



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration/Master of Business Administration in Finance/Master of Business Administration in Marketing/Master of Business Administration in HRM (Semester IV Second-half)
Examination – March, 2016

MBAMK 619 – Supply Chain Management

Three (03) Hours

Answer **Five (05)** questions only

This is an Open Book examination

1.
 - i. Give a brief introduction to the supply chain of a product which is familiar to you, preferably with the help of an illustration and explain the three key flows of a supply chain. (10 marks)
 - ii. Identify and critically analyse five (5) challenges of the above supply chain. Give your recommendations for the identified challenges. (10 marks)

(Total 20 Marks)

2.
 - i. Compare and contrast the customer service, customer satisfaction and customer success philosophies of supply chain management. (10 Marks)
 - ii. What is meant by value added services? Why these services are considered essential in a customer success program in a supply chain? (10 marks)

(Total 20 Marks)

3. i. What is the difference between probability of a stock out and the magnitude of a stock out? (05 marks)
- ii. What capabilities can local suppliers in high-cost countries develop if they are to effectively compete against overseas suppliers in low-cost countries? (05 marks)
- iii. Discuss how each capability impacts the level of inventory in the supply chain. (10 marks)
- (Total 20 marks)**

4. As increasingly global competition has caused organizations to rethink the need for cooperative, mutually beneficial supply chain partnerships and the joint improvement of inter-organizational processes has become a high priority (Flynn et al., 2010).

Using the argument above, discuss how a company strategically collaborates with its supply chain partners, in order to achieve competitive advantages in supply chains. (20 Marks)

5. As managers and academic researchers have tried to remedy the inadequacies of current performance measurement systems, some have focused on making financial measures more relevant. Others have said, "Forget the financial measures; improve operational measures like cycle time and defect rates. The financial results will follow." (Kaplan and Norton, 1992).

Using the argument above, discuss how companies develop balanced performance measurement, and make explicit linkage between operations and finance. Why do you think that the companies in a supply chain should implement balance score card? (20 marks)

6. i. Discuss the role of intermediaries in International Logistics (05 marks)
- ii. Explain how information systems and information technology facilitate managing intermediaries efficiently and effectively in a supply chain. (15 marks)

(Total 20 Marks)

7. i. Define and explain Green House Gasses, Green House effect and Carbon footprint. (5 marks)
- ii. Critically discuss the major issues and challenges of reducing the carbon footprint in managing a supply chain. Propose solutions for identified issues. Give examples in your answer. (15 marks)

(Total 20 Marks)

8. i. What do you understand by Lean and Agile Supply Chains? With the help of examples, explain how these two concepts contribute to the competitiveness of a supply chain. (10 marks)
- ii. "Lean and Agile philosophies are fundamentally opposed." (Slack et al, 2009)
Comment on the above statement in the light of supply chain strategies. (10 marks)

(Total 20 Marks)