The Management University of Africa

Sponsored by the Kenya Institute of Management

POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

DLS 901: THEORIES OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

DATE: 1ST APRIL 2025

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** 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:

CASE STUDY: SUPPLY CHAIN MANAGEMENT THEORETICAL PERSPECTIVES

A supply chain is a dynamic and involves the steady flow of goods, information, and finances between distinctive ranges. Supply chain management (SCM) is the integration of the supply chain activities through developed supply chain relationships, to obtain a sustainable economic advantage. The theory of management is ambiguous and this is largely because of the truth that it has been evolved and advanced in a context of subjugated by an economic view of the company. Ambiguities get up while looking to understand how the financial, human and environmental dimensions inter-relate and the relative importance of those elements. It is hard to translate the idea of SCM into tangible movements and insert those practices inside and among organizations.

There are built in inter-disciplinary and transformative problems to SCM studies. On this feel, expertise wherein opportunities exist to behavior research that embraces those additives and leads exercise is sizable. The presentation of numerous literature reviews in SCM is a signal that the sector is becoming greater famous and diagnosed. However, findings from those evaluations imply that there may be nevertheless an alarming dearth of theoretically grounded studies. Other authors identified that there may be a relative deficiency of theoretically grounded research in SCM regardless of the developing quantity of empirical papers being to be had inside the problem argued that the overly descriptive nature of current-day studies is beneficial in gathering knowledge approximately data but fails to make a robust theoretical contribution.

Many authors use SCM theoretical perspectives to demonstrate their knowledge in this discipline. It is argued that theories are related with knowledge creation and therefore attention must be given to their use and development whilst endeavoring to evaluate any instructional field. As a result, the primary motivation was to understand theories in SCM so one can discover productive structural possibilities in terms of key four kinds of supply chain alliances (equity joint ventures, minority

equity alliances, bilateral contract-based alliances, and unilateral contract-based alliances) which can be determined by using the useful resource profiles of partnering corporations. Consistent with literature the resources that could offer advantages have three specific characteristics. First, resources can create value for the firm, i.e. they help firms to either lessen cost of inputs which influence on overall cost of manufacturing, or benefit more values of outputs. Second, they may be often organization specific in nature are both unavailable outside the developing company or undergo an attenuation of their cost if separated from true company. Third, resources are probably to be asset-based whose advent calls for accumulation of inputs through the years i.e. cannot be at once developed.

Required:

a) In reference to the case study, consistent with literature the resources that could offer advantages have three specific characteristics. Using the tenets of resource-based view, evaluate five specific characteristics that could offer advantages. **(10 Marks)**

b) Management of resources are paramount in the realization of a firm's objectives/goals. Analyze three objectives of organizations. **(10 Marks)**

c) As organizations strive to survive in the current turbulent environment, the need for technological resources is apparent. Examine **five** reasons as to why technological resources are limited **(10 Marks)**

QUESTION TWO

a) Purchasing officers or purchasing managers or purchasing executives are commonly referred to as purchase professionals. These purchase officers assume the role of buyer and buy goods on behalf of the organization. A buyer should have a thorough theoretical and practical knowledge of principles, statutes, and rules relating to the purchase transaction.

Giving relevant examples, describe the theory applicable here, description of the theory, assumptions of the theory, applications of the theory and criticisms of the theory **(5 Marks)**

b) Explain the rationale of Institutional Theory (IT) in supply chain management. **(5 Marks)**

QUESTION THREE

a) Network Perspective (NP) theory is a theory that gives relationships and explanations on all the networks which are available to facilitate connections between all levels in supply management. Describe the theory in terms of:

- Assumptions
- Applications of the theory
- Criticisms / challenges

(5 Marks)

b) Analyze any **five** tenets of the stakeholder's theory **(5 Marks)**

QUESTION FOUR

a) Drawing from knowledge-based view, evaluate **five** benefits of effectively managing knowledge resources **(5 Marks)**

b) Examine any **five** applications of theory of logistics innovation **(5 Marks)**