



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF COMMERCE
END OF SEMESTER EXAMINATION
SCM 1104: SUPPLY CHAIN MANAGEMENT OVERVIEW

Date: Friday, 16th December 2022

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)**

- i) Define supply chain management. **(1 Mark)**
- ii) Explain the concept of supply chain network tiering. **(1 Mark)**
- iii) You have just been employed to one of the multi nationals situated in Kenya as a supply chain manager. You notice that the company does not have good structures and policies in place. As a result, the company's performance is so bad that the directors are thinking of selling it off. As a new supply chain manager advise the company how it can harness the power of drivers of supply chain performance to achieve either a balance or a tradeoff between responsiveness and efficiency. **(12 Marks)**
- iv) Differentiate between the cycle views and pull/push vies of a supply chain. **(4 Marks)**
- v) Using a practical example, explain your understanding of bullwhip effect. **(2 Marks)**
- vi) Using the ZARA fashions case study, discuss THREE steps that ZARA fashions can use to achieve strategic fit. **(9 Marks)**
- vii) Using a practical example, explain on any THREE dimensions of quality. **(3 Marks)**
- viii) Discuss the FOUR components of supply chain management. **(8 Marks)**

QUESTION TWO **(15 MARKS)**

- a) The greatest supply chain challenge is an ability to match demand to supply. As a demand forecaster in one of the leading organizations in the world, discuss any FIVE approaches to demand forecasting that you think can help small organizations achieve demand forecasting accuracy. **(10 Marks)**

- b) Using Transformation Sherp for Pharma case study, outline FOUR factors that MU SDIGMA created to improve the clients demand forecasting accuracy. **(4 Marks)**
- c) Explain TWO major forecasting methods. **(1 Mark)**

QUESTION THREE **(15 MARKS)**

- a) As a new procurement manager at XYZ, you are required to guide the organization in procurement procedures. Your first line assignment is on the sourcing facet of procurement. Develop for the organization a sourcing framework. **(8 Marks)**
- b) Outline THREE factors to consider when designing a sourcing portfolio. **(6 Marks)**
- c) Distinguish between understanding of purchasing and sourcing. **(1 Marks)**

QUESTION FOUR **(15 MARKS)**

- a) It's the humans who are called to offer support to the complex and dynamic supply chain challenges and their behaviors have an impact in the outcome (solutions and decisions). Most supply chain decisions call for a group thinking philosophy which is normally based on communication, social norms and coordination). Using this excerpt, provide a distinction among the THREE foundations of behavioral supply chains. **(6 Marks)**
- b) You are looking into the development of a new supplier base, discuss the project life cycle that you should follow in coming up with the supplier base. **(9 Marks)**

QUESTION FIVE **(15 MARKS)**

In integrating information technology to supply chain operations, it is important to understand the supply chain macro processes. Discuss the supply chain macro processes pointing out how information technology can be integrated through them. (Hint, 3 for each level of the supply chain). **(15 Marks)**