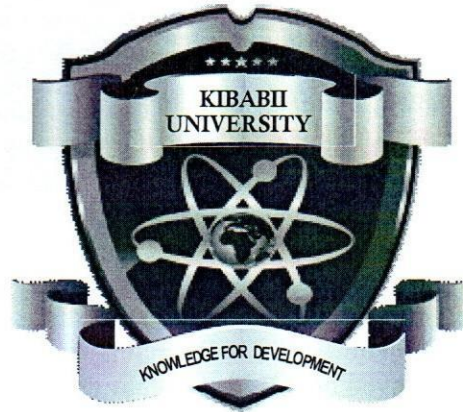


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMINATION

2020/2021 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCP 312

COURSE TITLE: STRATEGIC SUPPLY CHAIN MANAGEMENT

DATE: 14/07/2021

TIME: 9.00AM-11.00AM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

QUESTION ONE

a) In today's era of strategic supply chain Management, organizations grapple with the following key question in logistics management; "How upstream is upstream" and "How downstream is down stream" With relevant examples, explain the concept of supply chain clearly elaborating on the networks involved that determines the success of the whole' organization's value chain (10 marks)

b) Inventory represents organizational capital tied in stock and should therefore always be kept at optimal level. However it is inherently impossible for organizations to completely eliminate their inventory. With relevant example, explain the reasons for holding inventory. (10 marks)

c) An auto manufacturer sources both office supplies and subsystems such as seats. What, are the different sourcing strategy that you would you recommend for the two types of products? (10 marks)

QUESTION TWO

With relevant examples, differentiate the following closely associated terms in Supply Chain Management discipline;

- i) Demand Forecasting (2 marks)
- ii) Lean and Agile Supply Chain (2 marks)
- iii) Supply Chain Management (2 marks)
- iv) Distribution Requirement Planning (2 marks)
- v) Vendor Managed Inventory (2 marks)

QUESTION THREE

a) Explain the stages in a negotiation. (6 marks)

b) Discuss the types of purchases an organisation can buy giving examples of each. (6 marks)

c) Your organisation is considering automating the supply chain function. Justify the use of Enterprise Resource Planning (ERP) systems citing their advantages and disadvantages. (8 marks)

QUESTION FOUR

Explain the trends in strategic supply chain management for organizations today. Ensure you bring out in your discussion the contribution of internet and mobile technologies to at least two of these trends. (10 marks)

Kapondo, a supply chain manager at Kurudi Retail Limited, is considering outsourcing its distribution function to a third party. Assess the factors that may have prompted Kasongo to make the key decision either to keep its distribution operation in house or contract out the operations to a third party. (10 marks)

(8)

QUESTION FIVE

Today's tough economic times call for a new paradigm shift to a new model of Supply Chain that can strike a balance between supply chain responsiveness and supply chain efficiency. However, given the complex and the uncertain nature of activities of the supply chain, it is an uphill task to achieve a good balance between responsiveness and efficiency in the supply chain. Discuss the supply chain drivers clearly elaborating on the balance between efficiency and responsiveness (20 marks)