



BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 1104: SUPPLY CHAIN MANAGEMENT OVERVIEW

Date: Monday, 1st November 2021

Time: 2 Hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer Question **ONE (COMPULSORY)** and any other **TWO** questions

QUESTION ONE (40 Marks)

1. Using the Nestle case study, explain the stages of an extended supply chain as per the Nestle supply chain orientation and draw Nestles supply chain network tier up to two levels
(8 Marks)
2. Using the case study, transformation SHERP for pharma, discuss **FIVE** steps toward demand forecasting and the problem that makes companies to forecast demand.
(12 Marks)
3. You are starting up a production plant to serve Kenyan markets. However, you have a strong feeling that part of the plant can be set up in Uganda due to cheaper sources for supplies. On the other hand, you think, a part of the company is better put up in Asia for the same reason of cheaper sources of supply. Using this information, design a sourcing portfolio for your company.
(8 Marks)
4. Explain any **TWO** of Deming's points of quality and how they are applicable to supply chain.
(4 Marks)

QUESTION TWO (10 MARKS)

1. Explain the following terms as used in supply chain management: **(6 Marks)**
Supplier development, Sourcing, Purchasing, Procurement, Operations Management and Logistics.

2. Using a practical example, argue using **THREE** points on the need to embrace behavioral supply chain. **(4 Marks)**

QUESTION THREE (10 MARKS)

“Zara is a clothing and fashion retailer that uses its supply chain to significantly change the way it operates in a very traditional industry. No other competitor can copy its business model until it first copies its supply chain. And since supply chains are composed of people, process and technology, even the latest and greatest technology is not a competitive all by itself. People must be well trained, and processes must be put in place that enables people to apply their training and technology to best effect. Buying technology similar to that used by Zara is easy. But for the technology to be used effectively competitors must learn about the mental models and the operating procedures used by Zara. Good mental models enable people to understand the potentials and see the opportunities that a real-time supply chain offers. Effective operating procedures enable people to act on what they see and capitalize on the competitive advantages their technology gives them”.

Based on this excerpt, explain strategic fit and outline the **THREE** steps that you think ZARA could be using to achieve strategic fit. **(10 Marks)**

QUESTION FOUR (10 MARKS)

1. Using the Nestle case study, discuss any **FIVE** drivers of supply chain performance and how Nestle can utilize them to achieve strategic fit. **(10 Marks)**

QUESTION FIVE (10 MARKS)

1. Explain using a practical example any **TWO** upstream supply chain information technology macro processes. **(4 Marks)**
2. Discuss any two recent developments within the field of supply chain management. **(2 Marks)**
3. Using a practical example, point out the phases of the project management cycle. **(2 Marks)**
4. Outline the relevance of the project management life cycle to supply. **(2 Marks)**