

The  
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POSTGRADUATE UNIVERSITY EXAMINATIONS  
SCHOOL OF MANAGEMENT AND LEADERSHIP  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**LSO 501: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**DATE: 5<sup>TH</sup> AUGUST 2024**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**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:

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT POST COVID-19**

Concerns have also been raised about everything from small to large quantities in supply chain to restaurant food supplies to even coffee shortages. Never has the issue of supply chain management been so prominent. The question now is what challenges supply chains face in the year ahead. So what can we expect? Products reach consumers through a chain of companies involved, which typically includes manufacturers, logistics firms - who provide storage, distribution and transport - and retailers. Not surprisingly, the whole system is highly complex. There's a whole philosophy of contemporary supply chain management (SCM) concerned with making supply chains much more integrated than they used to be. Done well, it can significantly improve the overall performance of companies, as well as benefiting the economy and society. Yet this long-term effort to make the whole system more efficient has been set back by a whole host of challenges in global supply chains.

Three big issues became particularly apparent in 2021. First, and probably the most obvious to many of us, was the unprecedented pressures on global supply chains created by the Covid pandemic and the subsequent series of lockdowns and restrictions which varied in their timing and severity from country to country. This has resulted in significant geographical shifts in supply and demand, which in turn has created problems for finely tuned global supply chains. Trends that were apparent pre-pandemic, such as increases in online shopping and driver and other skill shortages, are now causing real problems. Second, the economic and business environment became more challenging. More widely, firms continue to grapple with a range of international business challenges ranging from fluctuating exchange rates to the building of global management teams. This all matters because business has become increasingly international - often global - in recent years. This is thanks to the reduction of traditional barriers to the cross-border movement of products, services, capital, people and information. Third, the environmental impact of logistics and supply chain

activities is beginning to be more widely understood. If countries around the world are to meet their emissions targets and commitments, it is key that they develop more sustainable supply chain practices. Business as usual is simply no longer an option if a sustainable future is to be achieved. But uncertainty is a characteristic of the international business landscape in which supply chains operate. As a result, major companies have become strongly focused on supply chain risk management. This means identifying where risks of any kind exist in the network, assessing the potential impact of these risks, and putting mitigation strategies into place.

The big question is how all this complexity can be handled, particularly in terms of design, planning and execution. These challenges are new in many respects, so past experience cannot be **relied upon to generate solutions**. The world's supply chains are subject to a complex and sometimes volatile range of factors. So what kinds of things are going to affect global supply chains in 2022?

**Required:**

- a) In reference to the case study, this long-term effort to make the whole system more efficient has been set back by a whole host of challenges in global supply chains. Evaluate the challenges encountered in supply chain management

(15 marks)

- b) From the case study, major companies have become strongly focused on supply chain risk management. Describe the methods of risk mitigation in supply chain

(15 marks)

**QUESTION TWO**

- a) Discuss the supply chain visibility measures through the application of information technology in supply chain management.

(5 marks)

- b) Discuss the challenges of logistics and supply chain operations in a country like Kenya

(10 marks)

**QUESTION THREE**

- a) Explain how the Corona-virus COVID19 affected the trends in distribution and supply chain management (5 marks)
- b) Container system can be viewed as a specialized mode of transportation, Discuss the benefits of containerization in logistics management. (10 marks)

**QUESTION FOUR**

- a) Discuss the factors that should be considered when selecting potential third-party logistics (3PL) contractors. (5 marks)
- b) Describe the quantitative and qualitative measures of distribution and supply chain performance (10 marks)