



GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS MAY - AUGUST 2018 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCPS 401

COURSE TITLE: SUPPLY CHAIN PERFORM MEASUREMENT

DATE: 7 AUGUST 2018

TIME: 11.30 AM – 2.30 PM

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **THREE** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

Supply chain performance measurement helps students to examine the various performance techniques for assessing the supply chain performance and its benefits in overall decision making process. Inventory consists of raw materials, work in progress and finished goods within a supply chain. Companies must always be concerned with their competition.

Performance measurement has its roots in early accounting systems. Supply chain management is a systems approach to managing the entire flow of information, material and services from raw materials suppliers through factories and warehouses to the end customer. There is need to understand the key and categories of performance measures available to organization. The Balanced score card includes financial performance measures giving the results of actions already taken.

In the context of the information on supply chain performance measurement, answer the following questions:-

- a) (i) Describe the root of performance measurement [2 marks]
(ii) The first phase was characterised by its cost accounting orientation.
Briefly explain the aim of this orientation [4 marks]
(iii) How does the supply chain influence the flow of products [4 marks]
- b) (i) Describe the major strength of 'theory of constraints' [4 marks]
(ii) Describe four classification of performance management system [4 marks]
(iii) Briefly explain the main goal of performance management system [4 marks]
- c) (i) Explain three examples of time and two examples of cost as supply chain process measure categories [5 marks]
(ii) Briefly explain why cost is a measurement for efficiency. Support your response by citing why most organizations focus on cost in relation to competition [6 marks]
- d) (i) "Time is used to measure effectiveness".
Briefly explain whether the statement is correct and give two examples of the time metrics captured by time process measure category in relation to effectiveness [5 marks]
- e) (ii) Describe two correct and relevant examples of performance attributes [2 marks]

SECTION B: ANSWER ANY THREE QUESTIONS

Question Two

- a) Explain the meaning of the following terms:-
 - (i) Reliability [2 marks]
 - (ii) Responsiveness [2 marks]
 - (iii) Flexibility [2 marks]
 - (iv) Costs [2 marks]
 - (v) Assets [2 marks]

- b) (i) Explain five supply chain performance models **[5 marks]**
- c) (ii) Briefly explain the objective of supply chain performance management models and frameworks **[5 marks]**

Question three

- a) (i) Discuss four desirable characteristics of supply chain performance management system (SCPMS) **[8 marks]**
- (ii) Define performance measurement system **[2 marks]**
- b) (i) Define performance as suggested by Stefan Tangen (2004) **[2 marks]**
- c) (ii) According to Carter, measurement systems should be aligned with other strategic business units within the company and with overall corporate goals and tied to performance based initiatives
- Describe Carter's three other contributions in relation to measurement systems **[6 marks]**
- (ii) Dimensions of supply chain performance metrics is key to supply chain performance measurement. Some of the questions one has to answer include quantity, easiness, appropriateness and visibility.
- Explain the meaning of the term 'metric' in relation to the above explanation. **[2 marks]**

Question Four

- a) (i) Barriers to implementation of performance measurement systems were identified through individual cases. Describe four barriers as discovered by Bourne et al (2003) **[8 marks]**
- (ii) Briefly explain four perspectives the balanced score card views the organization **[8 marks]**
- b) Discuss the purpose of the performance pyramid **[4 marks]**

Question five

- a) (i) The performance prism framework suggests that a performance management system should be organized around five distinct but linked perspectives of performance.
- Describe four distinct but linked perspectives of performance according to Neely et al (2001) **[8 marks]**

(ii) Medori and Steeple (2000) presented an integrated framework for auditing and enhancing performance management systems. This approach consists of five detailed described stages.

Explain any three of the five stages which are similar to most frameworks

[6 marks]

b) Describe three supply chain performance models

[6 marks]