



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING AND LOGISTICS

QUALIFICATION: BACHELOR OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT HONOURS	
QUALIFICATION CODE: 08LSCH	LEVEL: 8
COURSE CODE: SSC811S	COURSE NAME: STRATEGIC SUPPLY CHAIN MANAGEMENT
SESSION: JULY 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer ALL SIX (6) Questions.2. Write clearly and neatly.3. Number the answers clearly and use headings and subheadings where necessary.4. The number of marks per question or part question is given in square brackets. These should guide you in the content of your answer.5. This is a closed book examination. No books or notes may be consulted during the examination.	

THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)

QUESTION 1

[20x 1.5 = 30 marks]

For each of the following questions, please choose the correct answer (s) and clearly indicate your selected answer (s) on the separate answer sheet provided.

1.1 Which of the following are part of Internal Supply Chain Management (ISCM) macro processes? There are **two** correct answers.

- A. Supply collaboration
- B. Demand planning
- C. Source
- D. Supply planning

1.2 The following are key components of the supply chain, **except**:

- A. Manufacturer
- B. Supplier
- C. Customer
- D. Land

1.3 The followings are part of the cycle views of a supply chain process **except**:

- A. Manufacturing Cycle
- B. Push or Pull Cycle
- C. Replenishment Cycle
- D. Customer order cycle

1.4 The following are attributes of understanding the customer and supply chain uncertainty. There are **two** correct answers.

- A. Response time that customers are willing to tolerate
- B. Respond to wide ranges of quantities demanded
- C. Variety of products
- D. Building highly innovative products

1.5 The following are basic steps to achieve the strategic fit **except**:

- A. Understanding the supply chain and customer uncertainty
- B. Understanding the supply chain capabilities
- C. Operational strategy
- D. Achieving strategic fit

- 1.6 The following are the concept of tailoring to achieve strategic fit considered at the beginning stages of a product's life cycles, **except**:
- A. Margins are lower as a result of an increase in competitive pressure
 - B. Margins are often high, and time is crucial to gaining sales
 - C. Cost is often a secondary consideration
 - D. Product availability is crucial to capturing the market
- 1.7 Which of the followings is **not** part of the agile intercompany scope?
- A. A firm's ability to achieve strategic fit when partnering with supply chains that change over time.
 - B. Evaluate every action in the context of the entire supply chain
 - C. Align strategy across all functions in a firm and with the competitive strategy
 - D. Partnering with many firms
- 1.8 Which of the following components is **not** a critical configuration in viewing the supply chain as a strategic asset?
- A. Customer service strategy
 - B. Operations strategy
 - C. Lean strategy
 - D. Channel strategy
- 1.9 Which of the following is **not** a potential advantage of the outsourcing strategy?
- A. Technology expertise
 - B. Scope
 - C. Agile
 - D. Scale
- 1.10 The followings are components of creating a value-oriented supply chain, **expect**:
- A. Digitalization of supply chain
 - B. View your supply chain as a strategic asset
 - C. Design your organization for performance
 - D. Partnership
- 1.11 In developing improved channel strategies, supply chains focus on:
- A. Ensuring service alignment to meet profit objectives
 - B. Gaining clear direction as to how to achieve optimum profitability from different channels
 - C. All of the above
 - D. None of the above

- 1.12 Customer Relationship Management (CRM) enables the supply chain to: **there are two correct answers.**
- A. Attract new customers
 - B. Increase profitability
 - C. Product management
 - D. Product tracing
- 1.13 To ensure the company has adopted an end-to-end supply chain perspective, the following should be in place **except....?**
- A. The simplicity test
 - B. The integrity test
 - C. Product and service test
 - D. The test of strategic fit
- 1.14 Companies often face primary challenges when designing supply chain organization, **except?**
- A. Defining role and responsibility
 - B. Maintaining a balance between efficiency and responsiveness
 - C. Determine how to structure the organization
 - D. Defining roles and responsibilities
- 1.15 The following are asset network models, **except** -----
- A. Country model
 - B. Regional model
 - C. Continent model
 - D. Global model
- 1.16 The following are criteria of a good supply chain strategy, **except!**
- A. Supply chain strategy aligned with the customer's needs
 - B. Supply chain strategy aligned with the company's business strategy
 - C. Supply chain strategy aligned with the company's power position
 - D. Supply chain strategy aligned with the supplier's needs
- 1.17 Which of the following is **not** a driver of supply chain performance?
- A. Transportation
 - B. Pricing
 - C. Marketing
 - D. Inventory

- 1.18 The following are key sourcing decisions made within a firm, **except**?
- A. Supplier selection
 - B. Procurement
 - C. In-house or outsource
 - D. Pricing and economies of scale
- 1.19 Which of the following is **not** a cross-functional driver within a supply chain decision-making framework?
- A. Inventory
 - B. Sourcing
 - C. Pricing
 - D. Information
- 1.20 The following are major inventory-related decisions that supply chain managers must make to effectively create more responsive and more efficient supply chains, **except**?
- A. Seasonal inventory
 - B. Cycle inventory
 - C. Safety inventory
 - D. Inventory management.

[Sub-Total = 30 Marks]

QUESTION 2

With reference to an organization that you are familiar with, classify and explain a firm's supply chain macro process. As a graduate, advise the management of the chosen firm on why the supply chain macro processes are essential? **[15 Marks]**

QUESTION 3

- A) Using practical examples, briefly discuss the goal of a supply chain and explain the impact of supply chain decisions on a firm's success. **[4 Marks]**
- B) With reference to the supply chain decision-making framework, mention six drivers of supply chain performance. **[6 Marks]**

[Sub-total: 10 Marks]

QUESTION 4

Regarding a firm, describe the cycle and push/pull views of a supply chain and briefly explain 4 process cycle views of the supply chain. Support your answers with examples where possible. **[25 Marks]**

QUESTION 5

Given East African Brewery LTD's 2014 financial performance shown in Table 1-1, **calculate and interpret** the following ratios:

- a) Return on Equity [5 Marks]
- b) Account Payable Turnover [5 Marks]

[Sub-Total: 10 Marks]

Table 1-1 Selected financial data for EAST AFRICAN BREWERY LTD		
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME		
YEAR ENDED JUNE 30 (N\$ 000)	CONSOLIDATED	
	2014 (N\$'000)	2013 (N\$'000)
Revenue from Sales of Goods	36 480	47 259
Other Revenue	6 534	12 601
Total Revenue	43 014	59 860
Cost of Goods Sold	(23 656)	(38 577)
Other expenses from ordinary activities	(5 483)	(8 718)
Earnings before borrowing costs, tax, depreciation and amortisation	13 875	12 565
Depreciation and amortisation expenses	(2 890)	(3 415)
Earnings Before Borrowing Costs and Taxes	10 985	9 150
Borrowing Costs	(3 255)	(3 165)
Profit from Ordinary Activities before related Income tax	7 730	5 985
Income Tax Benefit/(Expense) relating to Ordinary Activities	(1 305)	(2 233)
Profit from Ordinary Activities after related Income Tax	6 425	3 752
Net Profit Attributable to members of the parent company	6 425	3 752
Basic Earnings per Share (Cents)	8.4	6.8
Diluted Earnings Per Share (Cents)	8.0	6.7

FORMULAR

$$ROE = \frac{\text{Net Income}}{\text{Shareholder Equity}} \times 100$$

$$APT = \frac{\text{Cost of goods sold}}{\text{Accounts payable}}$$

QUESTION 6

Lean supply chain management is about removing waste or unwanted components from a process within a supply chain. Describes any five types of waste in a supply chain. **[10 Marks]**

[TOTAL: 100 MARKS]

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