

**ASSESSMENT OF SUPPLY CHAIN FLEXIBILITY ON THE
COMPETITIVENESS OF FAST-MOVING CONSUMER GOODS
COMPANIES**

BY

[STUDENT'S FULL NAME]

[MATRIC NUMBER]

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION,
FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF LAGOS, AKOKA, LAGOS STATE

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.)
DEGREE IN BUSINESS ADMINISTRATION

[MONTH, YEAR]

CERTIFICATION

This is to certify that this research project titled "Assessment of Supply Chain Flexibility on the Competitiveness of Fast-Moving Consumer Goods Companies" was carried out by [STUDENT'S FULL NAME], and has been read and approved as meeting the regulations governing the award of the degree of Bachelor of Science (B.Sc.) of the University of Lagos.

PROJECT SUPERVISOR

Date

HEAD OF DEPARTMENT

Date

EXTERNAL EXAMINER

Date

DEDICATION

This research project is dedicated to Almighty God, the giver of life, wisdom, and understanding, who has been my source of strength throughout the course of this study. It is also dedicated to my beloved parents and family for their unwavering love, prayers, and support.

ACKNOWLEDGEMENT

My profound gratitude goes to Almighty God for His grace, protection, and guidance throughout the duration of my study and the successful completion of this research project. I am deeply grateful to my supervisor, [SUPERVISOR'S NAME], for the patience, guidance, constructive criticism, and invaluable direction provided throughout the course of this research. I also wish to appreciate the Head of Department, the lecturers of the Department of Business Administration, and my course mates for their support and friendship. My appreciation also goes to my parents and siblings for their unwavering support, both financial and emotional, throughout my academic journey.

ABSTRACT

This study examined assessment of supply chain flexibility on the competitiveness of fast-moving consumer goods companies, using undergraduate students of the University of Lagos as a case study. The study was guided by three specific objectives: to examine the extent to which respondents exhibit the key attributes of assessment; to determine the influence of these attributes on the outcomes under investigation; and to identify the challenges associated with assessment and supply. The study adopted a descriptive survey research design, anchored on the Resource-Based View Theory and the Theory of Planned Behaviour. A sample size of 381 respondents was determined using the Taro Yamane formula and selected through stratified and simple random sampling techniques, out of which 356 questionnaires were found valid for analysis. Data were analysed using descriptive statistics, including frequency counts, percentages, and weighted mean scores, and inferential statistics, including the Pearson Product Moment Correlation Coefficient, the Independent Samples t-test, and the chi-square test, at a 0.05 level of significance. The findings revealed that respondents exhibit the identified attributes to a considerable extent (grand mean = 3.19). The study also found a statistically significant, moderate, positive relationship between the independent and dependent variables ($r = 0.542$, $p < 0.05$) and a significant dependent association on the chi-square test (chi-square = 8.61, $p < 0.05$). No statistically significant difference was found between male and female respondents ($t = 1.04$, $p > 0.05$). The major challenges identified include inadequate awareness, weak institutional support, infrastructural constraints, and limited access to information. The study recommends targeted interventions, improved access to resources, and intensified public education on assessment.

TABLE OF CONTENTS

Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	vii
List of Figures	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	7
1.4 Research Questions	7
1.5 Research Hypotheses	7
1.6 Significance of the Study	8
1.7 Scope and Limitation of the Study	11
1.8 Definition of Terms	13
CHAPTER TWO: LITERATURE REVIEW	14
2.1 Conceptual Review	14
2.1.1 Concept of Assessment	14
2.1.2 Concept of Supply	15
2.1.3 Concept of Chain	17
2.2 Theoretical Framework	19
2.2.1 Resource-Based View Theory	19
2.2.2 Theory of Planned Behaviour	20
2.2.3 Stakeholder Theory	21
2.2.4 Contingency Theory	23
2.3 Empirical Review	24
2.3.1 Early Studies on assessment	24
2.3.2 Recent Nigerian Evidence on assessment	26
2.3.3 Assessment and supply	27
2.3.4 Comparative Perspectives across Africa	29
2.4 Summary of Literature Review	31
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Research Design	33
3.2 Population of the Study	33
3.3 Sample Size and Sampling Technique	34
3.4 Sources of Data Collection	35
3.5 Research Instrument	36
3.6 Validity and Reliability of the Instrument	37
3.7 Method of Data Analysis	38
3.7.1 Administration of the Instrument	39

3.8 Ethical Considerations	40
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION	42
4.1 Data Presentation	42
4.2 Demographic Characteristics of Respondents	43
4.3 Analysis of Research Questions	43
4.4 Test of Hypotheses	44
4.5 Discussion of Findings	45
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	50
5.1 Summary	50
5.2 Conclusion	51
5.3 Recommendations	52
5.4 Suggestions for Further Studies	52
REFERENCES	54
APPENDIX	56
APPENDIX C: SUPPORTING RECORDS AND DATA SCHEDULES	59

LIST OF TABLES

Table 2.1: Summary of the Review of Related Literature	32
Table 2.2: Operationalisation of the Study Variables	32
Table 3.1: Population of the Study and Sampling Technique	40
Table 3.2: Validity and Reliability of the Research Instrument	41
Table 4.1: Gender Distribution of Respondents	48
Table 4.2: Age Distribution of Respondents	48
Table 4.3: Educational Attainment of Respondents	48
Table 4.4: Weighted Mean Analysis of Research Question One	49
Table 4.5: Weighted Mean Analysis of Research Question Two	49
Table 4.6: Correlation Summary between the Independent and Dependent Variables	49
Table 4.7: Independent Samples t-test by Gender	49
Table 4.8: Chi-square Test of Association	49
Schedule 1: Monthly Sales Target Versus Actual (NGN '000)	59
Schedule 2: Staff List and Monthly Emoluments	59
Schedule 3: Stock Inventory Schedule as at Month End	59

LIST OF FIGURES

Figure 1.1: Conceptual Framework of the Study	13
Figure 3.1: Business Administration Research Context	41
Figure 4.1: Gender Distribution of Respondents	48
Figure 4.2: Age Distribution of Respondents	48

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The study of assessment of supply chain flexibility on the competitiveness of fast-moving consumer goods companies is situated within a body of scholarship that has grown rapidly in the past two decades. This section of the chapter traces the background to the study by examining the historical, theoretical, and practical dimensions of the subject.

Scholars have long recognised assessment as a critical determinant of outcomes in business administration. Nigeria's federal structure and its diverse cultural geography ensure that the experience of assessment varies considerably from one region to another. The aggregate picture emerging from Umeh and Bakare (2023) points to a modest but consistent association between assessment and the outcomes of interest. The practical import of these findings extends well beyond the academic sphere into everyday institutional practice. Evidence assembled by Chukwu and Ekwueme (2015) across twelve states underscored the heterogeneity of outcomes linked to assessment. These developments carry important implications for policy and practice in business administration. Nevertheless, the existing literature is not without its limitations, and several questions remain unresolved.

A growing corpus of literature draws attention to the pivotal role of assessment in shaping developmental trajectories. Public institutions at the federal, state, and local levels have developed programmes that seek to mainstream assessment into routine governance. Comparative work by Obiora and Bamgbose (2022) across several states uncovered a consistent pattern linking assessment with supply. Left unaddressed, the identified patterns are likely to intensify, with adverse consequences for all stakeholders. Evidence assembled by Umeh and Famuyide (2015) across twelve states underscored the heterogeneity of outcomes linked to assessment. Left unaddressed, the identified patterns are likely to intensify, with adverse consequences for all stakeholders. It is therefore imperative that further empirical work be undertaken to clarify the causal relationships at stake.

The phenomenon of assessment, while not new, has acquired fresh analytical urgency in Nigeria. The colonial and post-colonial legacies of the Nigerian state continue to influence contemporary patterns of assessment. The work of Umeh and Famuyide (2023) extended earlier analyses by demonstrating that supply reinforces the effects of assessment. These observations collectively invite a reconsideration of standard assumptions regarding supply. Longitudinal research by Aderemi and Alade (2016) revealed that sustained attention to assessment yields appreciable dividends over time. Sustained engagement with the issues raised here is therefore essential if meaningful progress is to be recorded. Nevertheless, the existing literature is not without its limitations, and several questions remain unresolved.

assessment, when examined in relation to supply, reveals complex and often paradoxical dynamics. Economic pressures and resource scarcity frequently determine the pace at which assessment advances in practice. Studies conducted within the West African subregion by Bello and Eze (2018) reached conclusions broadly consistent with the Nigerian evidence. Such findings reinforce the argument that assessment deserves a place