



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

UNIVERSITY EXAMINATION FOR THE DEGREE OF MASTERS OF LOGISTICS

AND SUPPLY CHAIN MANAGEMENT

1ST YEAR 2ND SEMESTER 2017/2018 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: MLS 5123

COURSE TITLE: SUPPLY CHAIN IMPROVEMENTS AND CONTROL

EXAM VENUE:

STREAM: (MLS)

DATE:

EXAM SESSION: 2.00 – 5.00 PM

TIME: 3 HOURS

Instructions:

- 1. Answer ANY FOUR Questions**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination**

QUESTION ONE:

- a) Value chain management is a key pillar of achieving strategic organizational objective through contribution of supply chain management function in the supply chain strategy. By selecting an organization of your own choice and using the appropriate examples, discuss the key performance indicators (KPI) you would use in supply chain function performance measurement in your organization. (10 marks).
- b) As a new manager of an Organization, discuss how you would use your knowledge of global supply chain management to enhance performance in your company.(5 marks)

QUESTION TWO:

- a) Discuss how Roberts, the chief executive officer of Enigma supply chain center in Tana river county would use ICT as a supply chain tool to enhance performance of the company. (8 marks)
- b) Discuss the key supply chain issues that you would address to enhance performance in your organization. (7 marks)

QUESTION THREE:

- a) You have been appointed as a new Supply Chain Manager of an Organization because of your qualification and experience in supply chain; discuss how you would use your knowledge of global supply chain management to enhance performance in your company. (7 marks)
- b) Discuss how you would use customer relations to improve supply chain management of your company. (8 marks)

QUESTION FOUR:

- (a) Discuss how you would use customer relations to improve supply chain management of your company. (8 marks)
- (b) Discuss the key supply chain issues that you would address to enhance performance in your organization. (7 marks)

QUESTION FIVE:

As much as the choices customers face today are numerous, how do they decide which product or service to buy is still a concern? Different customers are attracted by different attributes. The different attributes comprise the major competitive dimensions that form the competitive position of a firm. This has created room for continuous improvement and control of products and services for the benefit of customers.

Required:

- (a) Discuss any **FIVE** current issues in value chain management. (05 marks)
- (b) Explain the applicability of competitive intelligence concept in the above case / statements. (10 marks)

QUESTION SIX

Even though the choices customers face today are numerous, how do they decide which product or service to buy? Different customers are attracted by different attributes. The different attributes comprise the major competitive dimensions that form the competitive position of a firm. This has created room for continuous improvement and control of products and services for the benefit of customers.

Required:

- (a) Explain the applicability of competitive intelligence concept in the above case / statements. (10 marks)
- (b) Discuss any five current issues in value chain management (5 marks)

COURSE OBJECTIVE

By the end of the course the learner should be able to critically evaluate the Tools and Techniques for Reviewing, Changing and Improving the Performance of a Supply Chain Process

LEARNING OUTCOMES

By the end of the course the learner should be able to:

- Explain the Tools and Techniques for understanding, reviewing, changing and improving any Supply Chain Process.
- Discuss all the Supply Chain Frameworks of control
- Use the various Performance tools in improving Supply Chain Processes
- Use various Specific Techniques in Analyzing the Supply Chain Processes

TOPICS

1. Tools and techniques for understanding, reviewing, changing and improving any supply chain process.
2. Supply Chain Frameworks of control
 - Quality Management
 - Project Management
 - Budget Control
3. Performance tools such as:
 - SCOR,
 - EFQM,
 - Six Sigma
 - Balance Scorecard;
4. Use of Specific Techniques e.g.
 - Values Stream Mapping,

- Root Cause Analysis
- Failure mode effect analysis

REFERENCES

1. Ballou Ronald H., (1992) *Business Logistics Management*. Prentice Hall International Editions
2. Blanchard S.B. (2004) *Logistics Engineering and Management*. New Jersey: Pearson Education,
3. Bowersox D.J., Closs D.J. and Bixby Cooper M. (2002) *Supply Chain Logistics Management*. New York: McGraw-Hill.
4. Chopra S. and Meindl P. (2004) *Supply Chain Management*. New Jersey: Pearson Education.
5. Cohen S. and Roussel J. (2005) *Strategic Supply Chain Management: The Five Disciplines for Top Performance*. New York: McGraw-Hill.
6. Cox A., (1995) *Relational Competence & Strategic Procurement management*. Arizona :Arizona State University,
7. Coyle J., Bardi E. and Langley Jr C.J. (2003). *The Management of Business Logistics: A Supply Chain Perspective*. Ohio: South-Wester.