



MUNHUMUTAPA SCHOOL OF COMMERCE
Department of Management Studies

EXAMINATION PAPER

BACHELOR OF COMMERCE

PART 4 SEMESTER 1

MODULE NARRATION

STRATEGIC TRANSPORT

MANAGEMENT

CODE

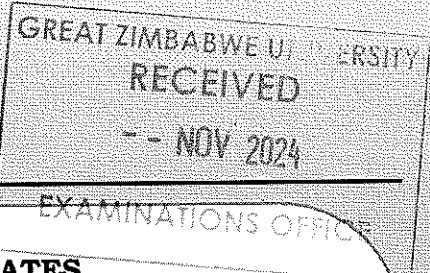
HLT 411

DATE

2024

DURATION

3 HOURS



INSTRUCTIONS TO CANDIDATES

1. ANSWER **QUESTION 1** IN SECTION A AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**.
2. **QUESTION 1** CARRIES **40 MARKS** AND **ALL** OTHER QUESTIONS CARRY **20 MARKS** EACH.
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

SECTION A: (COMPULSORY)

QUESTION 1

The Zimbabwe United Passenger Company (ZUPCO) is a government owned company in Zimbabwe, which operates both urban and long-distance bus routes in the country. The company offers direct and reliable out-of-country bus services to Countries such as Malawi, Zambia, Botswana, South Africa. Urban routes include transport services from the key residential areas to the Central business districts in Harare. ZUPCO has purposefully invested in and is looking into ways of providing a safe and reliable service for the usually neglected rural residents. In February 2016, the company was accused of Corruption, mismanagement, and flouting very important procedures. Many of the buses in Harare were cited to have no fuel, as there was not enough money. In 2015, one ZUPCO bus and another bus from a different company sideswiped. The accident caused 21 passengers to die onsite and 3 later died at the hospital. At least 46 people were seriously injured.

You have been appointed as a consultant for ZUPCO;

1.1 Conduct a stakeholder analysis for the current organisational fleet management practice. **(20 Marks)**

1.2 Advise on the risk management system that the company needs to adopt **(20 Marks)**

SECTION B

QUESTION 2

2.1 Outline how Total Cost of Ownership (TCO) can be a key metric in establishing a baseline for fleet efficiency. **(10 Marks)**

2.2 Discuss any four transport operational strategies that impact TCO. **(10 Marks)**

QUESTION 3

3.1 You have been appointed as a consultant at a haulage company, advice on any five fleet control improvement strategies **(10 Marks)**

3.2 Relative to (a), how would you evaluate the degree of compliance of the current organisational transport management practices. **(10 Marks)**

QUESTION 4

Advise on how the five perspectives of the Balanced Score Card Model (BSC) can impact your current organisational transport management practice. **(20 Marks)**

QUESTION 5

5.1 Discuss any four factors that should be considered when designing a Transport Strategy. **(10 Marks)**

5.2 Outline any five elements that a transport Strategy need to emphasise **(10 Marks)**

QUESTION 6

6.1 Advise on the performance metrics that a haulage firm can apply to its Transport Strategy. **(10 Marks)**

6.2 Advise on how SWOT Analysis is an effective strategic management tool for scanning the business environment. **(10Marks)**

END OF EXAM