GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS

JANUARY - APRIL 2025 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCPS 301

COURSE TITLE: STRATEGIC SUPPLY CHAIN MANAGEMENT

DATE: 5 APRIL 2025 **TIME: 8.00 AM – 10.00 AM**

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY.**
2. SECTION B: ANSWER ANY OTHER **TWO** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

a) Teli beverages limited is a soft drink manufacturing company that has been operational for almost a decade with branches across Kenya. Despite having set structures and systems coupled with experience gained over time, the firm is still making losses. As an expert, you have been consulted and one of your recommendation is to outsource. Describe the reasons for outsourcing and its benefits. **[8 marks]**

b) Supplier chain integration plays a very important role in the operational integration of supply chain. Discuss the key challenges firms face in trying to achieve successful integration. **[8 marks]**

c) Diversification strategies seek to reduce dependence on single industry or product. Explain the various types of diversification strategies that a firm can use **[8 marks]**

d) Material management can be defined as the grouping of management functions supporting the complete cycle of material flow. Describe the advantages of material management **[6 marks]**

SECTION B: ANSWER ANY TWO QUESTIONS

Question Two

a) Scholars Miles and Snow developed an adaptive approach to strategy implementation. Discuss this Miles and snow approach. **[10 marks]**

b) Using the SWOT matrix diagram, provide your analysis on an organization of your choice and its relevance. **[10 marks]**

Question three

a) Supply chain design involves several phases intended on the success of supply chain management. Describe these phases of supply chain design **[10 marks]**

b) Supply chain management is a cross functional approach to managing the movement of raw materials into finished goods involving activities at three levels. Explain these levels. **[10 marks]**

Question Four

a) One of the most common approaches used by organizations for inventory management is the Just in time or JIT approach. Using an organization of your choice, describe how JIT is implemented and its effectiveness. **[10 marks]**

b) The key drivers of supply chains determine the competitiveness and responsiveness of an organization. These drivers are categorized into two levels: Logistics and cross functional. Discuss these drivers **[10 marks]**

Question five

a) Activity Based Costing (ABC) is a method of charging overheads to cost units on the basis of benefits received from the specific indirect activity. Explain the merits and demerits of adopting ABC. **[10 marks]**

b) Electronic procurement is an emerging trend referring to the use of computers linked by networks to undertake almost all aspects of the procurement process. In your opinion, is it working in organization today? Elaborate giving the advantages **[10 marks]**