

MBA Comp Exam Questions for AY 2026-2027 – SCM 6070

Question # 1:

Case Study: Supply Chain Financial Analysis

Analyses of Financial Statements for Walmart Stores Inc., Macy's Inc, Amazon.com and Nordstrom Inc. For the year 2012, the various financial metrics for Walmart, Macy's, Amazon, and Nordstrom are as follows:

	Walmart	Macy's	Amazon.com	Nordstrom Inc.
Net operating revenues	469,162	27,686	74,452	12,148
Cost of goods sold	352,488	16,538	54,181	7,432
Gross profit	116,674	11,148	20,271	4,716
Selling, general, and administrative expense	88,873	8,482	19,526	3,371
Operating income	27,801	2,661	745	1,345
Interest expense	2,251	425	141	160
Other income (loss) - net	187	(134)	(98)	-
Income before income taxes	25,737	2,102	506	1,185
Income taxes	7,981	767	161	450
Net income	17,756	1,198	274	735
Assets				
Cash and cash equivalents	7,781	1,836	8,658	1,285
Net receivables	6,768	371	4,767	2,129
Inventories	43,803	5,308	7,411	1,360
Total current assets	59,940	7,876	24,625	5,081
Property, plant and equipment	116,681	8,196	10,949	2,579
Goodwill	20,497	3,743	2,655	175
Other assets	5,987	615	1,930	254
Total assets	203,105	20,991	40,159	8,089
Liabilities and Stockholder Equity				
Accounts payable	59,099	4,951	21,821	1,011
Short-term debt	12,719	124	-	7
Total current liability	71,818	5,075		
Long-term debt	41,417	6,806	3,191	3,124
Total liabilities	126,243	14,940	30,413	6,176
Stockholder equity	76,343	6,051	9,746	1,913

Note: tax rate is 35%

Answer ALL of the following:

- Evaluate the financial performance of each company based on the various metrics discussed in class such as ROE, ROA, profit margin, asset turns, APT, C2C, ART, INVT, and PPET. Use tables in MS Excel to show the calculation of the performance metrics for all companies.
- Which metrics does each company perform better on?
- Explain the differences you see in their performance based on their supply chain strategy and structure

Question # 2:

Supply Chain Strategy

- A. Sketch the generic value chain for a company and briefly describe the contributions of each of its elements.
- B. List and explain the three basic steps to achieving strategic fit.

Question # 3:

Supply Chain Coordination

- A. What is the impact of lack of coordination on the performance of the supply chain?
- B. Describe the impact of behavioral obstacles on supply