University of Choice)

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

UNIVERSITY MAIN EXAMINATIONS
2023/2024 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER EXAMINATIONS
FOR THE DEGREE
OF
BACHELORS OF COMMERCE

COURSE CODE: BCB 315

COURSE TITLE: STRATEGIC SUPPLY CHAIN MANAGEMENT

DATE: WEDNESDAY, 20TH /12/2023 **TIME**: 3:00 - 5:00PM

INSTRUCTIONS TO CANDIDATES

Question ONE (1) is compulsory
Answer the other TWO questions
Do not write anything on the question paper

MMUST observes ZERO tolerance to examination cheating

Answer Question One (Compulsory) and any other Two Questions

Today's customers know what they want – and when they want it. As a business owner, your job is to meet your customers' needs in the most cost-effective and efficient way possible. The key to doing this is managing your supply chain. Getting the right supply chain strategy ensures that you can maximise the ROI from international and local suppliers while keeping your customers happy, two essential outcomes for long-term success.

A successful supply chain strategy should outline how your organisation manages the entire journey of your product, from pre-production to the moment it lands in your customer's hands. It should also highlight activities such as production, supplier management, inventory management and transportation.

Building an effective supply chain management strategy means you are improving the efficiency and value of your product's journey. For example, identifying a more effective way to source raw materials could make your product cheaper to build. Finding a way to consolidate shipments and reduce transport costs could help you make deliveries more quickly. This sort of supply chain optimisation can help you to: Reduce costs by improving the efficiency of processes , Build better relationships by working more closely with suppliers and Drive bigger profits by driving efficiency and cutting costs.

Required:

Question 1

a) What is strategy? (2 marks)

b) Discuss five (4) significance of strategy in supply chain management. (8 marks)

c) Describe Four (4) organizational strategies that Strategic Supply chain management aims to achieve (8 marks)

d) Discuss the six (6) steps involved in aligning the supply chain with corporate strategy. (12 marks)

Question 2

a) Highlight the factors to consider in building successful buyer-supplier relationship (10 marks)

b) Compare horizontal integration with vertical integration, highlighting any three (3) merits and three (3) demerits of supply chain integration. (10 marks)

Question 3

a) Briefly discuss the sourcing process. (10 marks)

b) Explain the supplier appraisal and its importance on the supply chain (10 marks)

Question 4

a) Identify the areas from which sourcing information can be derived. (10 marks)

b) Discuss how organizations can overcome the obstacles in supply chain relationships and foster strong supplier relationships in the supply chain. (10 marks)

Question 5

a) Explain the 5 functional aspects of the make or buy decision. (10 marks)

b) Imagine you are a purchasing manager at a company assigned to provide consumers with laptops using a Just-in-Time (JIT) strategy. Discuss the potential risks and challenges you should expect when implementing this strategy. How would you mitigate these risks to ensure the success of the JIT approach? (10 marks)