



**STRATHMORE BUSINESS SCHOOL**

**BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT**

**END OF SEMESTER EXAMINATION**

**SCM 3101: STRATEGIC SUPPLY CHAIN INTEGRATION, MANAGEMENT AND PERFORMANCE**

**DATE:** Thursday, 1<sup>st</sup> August 2024

**TIME:** 08:00 – 10:00

**Instructions**

This exam consists of **FIVE** questions

Answer **QUESTION ONE (Compulsory)** and any other **TWO** questions

**QUESTION ONE**

**(30 Marks)**

A key manufacturer of agricultural products, James Finlays, seeks to leverage on supply chain integration as a strategy to enhance competitiveness of their products globally, especially Europe their key target. The company board of directors is concerned that integration may expose them to the competition and lower their competitiveness at the global market place.

**Part A**

As the company's Supply Chain Director, you are required to put a case based on the adoption of this strategy. Based on the above proposal:

- a). Briefly discuss **five** benefits to be accrued by Finlays through strategic integration of its supply chain activities and processes under their broader strategic plan. **(10 marks)**
- b). Briefly examine **five** forms of supply chain integration applicable to the firm as part of its activities and processes. **(10 marks)**

**Part B**

The firm stands to experience diverse challenges in employment of Integration as a supply chain strategy. Briefly outline and discuss **five** challenges that firm must be prepared to address in its supply chain integration process. **(10 marks)**

**QUESTION TWO**

**(15 MARKS)**

Globalization has forced firms to raise their competitiveness in regional and international markets. As such, many firms consider collaboration models as one key strategy through which they can improve their networks, raise the standards of their products and services and thereby achieve competitive advantage. From the foregoing:

- a). Outline **five** characteristics of collaboration when applied as part of integrated supply chain strategy. **(5 marks)**

- b). Briefly examine **five** collaboration models that firms can adopt. **(10 marks)**

**QUESTION THREE (15 MARKS)**

Kaymatt, a Kenyan firm involved in manufacture of household goods for regional is considering outsourcing as a strategy applicable for some of their industrial functions and processes so as to concentrate on a few core activities.

As Kaymatt's supply chain consultant:

- a. In brief, highlight **five** service areas that companies like Kaymatt may consider for outsourcing. **(5 marks)**
- b. Examine at least **five** advantages to be derived by the firm in outsourcing some of its operations and activities. **(5 marks)**
- c. Briefly outline **five** challenges that the company may face in outsourcing its services **(5marks)**

**QUESTION FOUR (15 Marks)**

The Total Cost of Ownership TCO is the overall cost of a product or service throughout its life cycle, taking into account both direct and indirect costs involved at purchase. Many firms ignore the competitive advantage sacrificed when TCO is not factored during acquisition of products and services.

- a). As a procurement manager, briefly outline **five** elemental costs to be considered in calculating the TCO of an asset, citing the constituent costs. **(10 marks)**
- b). Highlight at least **five** stages of the value chain process as may apply to a firm's supply chain strategy. **(5 marks)**

**QUESTION FIVE (15 Marks)**

- a). The role of technology as a tool for competitive advantage supply chain systems in modern day organizations cannot be gain-said. Discuss in brief at **least five** roles played technology in enhancing supply chain performance as part of their supply chain delivery strategy. **(10 marks)**
- b). Briefly outline **five** keys areas of technological development likely to impact the future of supply chain systems in organizations. **(5 marks)**