How did they measure it? **(5 Marks)**
  - ii. What did the researchers mean by supply chain evaluation capability? How did they measure it **(5 Marks)**

**QUESTION FOUR****(20 MARKS)**

During the semester, we watched 3 videos on Amazon “*How Amazon Beat Supply Chain Chaos with Ships, Containers and Planes*”, “*How Amazon Delivers on One-Day Shipping*” and “*Amazon Empire: The Rise and Reign of Jeff Bezos (full film) | FRONTLINE*”

With knowledge drawn from the videos:

- i. What type of integration did Amazon engage in? Justify your answer **(4 Marks)**
- ii. Discuss 4 advantages and 4 disadvantages of the type of integration chosen above **(8 Marks)**
- iii. Amazon aims to have total control and visibility of its entire supply chain. What benefits does Amazon derive from having end to end supply chain visibility? Elaborate on four reasons. **(8 Marks)**

**QUESTION FIVE****(20 MARKS)**

- a) Dylan is a production manager and is thinking about purchasing an IT system for his company. They produce a shampoo range that has 25 products and make more than 5,000 bottles per shift. His CEO is sceptical about the system and thinks the organization is running just fine. When making the decision to invest in supply chain IT, what should managers like Dylan keep in mind? **(10 Marks)**
- b) You are having a consultancy meeting with your friend Mark to later present to a client you want to work for. He presents a very elaborate plan on how to improve the client’s supply chain. You then ask him what his key performance indicators (KPIs) are and he seems puzzled. With the knowledge you have gathered from this class:
- i. What is a KPI? **(1 Mark)**
  - ii. What are the 3 categories of KPIs that Mark needs to work on? **(9 Marks)**