

UNIVERSITY OF GREATER MANCHESTER

GREATER MANCHESTER BUSINESS SCHOOL

MSC LOGISTICS AND SUPPLY CHAIN MANAGEMENT

SEMESTER 1 EXAMINATION 2025/2026

SUSTAINABILITY IN BUSINESS OPERATIONS

MODULE NO. SCM7107

Date: Wednesday 14 January 2026

Time: 2.00pm – 5.00pm

INSTRUCTIONS TO CANDIDATES:

There are six (6) questions on this paper.

Answer four (4) questions.

The exam is 3 Hours.

All questions carry 25 marks each.

Total Marks 100%

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Question 1

Life Cycle Assessment (LCA) is widely recognised as a powerful tool for assessing the environmental impact of products and processes across their full life cycle, from raw material extraction to disposal. Critically examine how LCA can guide strategic decision-making in supply chain operations. Using a specific industry or company example, analyse how LCA findings have influenced corporate strategies, product design decisions, and stakeholder trust. What challenges do organisations face in implementing LCA effectively across complex, global supply chains, and how can these challenges be mitigated? **(Total 25 Marks)**

Question 2:

Corporate governance and ethical leadership are increasingly acknowledged as critical enablers of sustainable supply chain practices. Critically assess how governance structures, codes of conduct, and ethical leadership can drive or hinder sustainable business operations. Provide an extended example of an organisation where governance either supported or failed sustainability objectives, and evaluate the implications for multiple stakeholders including employees, investors, regulators, and communities. **(Total 25 Marks)**

Question 3

Global supply chains often result in the transfer of environmental and social impacts to developing economies. Critically evaluate the concept of 'exporting pollution' and its implications for sustainable supply chain management. In your answer, consider the ethical responsibilities of multinational corporations, the role of international agreements and standards, and the effects on local stakeholders in host countries. Provide detailed industry or country-level examples to support your analysis.

(Total 25 Marks)

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Question 4

Sustainable business models increasingly emphasise the circular economy, which shifts away from the traditional take-make-dispose model towards principles of reduce, reuse, and recycle. Critically analyse how circular economy principles can be integrated into supply chain strategies. In your answer, discuss the operational, financial, and stakeholder implications of adopting circular practices. Provide at least one industry case study where circular economy principles have been successfully implemented, highlighting both benefits and challenges. **(Total 25 Marks)**

Question 5

Governments are increasingly enforcing stricter environmental regulations on business operations to address sustainability concerns. Critically evaluate the impact of such regulations on business practices and supply chain management. In your discussion, consider how companies can remain compliant while managing costs, protecting competitiveness, and addressing the expectations of multiple stakeholders including regulators, employees, customers, and local communities. **(Total 25 Marks)**

Question 6

The fashion, technology, and automotive industries are under intense public and regulatory scrutiny for their sustainability practices. Select ONE of these industries and critically examine how sustainability strategies have been operationalised across its global supply chains. In your answer, evaluate successes, limitations, and areas of ongoing challenge, considering both competitive advantage and stakeholder impacts. Where possible, provide specific company examples and suggest practical recommendations for improvement. **(Total 25 Marks)**

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END OF PAPER

PAST EXAMINATION