

**(BSS 421: SUPPLY CHAIN DYNAMICS, AGILITY AND RELATIONSHIP MANAGEMENT)
WEEK-7: CONTINUOUS ASSESSMENT ONE**

Time allowed: 3hours

Instructions: Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do not write anything on this.

SECTION A

QUESTION ONE

- a) State **FIVE** benefits that a business enterprise may gain from producing goods of high quality. (5marks)
- b) Explain **FIVE** challenges that prevent craft producers from expanding their businesses. (5marks)
- c) Highlight **FIVE** ways in which supply chain management can contribute to business competitiveness. (5marks)
- d) Discuss **FIVE** reasons as to why service supply chains are not easily disrupted by dynamics compared to manufactured goods supply chains. (5marks)

QUESTION TWO

- a) Using **FIVE** points show why total quality management is every employee's responsibility in a firm. (10marks)
- b) Country Z is found in South America. An investor wants to start a plant to process milk by utilizing principles of Just-In-Time approach to business operations. Using **FIVE** points explain why this investor is choosing a wrong approach. (10marks)

QUESTION THREE

- a) Provide **FIVE** arguments as to why multination corporations may not make abnormal profits in Africa despite using mass production. (10marks)
- b) Evaluate **FIVE** reasons that may lead to failure to conduct business processes re-engineering in Africa for a declining manufacturing firm. (10marks)

SECTION B

QUESTION FOUR

Read the case study below and answer the questions that follow

MAKS company limited is a firm that specializes in producing various types of agrochemicals and machinery in West Africa. Despite the successful launch of its leading agrochemical brand, the company has encountered significant constraints. The West African leading community common external tariff has been reduced from 30% to 20%, making it easier to Import agrochemicals instead of manufacturing resulting to increased competition in the agrochemical and machinery market. Competitors, especially from the far East, are importing agrochemicals and machinery, further reducing MAKS's market share.

The production and operations department at MAKS, comprises of senior citizens who have been with organizations for 20 to 35 years. The cost of production has risen due to increase in petroleum oil prices and the cost of sulphuric acid, a major input to manufacturing, in the world market.

The production manager attributes low productivity to the factory's poor layout. Most tasks are performed manually using outdated equipment, leading to injuries among the production staff. The repetitive nature of the manufacturing process has led to low motivation among the production staff, resulting in decreased productivity.

To address the challenges, senior management convened a meeting to discuss potential solution. The Administrative Manager proposed enriching the complexity of tasks on the production floor to challenge the production staff so that they can be enthusiastic with work. The production manager suggested renovating and automating the factory, although this would require additional investment in new equipment.

It was proposed that a consultant would be hired to offer advice on ways to improve quality management, output productivity and stock management. The board of directors emphasized the need for immediate remedies to address the company's problems.

(DISCLAIMER: This case study is purely for education and examination purpose and it does not represent the situation of any known firm)

Required;

- a) From lean production perspective, explain **FIVE** wastes that could be contributing to poor performance of MAKS company. (10marks)
- b) Explain supply chain dynamics that are likely to be affecting MAKS company that the management is not aware of. (10maks)
- c) Suggest **FIVE** agile enablers/ responses that MAKS management can adopt in order to cope with current challenges that it is facing. (10maks)
- d) Provide **FIVE** recommendations that can help improve MAKS performance through adoption of outsourcing. (10marks)