



(The University of Choice)

**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY
(MMUST)**

**UNIVERSITY EXAMINATION
2022/2023 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER EXAMINATIONS
FOR THE DEGREE
OF
BACHELOR OF COMMERCE**

COURSE CODE: BCB 411

COURSE TITLE: SUPPLY CHAIN RELATIONSHIP

DATE: TUESDAY, 20TH/12/2022 TIME: 12:00 – 2:00PM

INSTRUCTIONS TO CANDIDATES

Attempt Question one and any other two questions

Question one

Avaya Incorporation Ltd is a global force in business collaboration and communications technology, and not so many years ago, was operating what, by its own executives' admission, was a worst-in-class supply chain. That situation arose as the result of multiple corporate acquisitions over a short space of time. The company was suffering from a range of supply chain maladies, including a long cash-to-cash cycle, an imbalance in supplier terms and conditions, excess inventory, and supply chain processes that were inefficient and wholly manual.

- a) Describe any four benefits likely to be gained by Avaya Incorporation Ltd as a result of entering into partnerships with their suppliers (4 Marks)
- b) There are various ways of creating competitive advantage in supply chain relationships. Describe how Avaya Incorporation Ltd would create hard and soft objectives (8 Marks)
- c) Describe any four type of relationships that could have existed between the Avaya Incorporation Ltd and their lead suppliers (8 Marks)
- d) Highlight six parameters that would be used by Avaya Incorporation Ltd in gauging suppliers performance (4 Marks)
- e) Briefly describe the concept of Japanese keiretsu and how it would be put in place by Avaya Incorporation Ltd (6 Marks)

Question two

- a) True partnerships are not easily created and much has to be done to get the most out of any partnerships. Using well articulated examples discuss five major ingredients for developing successful partnerships. (10 Marks)
- b) A supply chain network should be well orchestrated. Using a well labeled diagram describe the concept of "structuring and tiering" in supply chain relationships (10 Marks)

Question three

- a) Supply chain coordination improves if all stages of the supply chain take action so that together they may increase total supply chain profits. Lack of coordination can be detrimental to the survival of the partnerships. Discuss the major consequences of lack of coordination in supply chain (10 Marks)
- b) In the late 1940,s Japanese assemblers began to recognize the potential benefits of becoming active members of the associations. Describe five major objectives and rationale of developing supplier associations. (10 Marks)

Question four

- a) Supplier benchmarking refers to quantifying variables which influence the performance of the supplier. Discuss five benchmarking factors. (10 Marks)
- b) “Trust and cooperation among channel members are key to achieving high level of customer service” do you agree or disagree. Support your point of view bringing out issues influencing supply chain relationships (10 Marks)

Question five

- a) Discuss how the purchase portfolio matrix (supplier positioning model) can be used in procurement of goods / services in an organization of your own choice (10 Marks).
- b) Describe two major barriers to supplier development (4 Marks)
- c) Write brief explanatory notes on the following supply chain concepts
 - i. Supplier registration (2 Marks)
 - ii. Supplier management scorecard (4 Marks)

