



**STRATHMORE UNIVERSITY BUSINESS SCHOOL**  
**BACHELOR OF SCIENCE IN SUPPLY CHAIN & OPERATIONS MANAGEMENT**  
**END OF SEMESTER EXAMINATION**  
**SCM 1202: BEHAVIOURAL SUPPLY CHAIN AND SUPPLY CHAIN PSYCHOLOGY**

**DATE: 5<sup>th</sup> December 2023**

**Time: 08:00-10:00**

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**Instructions:**

1. This examination consists of **FIVE** questions.
2. Answer SECTION A **MCQ (COMPULSORY)** and any other **TWO** questions in SECTION B.

**SECTION A**

**QUESTION ONE**

1. Which subfield of psychology is associated with how people think, learn, and remember?
  - A) Clinical psychology
  - B) Cognitive psychology
  - C) Developmental psychology
  - D) Social psychology
  
2. What does the nature vs. nurture debate in psychology explore?
  - A) Whether human behavior is primarily influenced by genetics or the environment
  - B) Whether humans are inherently good or evil
  - C) Whether psychology should focus on nature (biology) or nurture (environment)
  - D) Whether people are born with certain innate abilities or not
  
3. Which of the following is a common manifestation of overconfidence bias?
  - A) Seeking feedback and input from others.
  - B) Making overly optimistic predictions about future outcomes.
  - C) Admitting ignorance and uncertainty in decision-making.
  - D) Avoiding taking risks
  
4. The framing effect in decision-making refers to:
  - A) The impact of how information is presented on people's choices.

- B) The tendency to make decisions based solely on intuition.
  - C) The influence of emotional factors on decision outcomes.
  - D) The avoidance of risky decisions
5. The framing effect is often associated with:
- A) Logical reasoning and rational decision-making.
  - B) Emotional intelligence and empathy.
  - C) Cognitive biases and heuristics.
  - D) Risk-taking behavior
6. The anchoring and adjustment heuristic is a cognitive bias that describes:
- A) The tendency to rely on past experiences to make decisions.
  - B) The reliance on an initial piece of information when making judgments or estimates.
  - C) The preference for making decisions based on logical reasoning.
  - D) The tendency to avoid making decisions in uncertain situations.
7. Research suggests that individuals with high emotional intelligence are more likely to:
- A) Exhibit a higher degree of cognitive intelligence (IQ).
  - B) Struggle with managing their own emotions.
  - C) Demonstrate greater resilience in the face of adversity.
  - D) Lack empathy and understanding of others' feelings
8. What role does blockchain technology play in enhancing the understanding of supply chain behavior?
- A) Blockchain technology has no relevance in understanding supply chain behavior.
  - B) Blockchain ensures complete anonymity, making behavior analysis impossible.
  - C) Blockchain provides a transparent and tamper-proof ledger of transactions, enabling traceability and behavior tracking.
  - D) Blockchain reduces the complexity of supply chain behavior, making it easier to analyze.
9. Research shows that individuals with high emotional intelligence are more likely to excel in:
- A) Solving complex mathematical problems.
  - B) Navigating challenging social situations and fostering teamwork.
  - C) Demonstrating a high level of competitiveness.
  - D) Suppressing their emotions in stressful situations.
10. Emotional labor primarily involves:
- A) The suppression of all emotions in a workplace setting.
  - B) Displaying genuine emotions without any conscious effort.
  - C) The regulation of emotions to meet job requirements and expectations.
  - D) The complete separation of personal and professional emotions.

11. Emotional dissonance, a concept often associated with emotional labor, refers to:
- A) The alignment of one's emotions with organizational expectations.
  - B) The emotional strain experienced when one's true emotions conflict with required emotional displays.
  - C) The ability to effortlessly manage one's emotions in any situation.
  - D) The tendency to suppress emotions entirely in the workplace
12. A transactional psychological contract is often characterized by:
- A) Long-term mutual commitments.
  - B) A focus on job security and stability.
  - C) High levels of trust and collaboration.
  - D) A strong emphasis on employee well-being.
13. In a team context, what does "groupthink" refer to?
- A) A situation where team members think independently and critically.
  - B) A condition where group members prioritize harmony and consensus over critical thinking.
  - C) A state of extreme competition within the team.
  - D) A phase in team development characterized by conflict and resistance.
14. What is "role ambiguity" in a team context?
- A) The clear and well-defined roles and responsibilities assigned to each team member.
  - B) The situation where team members have a shared understanding of their roles.
  - C) The uncertainty or lack of clarity regarding one's role and responsibilities within the team.
  - D) The tendency for team members to conform to societal roles and expectations.
15. What is the central focus of "transactional leadership"?
- A) Inspiring and motivating team members through vision and charisma.
  - B) Exchanging rewards and punishments for performance.
  - C) Empowering team members to make their own decisions.
  - D) Building strong interpersonal relationships within the team.
16. What does the cultural iceberg model suggest about the relationship between visible and hidden aspects of culture?
- A) Visible aspects have a stronger influence on individuals.
  - B) Hidden aspects are easier to understand than visible aspects.
  - C) Visible aspects represent the majority of cultural elements.
  - D) Hidden aspects are foundational and influence visible aspects.
17. Which of the following best defines organizational politics?
- A) The pursuit of teamwork and collaboration within an organization.

- B) The pursuit of self-interest at work without any opposition.
- C) The pursuit of self-interest at work in the face of real or imagined opposition.
- D) The pursuit of ethical decision-making within an organization

18. What is the purpose of workforce planning within the staffing function?

- A) It involves dismissing current employees to reduce costs.
- B) It ensures that job vacancies are never filled.
- C) It anticipates future workforce needs and helps plan recruitment efforts.
- D) It focuses exclusively on employee retention strategies.

19. What is succession planning in talent management?

- A) A strategy for reducing employee turnover.
- B) The process of promoting employees to top leadership positions.
- C) The identification and development of future leaders within the organization.
- D) The practice of hiring external candidates for all key positions

20. What does the term "OSHA" stand for in the context of worker protection?

- A) Occupational Security and Hazard Assessment
- B) Overseeing Safety and Health Assessment
- C) Occupational Safety and Health Administration
- D) Office of Safety and Health Advancement

## SECTION B

### QUESTION TWO

a) Briefly explain how understanding the psychological aspects of supply chain management contributes to improving productivity.

**(4 Marks)**

b) Carl Jung is a renowned contributor of psychology. Discuss two dichotomies that Carl talked about under the psychological preferences.

**(8 Marks)**

c) Briefly explain 4 ways one can apply psychological insights to create an efficient and cohesive team in a supply chain context

**(8 Marks)**

**TOTAL 20 MARKS**

### QUESTION THREE

- a) In behavioral economics, heuristics play a crucial role as they significantly influence decision-making.
- i. Briefly explain an instances in which availability heuristics would apply in Supply Chain & Operations Management. **(3 Marks)**
  - ii. Briefly explain an instances in which affect heuristics would apply in Supply Chain & Operations Management. **(3 Marks)**
  - iii. Briefly explain an instances in which satisficing heuristics would apply in Supply Chain & Operations Management. **(3 Marks)**
- b) Imagine you are a supply chain manager for a retail company facing a sudden disruption in your supply chain due to a natural disaster. Using the concepts of Prospect Theory that include loss aversion, risk orientation and reference points, briefly explain how you would make inventory management decisions. **(7 Marks)**
- c) Briefly describe the intricate interplay between power dynamics and political behaviors within supply chain organizations? **(4 Marks)**

**TOTAL 20 MARKS**

### QUESTION FOUR

- a) Within the context of Supply Chain & Operations Management, briefly explain how the following human resource functions contribute to enhancing supply chain efficiency and overall organizational performance.
- i. Diversity
  - ii. Selection
  - iii. Training
  - iv. Health and wellness
  - v. Human resource metrics
- (10 Marks)**
- b) Emotional intelligence and emotional labour are essential components in the field of supply chain management

i) As a supply chain manager responsible for a team of logistics professionals briefly discuss how these two concepts are relevant to your role. **(4 Marks)**

ii) Provide specific examples of how emotional intelligence can improve team dynamics, risk management, and customer interactions within the supply chain context. **(6 Marks)**

**TOTAL 20 MARKS**

#### **QUESTION FIVE**

a) Briefly elaborate five ways of how the integration of advanced technologies, such as artificial intelligence has influenced the behavioral aspects of supply chain management. **(10 Marks)**

b) As a supply chain director, briefly elaborate the importance of understanding and managing psychological contracts in the following:

i. Team dynamics

ii. Job satisfaction

**(4 Marks)**

c) Within the context of Behavioral Supply Chain and Supply Chain Psychology, give relevant examples, explaining how organizational culture impacts;

i. Risk management

ii. Employee behavior

**(6 Marks)**

**TOTAL 20 MARKS**