



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

SECOND YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (CITY CAMPUS - WEEKEND)

MBA 852: STRATEGIC SUPPLY CHAIN MANAGEMENT

Date: 20th July, 2013

Time: 9.00 – 12.00 noon.

INSTRUCTIONS:

1. Attempt ANY FOUR questions
2. All questions carry equal marks.

QUESTION ONE (15 MARKS)

- a) Discuss any four supply chain organization structures adopted by companies while managing global businesses. (8 marks)
- b) Explain the problems addressed by supply chain management strategies when used in business firms (7 marks)

QUESTION TWO (15 MARKS)

- i) Briefly highlight the historical development of global supply chain management (5 marks)
- ii) Explain any three basic options of expediting an order (3 marks)
- iii) Discuss the main differences between Modular Value Chain and Captive Value Chain as used in the supply chain by business firms (4 marks)
- iv) Explain the term "Supply Chain Configurability" (3 marks)

QUESTION THREE (15 MARKS)

- a) "The boundaries of any supply chain model must be carefully defined with reference from 'Supplier's Supplier to the firm's Customer's Customer'". In this light discuss the scope of the Supply-Chain Operations Reference (SCOR) Model. (10 marks)
- b) Briefly discuss the concept "Supply Chain Vulnerability". (5 marks)

QUESTION FOUR (15 MARKS)

i) “ Global supply chain management’s success lies in the ability of managers to develop the Company’s Strategic Focus”. In this context explain the key areas the strategies are applied in business firms. (10 marks)

ii) Discuss the major pillars that form the basis for supply Chain Management Operations model (5marks)

QUESTION FIVE (15 MARKS)

Explain the following terms:

- i) Material requirement planning (MRP) (5 marks)
- ii) Distribution Requirement Planning (DRP) (5 marks)
- iii) Enterprise Resource Planning (ERP) (5 marks)

QUESTION SIX (15 MARKS)

a) i) Explain what is meant by Just-In-Time (JIT) technique (2 marks)

ii) Discuss the benefits of using Just-In-Time (JIT) technique in an Organization. (5 marks)

b) Discuss the importance of integrating global supply chain management strategy into the firm’s strategy. (8 marks)