



NAMIBIA  
UNIVERSITY  
OF SCIENCE AND  
TECHNOLOGY

**HP-GSB**  
HAROLD PUPKEWITZ  
Graduate School of Business

**FACULTY OF COMMERCE; HUMAN SCIENCES AND EDUCATION**

**HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS**

<b>QUALIFICATION: DIPLOMA IN BUSINESS PROCESS MANAGEMENT</b>	
<b>QUALIFICATION CODE: 06DBPM</b>	<b>LEVEL: 5</b>
<b>COURSE CODE: ISM521C</b>	<b>COURSE NAME: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT</b>
<b>SESSION: JULY 2025</b>	<b>PAPER: PAPER 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION – QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. Hilma Nuuyandja</b>
<b>MODERATOR:</b>	<b>Ms. Gloria Tshoopara</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper
2. Examination script

**THIS QUESTION PAPER CONSISTS OF 5 PAGES (INCLUDING THIS FRONT PAGE)**

**QUESTION 1: MULTIPLE CHOICE QUESTIONS**

**[2X15]**

- 1.1 What is a key limitation of fragmented supply chains in achieving competitive advantage?
- a) Limited access to global markets
  - b) Excessive product diversity
  - c) Poor coordination leading to inefficiencies and delays
  - d) Overdependence on high-end technologies
- 1.2 Which of the following best defines supply chain management?
- a) Managing inventory in warehouses
  - b) Coordination of logistics activities only
  - c) Managing flows of materials, information, and finances
  - d) Procurement and manufacturing functions
- 1.3 A key benefit of supply chain integration is:
- a) Increasing inventory levels
  - b) Eliminating the need for suppliers
  - c) Reducing supply chain visibility
  - d) Improving information sharing and operational efficiency
- 1.4 Which component of supply chain management focuses on the movement and storage of goods, services, and information?
- a) Procurement
  - b) Logistics
  - c) Product Design
  - d) Marketing
- 1.5 Which inventory strategy balances the cost of ordering and the cost of holding stock?
- a) ABC Analysis
  - b) Economic Order Quantity (EOQ)
  - c) C. Just-in-Time
  - d) D. Safety Stock Calculation
- 1.6 The bullwhip effect is primarily caused by:
- a) Centralised planning
  - b) Lack of communication and forecast distortions
  - c) Excessive safety stock
  - d) Limited transportation options
- 1.7 Agile supply chains are best suited for:
- a) High-volume and predictable markets
  - b) Markets with high variability and customisation
  - c) Commodity distribution
  - d) Warehousing operations

- 1.8 What is the term for the process of managing the return of goods from the end user back to the manufacturer?
- a) Forward logistics
  - b) Reverse logistics
  - c) Outbound logistics
  - d) Inbound logistics
- 1.9 Which of the following is NOT a benefit of supply chain collaboration?
- a) Risk and reward sharing
  - b) Improved responsiveness
  - c) Isolated departmental operations
  - d) Enhanced planning
- 1.10 A pull-based supply chain relies on:
- a) Production forecasts
  - b) Bulk manufacturing schedules
  - c) Actual customer demand
  - d) Warehouse storage cycles
- 1.11 The purpose of supply chain management is
- a) Provide customer satisfaction
  - b) Improve quality of a product
  - c) Integrating supply and demand management
  - d) Increase production
- 1.12 What is the primary function of the 'Make' phase in SCM?
- a) Inventory collection
  - b) Product manufacturing and packaging
  - c) Procurement planning
  - d) Order fulfilment
- 1.13 Internal integration aims to eliminate:
- a) Vendor dependencies
  - b) Organisational silos
  - c) Transportation issues
  - d) Material scarcity
- 1.14 ..... can increase customer value to the product
- a) supply chain management
  - b) transportation
  - c) handling
  - d) processing
- 1.15 The three functions of warehousing operations are:
- a) Movement, consolidation and storage
  - b) Receive, Storage, and dispatch
  - c) Receiving, transfer and shipping
  - d) Order picking, semi-permanent storage and information transfer

**Sub-total: 30 marks**

## QUESTION 2

STATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE

[2X10]

- 2.1 Safety stock helps prevent stockouts during supply and demand variability.
- 2.2 The 'Develop' phase in SCM focuses on building supplier relationships.
- 2.3 The economic order quantity (EOQ) method aims to balance ordering costs and holding costs.
- 2.4 Inventory shrinkage refers to the loss of inventory due to theft, damage, or other causes.
- 2.5 The primary goal of supply chain management is to minimise costs at all costs.
- 2.6 Effective supply chain management requires collaboration and coordination among all stakeholders.
- 2.7 Lean supply chain management is focused on minimising inventory levels to reduce waste.
- 2.8 Supply chain management is only concerned with the logistics of moving goods from one location to another.
- 2.9 The ABC analysis is a technique used to classify inventory items into different categories based on their supplier's relationship.
- 2.10 Place utility in logistics means having goods available when needed.

**Sub-total: 20 marks**

## QUESTION 3

### **3.1 Case: Global Sourcing and Coordination**

A Namibian electronics importer sources components from China, assembles products locally, and distributes them across SADC countries.

**(20 Marks)**

#### **Question:**

Discuss the challenges this company might face in managing a global supply chain network. Propose strategies to balance cost, quality, and customer service while managing logistics and coordination across geographies.

### **3.2 Case: Inventory Policy Challenges in Retail**

**(10 Marks)**

A large Namibian retailer experiences frequent stockouts during festive seasons and overstocking of slow-moving items during off-peak months.

#### **Question:**

Using the concepts of inventory classification (cycle stock, safety stock, speculative stock, etc.), propose a policy for managing seasonal fluctuations. Incorporate tools like ABC analysis, reorder points, and EOQ in your solution.

**3.3 Case: Strategic Redesign of the Supply Chain**

**(20 Marks)**

Due to high costs and customer dissatisfaction, a national pharmaceutical wholesaler wants to redesign its supply chain strategy to improve efficiency and responsiveness.

**Question:**

Outline a plan to redesign their supply chain using push, pull, or push-pull strategies. Consider aspects like forecasting, lead time, inventory control, and distribution planning to enhance strategic fit.

**Sub-total: 50 Marks**

**Grand Total: 100 marks**