



MASENO UNIVERSITY
UNIVERSITY EXAMINATIONS 2016/2017

**SECOND YEAR FIRST SEMESTER EXAMINATIONS FOR
THE DEGREE OF MASTER OF SCIENCE IN SUPPLY
CHAIN MANAGEMENT**

CITY CAMPUS

MSM 814: STRATEGIC SUPPLY CHAIN MANAGEMENT

Date: 10th June, 2017

Time: 2.00 - 5.00 pm

INSTRUCTIONS:

- Answer ANY FOUR questions.
- All questions carry equal marks.



QUESTION ONE - COMPULSORY

(15 Marks)

Using an organization of your choice

- a) Evaluate the extent to which the supply chain management strategy adopted by the organization may be considered to be lean and/or agile. (10 Marks)
- b) Categorise using a recognised model the internal and external stakeholders of the organization (5 Marks)

QUESTION TWO

(15 Marks)

- a) According to McKinsey 7S framework what are the seven internal aspects of an organization that need to be aligned if it is to be successful. (7 Marks)
- b) Explain, using examples how the organization could access the performance of its supply chain. (8 Marks)

QUESTION THREE

(15 Marks)

- a) Describe the composition of the cultural Web According to Johnson and Scholes (1988). (10 Marks)
- b) Discuss the scenario planning model. (5 Marks)

QUESTION FOUR

(15 Marks)

- a) Explain one model used to analyse organization culture and evaluate the role of this model in the implementation of strategic change. (10 Marks)
- b) Describe how the organization might communicate effectively strategic supply chain change to reach each category of stakeholders. (5 Marks)

QUESTION FIVE

(15 Marks)

- a) Discuss the PCA model of strategic management (9 Marks)
- b) Outline the activities that a business can undertake with regard to the evaluation and selection of corporate strategy. (6 Marks)