



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE

UNIVERSITY EXAMINATION FOR:

PhD BUSINESS ADMINISTRATION (SUPPLY CHAIN
MANAGEMENT OPTION)

BPC 6101: SUPPLY CHAIN MANAGEMENT THEORY

END OF SEMESTER EXAMINATION

SUPPLEMENTARY/SPECIAL EXAMINATIONS

SERIES: AUGUST 2019

TIME: THREE HOURS

DATE: AUGUST 2019

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of FIVE questions. Attempt Question One and Any other Three Questions.

Do not write on the question paper.

QUESTION ONE

ZARIAH is a chain of fashion stores in the country with a very high annual turnover for the last one decade. With 12 percent net profit over sales, ZARIAH is one of the most profitable apparel brands in the continent. ZARIAH's success has been attributed to its focus on rapid response to the market. Unlike its competitors, ZARIAH does not outsource all of its production activities. Most of the production capacity (in-house as well as outsourced) is located in the continent so that ZARIAH can work with short lead times. The bulk of the apparel is shipped by air so that ZARIAH can ensure delivery within 72 hours to all its retail outlets located in different parts of

the world. Though ZARIAH is making all efforts to operate an agile supply chain, the management still feels that there is still a customer service gap that needs to be addressed because it has off late been experiencing some supply chain disruptions.

In light of this, answer the following questions:

- a) Explain to the management of ZARIAH the consequences of supply chain disruptions and propose to them the different methodologies of handling the supply chain disruptions (20 marks)
- b) Advise the management of ZARIAH the Various strategies of integrated production and logistics in industrial organizations that they can adopt so as to minimize the gaps in customer service delivery (10 marks)
- c) Explain to the management of ZARIAH how they can apply the concept of Adaptive Supply Chain Management (A-SCM) so as to achieve their competitive goals (10 marks)

QUESTION TWO

- a) With examples, explain the role of supply chain management in enterprise management (10 marks)
- b) Agile supply chains are driven by customer designed products and services. With specific examples discuss the benefits of agility in supply chain management (10 marks)

QUESTION THREE

- a) Analyze the different indicators which affect or determine the optimization of supply chain processes (10 marks)
- b) Identify any two competitive theories and discuss their application in supply chain management (10 marks)

QUESTION FOUR

- a) The impact of various supply chain initiatives can be estimated in terms of costs and benefits. Propose to the management of your organization how they can improve their revenue and profitability through effective supply chain management (12 marks)
- b) Describe specific technologies that may be utilized for an effective supply chain management collaboration and coordination (8 marks)

QUESTION FIVE

- a) In a supply chain, every firm within the supply chain will have its own value chain that must be well management. With examples discuss the importance of value chain management (10 marks)

- b) Organizations use the value chain approach to identify sources of profitability and to understand the cost of their internal processes or activities. Discuss the principal steps of internal cost analysis (10 marks)