THE EFFECTS OF JUST IN TIME MANAGEMENT AS A TOOL IN BUILDING CORPORATE EXCELLENCE, THE CASE OF BOC GASES (PVT LTD) ZIMBABWE FROM 2010 TO 2014

BY

GIFT MATIKA

B1128574

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ABSTRACT

This paper aims to investigate the adaptability of Just-in-time management technique in BOC, a Zimbabwean operating company and its effectiveness in building the company’s competitive advantage or corporate excellence. The main objective is to develop an understanding of Zimbabwean version of JIT in its (BOC) gases manufacturing and the supply of welding accessories and how the adoption of this new technique has impacted on the three dimensions of competitive advantage that is costs, quality and financial performance of the company. The company has gained a substantial competitive advantage as a result of the adoption of this technique as shown later in the study as it has influenced much on the three dimensions of competitive advantage.

The results of this study in general showed BOC has improved its competitive advantage because the adoption of JIT made the company to improve the quality of its products, cut down costs and finally to improve its financial performance which was highlighted by significant growth in sales and facility cylinder rentals revenue. The level of JIT practiced in BOC since its adoption has seen to be BIG JIT that is strategic JIT. This the level of JIT that enables companies that aims to achieve corporate excellence to adopt as there more benefits embedded in it compared to small which just focuses on few areas of the company’s operations.