



KENYATTA UNIVERSITY (CITY CAMPUS)
EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

BMS 832: STRATEGIC SUPPLY CHAIN MANAGEMENT

1ST SEMESTER 2021/2022

TIME: 3 Hours

INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER THREE

Question one : 40 marks - compulsory

Supply chain is a cross functional process for strategy definition and implementation with total Organization always seek to have an efficient system of running operations. If operations are running smoothly, an organization can cut costs and increase its profitability. Since there are so many organizations offering the same goods or services, competition becomes very fierce. For an organization that wants to stay a head of competition, efficiency in the supply chain is no longer an option but a priority. Each organization must therefore device techniques of streamlining its supply chain. Supply put, there must be a precise management of movement of goods along the chain. From suppliers, the actual productions until the goods get the intended customer. Time and quantities of hose good is essential to ensure animal wastage and maximum satisfaction of customers.

- a) Discuss any five problems that are addressed by supply chain management (10 marks)
- b) Discuss five challenges that affect supply chain in delivering its mandate to its customers (10 marks)
- c) Explain the functions of the supply chain. (10 marks)
- d) Expound on any five drivers of supply chain management (10 marks)

Question Two: 20 marks

Supply chain risk management has been on the agenda for most supply chain organization. There are countless risks that are associated with doing business on daily basis. (10 marks)

- a) Discuss any of the five risks (10 marks)
- b) Explain the evolving supply chain practices that have changed both the nature and the level of supply chain risks. (10 marks)

Question Three: 20 marks

- a) In era of outsourcing third party logistics can add value to the existing supply chains. Discuss (10 marks)
- b) Explain the criteria organization uses to determine a capable supplier while outsourcing (10 marks)

Question Four: 20 marks

- a) Discuss the key supply chain KPIs that the entire supply chain performance must be measured giving the measurement tool used. (10 marks)
- b) Discuss the major enablers that have helped firms and nations in reducing supply chain cost. (10 marks)

Question Five: 20 marks

Supplier rationalization, also known as supply base reduction (SBR) is the process of shrinking the supply base by reducing the number of active suppliers. The primary agenda of supplier rationalization is to streamline the organization's spend to fewer suppliers and drive better value from those relationships.

- 1. Discuss the major steps in the approach of supplier rationalization and for each explain the activities undertaken (10 marks)
- 2. Explain any four the advantages of having a good supplier rationalization program (10 marks)