



STRATHMORE BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT
REMEDIAL EXAMINATIONS
SCM 1104: SUPPLY CHAIN MANAGEMENT OVERVIEW

Date: Wednesday, 27th April, 2022

Time: 2 Hours

Instructions

Question one is compulsory

Answer any other two questions

QUESTION ONE (40 Marks)

1. Using a practical example, explain any three (3) stakeholders of a supply chain. **(3 Marks)**
2. Discuss any four (4) elements of a supplier's certificate. **(8 Marks)**
You have been employed as a procurement manager in one of the parastatals in Kenya. Your first assignment is to procure laptops for staff. Develop a procurement cycle framework that you will utilize for the purchase of laptops. **(12 Marks)**
3. Using an example of your own choice, outline the structure of a typical supply chain network structure. **(2 Marks)**
4. Strathmore University is looking into starting a new programme in medical sciences, explain the three (3) steps that Strathmore University will follow to achieve strategic fit particularly for this new program. **(6 Marks)**
5. Discuss three (3) steps toward demand forecasting. **(9 Marks)**

QUESTION TWO (15 MARKS)

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. **(15 Marks)**

QUESTION THREE (15 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 the three (3) competitive dimensions of Michal Porters and how you think Zara fashions could utilize them for enhanced competitive advantage in the fashion industry.

(9 Marks)

Explain any three (3) phases of a project life cycle.

(6 Marks)

QUESTION FOUR (15 MARKS)

1. Outline any four (4) points of quality as put forth by Edwards Deming. **(8 Marks)**
2. Explain any three (3) drivers of supply chain performance. **(6 Marks)**
3. Define Strategic fit. **(1 Mark)**

QUESTION FIVE (15 MARKS)

1. Discuss any three (3) current trends in the field of supply chain management.

(6 Marks)

2. Discuss the three (3) fundamental tenets of behavioral supply chain and supply chain psychology. **(9 Marks)**