



POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

LSO 502: E- SUPPLY CHAIN

DATE: 2ND APRIL 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

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 **15 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:

AFRILOGIX LTD

AfriLogix Ltd is a regional logistics and supply chain solutions provider operating across Kenya, Uganda, and Tanzania. The company specializes in fast-moving consumer goods (FMCG) distribution and has recently invested in digital platforms to strengthen its competitiveness. Over the past five years, AfriLogix has witnessed rapid growth in demand due to increased e-commerce activity. However, the company is struggling to fully integrate e-supply chain practices into its operations.

One of the major challenges facing AfriLogix is workflow inefficiency. While the company has partially automated its supply chain processes, there are still manual bottlenecks in procurement approvals, inventory tracking, and last-mile distribution. These inefficiencies lead to delays, rising costs, and customer dissatisfaction. Competitors that have adopted end-to-end supply chain automation are gaining market share by offering faster delivery and more transparency. AfriLogix has also attempted to adopt Enterprise Resource Planning (ERP) systems and Electronic Data Interchange (EDI) with its suppliers. However, implementation has been slow, partly due to resistance from staff and smaller suppliers who lack digital capacity. Data integration challenges across different business units have further reduced the effectiveness of these systems.

Another pressing issue is in the area of e-procurement. AfriLogix has digitized its tendering process to some extent, but corruption risks, lack of supplier compliance, and high transaction costs continue to undermine efficiency. Some suppliers have complained of limited access to e-platforms due to inadequate digital literacy and connectivity, especially in rural areas. Sustainability has emerged as a critical concern. Regulators and customers increasingly demand that AfriLogix adopt green supply

chain practices by reducing carbon emissions, promoting eco-friendly packaging, and sourcing sustainably. However, the company has been slow to align its strategies with sustainability goals, citing cost concerns and lack of technical expertise.

AfriLogix's management is now seeking to reposition the company by fully embracing e-supply chain practices, leveraging automation, strengthening supplier collaboration, and embedding sustainability principles. You have been engaged as a consultant to advise the company on how to achieve these objectives.

a) **Required:**

Analyze the main challenges AfriLogix faces in adopting e-supply chain practices. **(8**

marks)

b) Propose strategies for improving workflow automation, ERP/EDI integration, and e-procurement.

(8 marks)

c) Discuss how embracing green supply chain practices could enhance AfriLogix's competitiveness. **(8**

marks)

d) With reference to the case study, discuss the challenges that AfriLogix as a company would face in embracing green supply chain practices. **(6 marks)**

QUESTION TWO

a) Assume the role of an e-supply chain consultant in a manufacturing firm. Explain the building blocks of an e-supply chain and their role in value creation, base your answers on a hypothetical or existing firm. **(7 marks)**

b) The world has literally become a "global village". Discuss the role of the internet in enabling global supply chain integration, base your answers on a hypothetical or existing firm.

(8 marks)

QUESTION THREE

a) An agri-food firm has requested your services as a procurement consultant. Critically assess the benefits and challenges of e-procurement, base your answers on a hypothetical or existing firm.

(7 marks)

b) Technology is considered an enabler in organization success. Evaluate the impact of leveraging technology (AI, IOT, and Robotics) on procurement deficiency; base your answers on a hypothetical or existing firm. **(8 marks)**

QUESTION FOUR

a) It is vital to understand workflow automation in an organization's success. Analyze the impact of workflow automation on supply chain performance; base your answers on a hypothetical or existing firm. **(7 marks)**

b) Adoption of green practices is fundamental in the era of climate change. Discuss the challenges and opportunities of developing green supply chains, base your answers on a hypothetical or existing firm. **(8 marks)**