

UNIVERSITY OF BOLTON

INSTITUTE OF MANAGEMENT

SUPPLY CHAIN MANAGEMENT

SEMESTER TWO EXAMINATION 2018/2019

SUPPLY CHAIN STRATEGY

MODULE NO. SCM7000

Date: Friday 24 May 2019

Time: 10.00 – 1.00

INSTRUCTIONS TO CANDIDATES:

There are 6 questions on this paper. You are required to answer 4 questions.

All questions carry equal marks.

University of Bolton
Institute of Management (IoM)
MSc Logistics and Supply Chain Management
Semester Two Examination 2018/2019
Module title: Supply Chain Management
Module No.: SCM7000

Questions

1. Stated by Christopher (2015) that 'one of the most significant paradigm shifts of modern business management is that individual businesses no longer compete as solely autonomous entities, but rather with supply chains'.

Critically discuss the significance of supply chain collaborations to achieve supply chain operational excellence in retailing.

(25 marks)

2. Lean can be viewed as a philosophy of how to run operations, a method of planning and controlling operations, and a set of tools that improve operations performance. Lean thinking has been incorporated in many respects of supply chain management. However, the implementation of lean in supply chain management poses many challenges. **With reference to an organisation of your choice, critically discuss the implementation of lean thinking for managing its supply chain.**

(25 marks)

3. It is important to have strategic fit between an organisation's supply chain and competitive strategy. Given that creating strategic fit requires designing a supply chain whose responsiveness aligns with the implied uncertainty, **critically discuss the supply chain's abilities with regard to responsiveness to achieve this strategic fit.**

(25 marks)

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4. 'One size does not fit all' implies organisations may need to develop segmented supply chain strategies. **Critically discuss. Hint: Specific emphasis may be put on the major drivers and challenges of developing multiple supply chain strategies. You may also refer to an organisation of your choice.**

(25 marks)

5. 'Time is money' is perhaps an over-worked cliché in common parlance, but in logistics management it cuts to the heart of the matter. **Critically discuss the significance of managing lead-time in supply chain. Identify and explain the key contributions that speed can make to logistics strategy.**

(25 marks)

6. Today's marketplace is characterised by turbulence and uncertainty resulting in heightened supply chain risks and vulnerability. With reference to an organisation of your choice, **critically discuss the sources and major risks existing in its supply chain. Please also outline responses to reduce the likelihoods and severity of these uncertainties.**

(25 marks)

END OF QUESTIONS