



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

**DATE:** Thurs, 1<sup>st</sup> Aug 2024

**TIME:** 08:00 – 10:00

**Instructions**

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

**QUESTION ONE (40 Marks)**

1. Distinguish between dependent and independent demand. **(2 Marks)**
2. Explain any **TWO** forecasting methods in supply chain management. **(4 Marks)**
3. Using a practical example, outline any **EIGHT** dimensions of product quality. **(16 Marks)**
4. Discuss **THREE** dimensions of job design. **(9 Marks)**
5. Using a practical example, explain the project life cycle. **(8 Marks)**
6. Define supply chain management. **(1 Mark)**

**QUESTION TWO (10 MARKS)**

You have heard that sourcing is a strong strategic competitive weapon for organizations and their supply networks. Required.

1. Outline the sourcing framework that can help organizations achieve a competitive advantage. **(4 Marks)**
2. Explain any **THREE** risks for ineffective sourcing decisions. **(3 Marks)**
3. Design a sourcing portfolio using a practical example. **(3 Marks)**

**QUESTION THREE (10 MARKS)**

“Zara is a clothing and fashion retailer that uses its supply chain to significantly change how 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 process, and technology, even the latest and greatest technology is not a process, and technology, even the latest and greatest technology, is not competitive all by itself. People must be well trained, and processes must be

put in place that enable people to apply their training and technology to the 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 Zara uses. Good mental models enable people to understand the potential 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:

1. Explain strategic fit. **(1 Mark)**
2. Evaluate **THREE** ways in which ZARA can build its strategic fit. **(9 Marks)**

**QUESTION FOUR (10 MARKS)**

Using the Nestle case study used all through in-class discussions, discuss the concept of supply chain network tiering (and draw Nestlé’s supply chain network up to five levels.

**(10 Marks)**

**QUESTION FIVE (10 MARKS)**

You are a newly employed supply chain planner at one of the multi nationals in East Africa. You are looking into improving supply chain performance by 50% in two years’ time.

Outline **FIVE** factors that you will look into and how you will manage the tradeoffs of responsiveness and efficiency. **(10 Marks)**