

School of Business

## WRITTEN EXAMINATION

Course **Logistics - Supply Chain Management and Sustainability G1F**

Sub-course

Course code **FÖ348G** Credits for written examination **5**

Date **251107** Examination time **14:15 - 18:30**

Examination responsible **Sandor Ujvari**

Teachers concerned

Aid at the exam/appendices

Other

- Instructions
- ☐ Take a new sheet of paper for each teacher.
  - ☐ Take a new sheet of paper when starting a new question.
  - ☒ Write only on one side of the paper.
  - ☒ Write your name and personal ID No. on all pages you hand in.
  - ☒ Use page numbering.
  - ☒ Don't use a red pen.
  - ☒ Mark answered questions with a cross on the cover sheet.

Grade points:

Each of three course goals is examined separately on the exam. For pass (E) at least 50% correct is required for each course goal or the whole exam is failed. If all course goals are answered at least 50% correct, the grade depends on the total score:

E: total score  $\geq 50\%$ ;

D: total score  $\geq 60\%$ ;

C: total score  $\geq 70\%$ ;

B: total score  $\geq 80\%$ ; and

A: total score  $\geq 90\%$ .

**Examination results should be made public within 18 working days**

*Good luck!*

Total number of pages: 4 including this one



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**Learning Objective:**

**explain the basic concepts of logistics as well as explain the impact of logistics on companies and organizations,**

**Question 1**

**20p**

- a) Describe how Operations Management and Supply Chain Management are related and explain with an example what can be considered as Operations Management but not Supply Chain Management (you can make one up/imagine one, or use Biocounter from the seminar with RealGame). 5p
- b) What impact can logistics have on companies and organisations regarding their profitability? Describe how profitability is calculated using a formula and describe a dilemma where the choices that a company makes (you can make one up/imagine one) does increase cost and decrease revenue/sales. 5p
- c) Describe the Logistics Strategy Drivers (from Harrison and van Hoek), explain what implications they can have for logistics strategies. Also describe three measures of how this can be measured and relate to a more efficient and a more responsive company. 5p
- d) Use for example your experiences in Realgame, or your own previous experiences, and explain why a focus on flows of materials can provide great benefits if a company can create a balance in the overall flow of products. Is it important to pay attention to the overall flow as well as the details? 5p



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**Learning Objective:**

**describe and analyze logistics processes within and between companies**

**Question 2**

**20p**

- a) During the lectures several concepts have been presented such as measuring emissions in Scope 1, 2, and 3 in the supply chain, Cradle-to-cradle. Use those concepts to explain the following quote from a company's sustainability report, also suggest which area to focus on for the company to reduce its greenhouse-gas-emissions:

“Cradle-to-gate is the part of the product life-cycle before transferred to the customer. In the Volvo Group's overall GHG emission estimation, the use-phase emissions make up over 95% of the total life-cycle emission and is therefore top priority for decarbonization. The cradle- to-gate makes up approximately 4% of which the main part is made up by GHG scope 3: purchased goods and services.”

5p

- b) Assume that a supply chain is changed in terms of:

- one transportation step is removed, a longer way including a terminal is removed and instead a direct transportation to the consumer is used
- one large production processing step is removed from the product producing company in the supply chain
- finished goods inventory levels become higher at the same company

What changes can be expected for the customer lead time (the time it takes for the end-customer to receive the product after order) and for the throughput time (the time it takes for the product to go through the supply chain)? You can make assumptions on the P:D-ratio for responding to demand.

5p

- c) There are many models for Circular Economy and closed supply chains (for example one that makes a difference between biological and technical materials). Choose one of these models and compare it with Carroll's Corporate Social Responsibility Pyramid. How could these two models (the circular model that you have chosen and the pyramid) be combined? Feel free to develop your reasoning.

5p

- d) In production typically a series (a batch) of one type of products is produced followed by a setup/change-over. How does the size of a production batch (number of products of one type produced), the setup/change over time, and the flexibility of production (changing type of products produced) influence each other? Describe what effect very long setup times can have.

5p

**Learning Objective:**

**understand the relationship between economic instruments and their relationship with inventory, and transports**

**Question 3**

**20p**

- a) What risks are there to use the concept of Just-In-Time with regard to transportation and low inventory levels? Also, how can the environmental impact of transportations be reduced. Does it appear to be reasonable to reach a fully sustainable transportation sector?  
5p
- b) How did the management of inventory levels influence your profit during the realgame seminar? How did your choice of transportation influence your profit. Describe and suggest how profits could be increased and greenhouse gas emissions be lowered in the future? You do not have to remember details, only the general aspects. (It is possible to use another made up company in your answer).  
5p
- c) Is it possible that a highly efficient high volume product producing company has very short lead times (throughput times of material and goods) very high inventory levels, medium good quality levels and still be long term profitable? Motivate your answer.  
5p
- d) What different levels are there in circular economy/closed-loop supply chain models regarding recirculation of material? Also give an example of how a goods producing company can limit waste in their processes? Motivate your answer.  
5p