



## EXAM

**Course code: ORG 440**  
**Course name: Supply Chain Management**

Date: December 18, 2013  
Duration: 09.00 – 13.00

Number of pages incl. front page: 1

Resources allowed: Students may use a dictionary (to/from English/Norwegian) or to/from English and the student's native language. Non-programmable calculators may be used.

Notes: The exam consists of section A and B. The question in section **A** must be answered. In section **B choose to answer TWO of the FOUR** questions.  
Only answers in English are acceptable.  
Each answer will be weighted according to the percentage points assigned to each question.

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### SECTION A: (mandatory)

The Kraljic matrix is a basic concept within the purchasing management literature. Please, discuss the relationship between two dimensions of this matrix. What is the practical usage of this matrix? (40%)

### SECTION B: (choose to answer TWO of the FOUR following questions)

1. Define and explain the most important problems in Lambert et. al's article: "Issues in Supply Chain Management", with a specific focus on chain members, processes, links and integration. How can this model be used in practice? (30%)
2. Discuss how and why different supply chains may apply different strategies ("push" and "pull", lean and agile, JIT) for competition in the marketplace. (30%)
3. What is safety (buffer) stock? What factors favor high levels of safety stock? Are there any drawbacks of having high levels of safety stock? (30%)
4. Why the quality of performance measurement systems was significantly improved since companies had started to implement such tools as "key performance indicators" (KPIs) or "balanced scorecard" (BSC)? (30%)