



ICM

DECEMBER 2016

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Hayes and Wheelwright define strategy as formulating a long-term plan for the supply chain, as distinct from solving day-to-day issues and problems that occur. Using a diagram, describe FOUR options for developing strategy. [20]
 2. Profiles of market segments can be assessed on their relative attractiveness. Explain FOUR characteristics used to achieve this. [5 each]
 3. Working capital has four elements. Describe all FOUR elements. [5 each]
 4. Explain the terms:
 - a) Extended lead time of supply [5]
 - b) Extended and unreliable transit times [5]
 - c) Multiple consolidation and break points [10]
 5. Using a diagram, illustrate the key factors to achieve getting ideas to market. [20]
 6. In setting up a VMI (Vendor Managed Inventory) six key problem areas have been identified. Explain FIVE of them. [4 each]
 7. Lean thinking identifies four principles. Explain the FOUR principles. [5 each]
 8. Evaluate the FIVE barriers to effective supply chain partnerships that have been identified. [4 each]