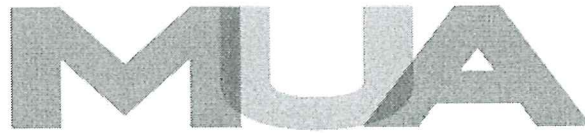


The
Management
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS
ADMINISTRATION**

DLS 901: THEORIES OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

DATE: 10TH DECEMBER 2024

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:

THE IMPLICATIONS OF MICHAEL PORTER'S MODEL

The implication of Michael Porter's model is that organizations should look at each activity in their value chain and assess whether they have a real competitive advantage in the activity. If they do not, the argument goes, then perhaps they should consider outsourcing that activity to a partner who can provide that cost or value advantage. This logic is now widely accepted and has led to the dramatic upsurge in outsourcing activity that can be witnessed in almost every industry.

The effect of outsourcing is to extend the value chain beyond the boundaries of the business. In other words, the supply chain becomes the value chain. Value (and cost) is created not just by the focal firm in a network, but by all the entities that connect to each other. Outsourcing has made supply chains more complex and hence has made the need for effective supply chain management even more pressing. It will be apparent from the previous comments that the mission of logistics management is to plan and co-ordinate all those activities necessary to achieve desired levels of delivered service and quality at lowest possible cost. Logistics must therefore be seen as the link between the market place and the supply base. The scope of logistics spans the organization from the management of raw materials through to the delivery of the final product. Logistics from this total system view point is the means whereby the needs of customers are satisfied through the coordination of the materials and information flow that extends from the market place through the firm and its operations and beyond that to suppliers.

Required:

- a) In reference to the case study, the implications of Michael Porter's thesis is that organizations should look at each activity in their value chain and assess whether they have a real competitive advantage in the activity. Discuss the theory that is applicable to Michael porters value chain analysis (10 Marks)

- b) From the case study, logistics must therefore be seen as the link between the market place and the supply base. Describe the inbound and outbound logistics in supply chain management. **(10 Marks)**
- c) Outsourcing has made supply chain more complex and made the need for effective supply chain management. Analyze the benefits of outsourcing activities in organization. **(10 Marks)**

QUESTION TWO

- a) In order for a discipline to progress beyond the pre-paradigmatic stage and be considered a mature discipline it must use and develop theory. Analyze the significance of Resource Based view theory in research. **(5 Marks)**
- b) Explain the rationale of Agency theory in supply chain management. **(5 Marks)**

QUESTION THREE

- a) Describe the application and criticisms of theory of logistics innovation. **(5 Marks)**
- b) Evaluate any **five** tenets of the Transaction Cost Theory. **(5 marks)**

QUESTION FOUR

- a) Describe the application of 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. **(5 Marks)**
- b) Examine any **five** applications of Resource Dependence Theory. **(5 marks)**

