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UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF
PROCUREMENT AND LOGISTICS MANAGEMENT****MPLM 811: SUPPLY CHAIN MANAGEMENT****STREAMS: MPLM****TIME: 3 HOURS****DAY/DATE: MONDAY 14/04/2025****2.30 P.M. – 5.30 P.M.****INSTRUCTIONS**

- **Answer question ONE and any other THREE questions**

QUESTION ONE

Every day, thousands of Dell engineers and product development groups are hard at work around the globe aggressively pursuing new and better answers to customer technology challenges. The result of their work is often first-to-market products that guide innovation industry-wide. While its principal headquarters and design centers remain in Austin, Texas, Dell has expanded its operations into different countries over recent years, like Brazil, China, Malaysia, Ireland, India etc. Dell's strategy has helped minimize delays between purchase and delivery. Therefore, Dell has a general policy of manufacturing its products close to its customers which give them obvious advantage. This also allows for implementing a more realistic and reliable "just-in-time" (JIT) manufacturing approach. The locations facilitate an effective use of JIT concept to Dell. The company has established innovation facilities throughout the world, each with its own areas of specialization. As companies seek to enhance their competitive positions in an increasingly global marketplace, they are discovering that they can cut costs and maintain quality by relying more on outside service providers for activities viewed as supplementary to their core business. Dell has made use of emerging concept of outsourcing even at early stage while adding value to it through the advanced ICT.

Required:

- a) Use examples to discuss any five modern technologies that Dell can apply into its business model to improve SCM. (5 marks)
- b) Discuss why Dell purchase most of the components that go into its PC from independent suppliers, as opposed to making more itself (Dell does little more than final assembly of components into PC). (10 marks)
- c) Discuss five challenges of modern global supply chain management Dell risked facing by adopting a global supply chain strategy. (10 marks)

QUESTION TWO

- a) Explain the factors that determine the location of facilities decision within the supply chain environment. (5 marks)
- b) Organizations especially those within the public sector have challenges in the management of their supply chain ethics. Discuss ethical considerations in supply chain management as it is expected of a modern day professional. (10 marks)

QUESTION THREE

- a) Define electronic data interchange (EDI) and explain how is it applicable to supply chain management
- b) The evolution of the concept of supply chain management has been in existence for a period of almost 30 years now; highlight chronologically the historical developments and its expected future simulations. (10 marks)

QUESTION FOUR

- a) Explain PESTEL analysis and how it is used in supply chain management (5 marks)
- b) Success in SCM requires excellence in all three areas – people, process and technology. Discuss the five elements in the first leg of the of the supply chain management triangle (10 marks)

QUESTION FIVE

- a) Describe the Process of Developing Corporate Strategy within a supply chain environment (5 marks)
- b) Discuss the challenges faced during the implementation of green supply chain management practices (10 marks)

QUESTION SIX

- a) Compare and contrast Supply Chain Strategy vs. Business Strategy (5 marks)
- b) Name five types of Supply Chain Risks and identify suggest five Risk Mitigation Strategies that can be applied in supply chain management (10 marks)

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