

28

# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR  
THIRD YEAR FIRST SEMESTER  
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE  
COURSE CODE: BCP 312  
COURSE TITLE: STRATEGIC SUPPLY CHAIN  
MANAGEMENT**

**DATE: 18/11 2020**

**TIME: 2.00 – 4.00PM**

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### INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

**TIME: 2 Hours**

**KIBU observes ZERO tolerance to examination cheating**



## **QUESTION ONE**

### **CASE STUDY-COMPULSORY.**

A newly recruited Managing Director of a manufacturing firm commissioned a consultancy to establish to enquire into the problems facing the company in areas of competition in the market and recommend on what need to be done to improve the situation and gain competitive advantage. The consultant established that the company was faced with other companies that had vibrant supply chain strategies with the core competency thinking at the heart of their planning. Further, the company suffered from strategic drift which was as a result of poor planning and the refusal by top management to adapt to changes in the environment. Consequently the consultant recommended that the company should pursue strategic supply chain management to drive their competition. Just in time (JIT) philosophy should inform their sourcing approach in selecting capable suppliers that would be able to meet the company's requirements specifically on cost and quality. The head of supply chain in the company is expected to take lead in this direction and use the strategic resources available to achieve this goals. This end the supply chain department will have to work closely with other department in order to achieve these goals.

- i) As a professional explain the term strategic supply chain management and asses the different views of supply chain management (5 marks).
- ii) Explore the concept of just in time in relation to waste (5 marks).
- iii) Explain what you understand by core competency in supply chain (10 marks).
- iv) In relation to strategy, explain essence of strategic drift and competitive advantage (10marks).

## **QUESTION TWO**

- i) Discuss conditions necessary for sourcing through open tendering (10 marks).
- ii) Justify the need for specification in strategic sourcing (10 marks).

## **QUESTION THREE**

- i) Analyze the impact of global sourcing and attendant risks on strategic supply chain management (10 marks).
- ii) Explain the concept of value chain in supply chain management (10 marks)

## **QUESTION FOUR**

- i) Discuss how a hierarchy of objectives can help an organization to implement a strategy (10 marks).

- ii) Explain the conditions necessary for **make** decision in strategic supply chain management (10 marks).

**QUESTION FIVE**

- i) Explore different dimensions of quality (10 marks).
- ii) Explain the concept of adversarial and collaborative relationship and its relevance in supply chain management (10 mark).