



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration week day 2015- 2017 programme (Semester III Second-half)
Examination – July, 2017

MBAMK 619 – Supply Chain Management

Three (03) Hours

Answer All Questions

1.
 - i. Briefly explain any five driving forces and their impact on changed the landscape of Supply chain management (05 Marks)
 - ii. Explain the strategic trade-off between responsiveness and efficiency taking examples related to facility decision. (06 Marks)
 - iii. Elaborate with examples, three importance of demand management for upstream and downstream of a manufacturing organization. (09 Marks)

(Total 20 marks)

2.
 - i. Identify the similarities between green supply chain and lean supply chain. (04 Marks)
 - ii. Briefly explain two mechanisms that a focal firm can incorporate to eliminate Bullwhip effect. (06 Marks)
 - iii. Identify the importance of sourcing decision to a focal firm and describe three types of upper stream procurement processors that ICT (Information Communication Technology) can be used to enhanced focal firm's performance. (10 Marks)

(Total 20 marks)

3.
 - i. Consider characteristics of a related world class supply chain and benchmark with a local business organization's to provide solution(s) for supply chain issue you identified. (10Marks)
 - ii. "Once the procurement system is digitalized then it is easy to globalize the supply chain". Critically evaluate the statement. (10 Marks)

(Total 20 marks)

4. Upul Nuwan is recently appointed as the supply chain manager at "Suwdai Malai" company limited. Suwadai Malai is providing all the types of fresh flower needs of local customers. They purchase flowers from flower planters at Nuwaraeliya. The company has their own fleet of lorries to bring flowers and leaves to Colombo. But sometimes, the firm experiencing stock out situation as some highly demanding flowers are seasonal. After Upul Nuwan joined to the company he introduced a website to get direct orders from customers and deliver orders directly to the customers. They collect money at the point of delivery. Upul Nuwan also introduced an innovative special container for order delivery easiness which a processed flower bouquet can store for approximately 10 days and even the bouquet can keep for 5 more days in normal whether condition. Alone with these initiations the operational cost of the firm has increased and as a result the profit dropped down.

- i. Recognize the importance of Upul Nuwan's initiations to the firm's supply chain. (05 Marks)
 - ii. Clearly identify the main mistakes done by Upul Nuwan. (05 Marks)
 - iii. Explain your recommendations to overcome the issues identified in section (b) (10 Marks)
- (Total 20 marks)**

5. SmartCell is a Taiwan manufacturing firm, produces wireless telecommunication devices and accessories for international market. Their core competencies are low cost, product varieties and state of art technology. Currently, they are searching for business partnerships in Sri Lanka to start their business including production and selling.

- i. Identify three areas that SmartCell can establish business partnerships in Sri Lanka. (03 Marks)
 - ii. State three types of characteristics of a suitable business partner for a strategic fit. (03 Marks)
 - iii. List four areas that a service level agreement should include. (04 Marks)
 - iv. Briefly explain the advantages of having 'vendor managed inventory system' and 'self-certified vendors' to SmartCell as an international firm. (10 Marks)
- (Total 20 marks)**