The Management University of Africa

Sponsored by the Kenya Institute of Management

DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA IN SUPPLY CHAIN MANAGEMENT

DSM 102: STRATEGIC SUPPLY CHAIN MANAGEMENT

DATE: 14TH DECEMBER 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

SIMBA FINANCES

Simba finances is international banking organization with its headquarters and banking activities in Kenya. However its growth within Kenya has slowed down considerably over last three years mainly due increasing competition of late the organization is struggling to venture into finances activities to achieve positive business growth. In the last Annual General meeting, a new chairman was appointed. After studying internal audit and report she feels that the following actions need to taken

i. A complete review is required of existing business strategies
ii. More effective marketing of the organization existing business
iii. Overhaul of existing investment with view to selling of unprofitable activities as soon as market will allow
iv. Introduction of a less bureaucratic management structure more able to deal with the rapid changes faced by organization

Finally, chairman has been particularly worried about the purchasing activity across organization. At moment, it is totally fragmented and poorly management

Required:

a) Propose and explain any three strategic tools of analysis that Simba Finances Ltd could use unearth its problem **(15marks)**

b) Discuss the Supply Chain strategies that Simba Finances Ltd could use solve its problem **(10marks)**

c) Outline the benefit Simba Finances Ltd will have on having strategic purchasing/ procurement **(5marks)**

QUESTION TWO

Supply Chain Management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistics Management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. Briefly explain the objectives of Supply Chain Management. **(10marks)**

QUESTION THREE

a) Explain the Advantages and disadvantages of centralized purchasing in a firm

(6Marks)

b) Explain four Goals of supply chain management in an organization

(4Marks)

QUESTION FOUR

a) Using examples the discuss three generic strategies in purchasing and supplies suggested by Michael Porter **(5Marks)**

b) Management must identify the information that is required to perform purchasing activities and to measure and evaluate purchasing performance. Outline the information should be included in the management information system in order to measure and evaluate purchasing performance

(5Marks)

QUESTION FIVE

a) Planned or deliberate strategies come about where there are precise intentions, which are written down and imposed by a central leadership explain

(4Marks)

b) Outline the characteristic of Planned or deliberate strategies

(6Marks)

QUESTION SIX

a) Briefly discuss the steps in the strategic planning process in any organization

(5Marks)

b) Lean supply chain management is considered by businesses who want to streamline their processes by eliminating waste and non-value added activities. Discuss the Principles of lean supply chain management

(5marks)