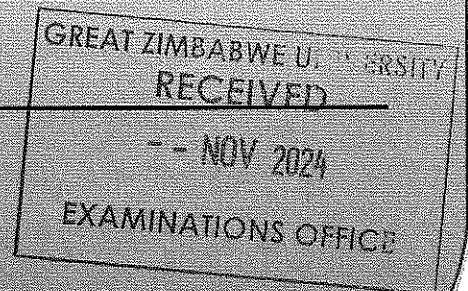




**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**EXAMINATION PAPER**

<b>BACHELOR OF COMMERCE</b>	<b>PART 4 SEMESTER 2</b>
<b>MODULE NARRATION</b>	<b>LOGISTICS PLANNING AND STRATEGY</b>
<b>CODE</b>	<b>HLT 422</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>



**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**

Hind Watches (HW) was established in 1962 in Bangalore as a PSU with foreign collaboration. This was the first factory of its kind in India to manufacture wrist watches. Since the production was very low till 1978, the sale was comparable with imported watches.

In 1978, another factory was established with two million capacity and mass production technology. In order to cater to the market demand, dealers in major cities were appointed. The company was “protected” and had established its brand name.

On opening of the country’s economy, new players entered into the market in 1982 with new type quartz watches and with innovative methods of advertisements and techniques which became a major threat to HW. In 1990, another private manufacturer with a capability of producing two million quartz watches was started in Delhi. HW had to face further tough competition.

New entrants had modern technology and more tuned products required by customers. To counter competition, HW changed its strategy. It started a new distribution strategy by appointing dealers in major cities, including nodal warehouses in Bangalore and Delhi, resorting to institutional sales. It also opened specialized showrooms to cater to customer demands. Due this, the sales of HW went up to 7 million watches in 1995, as against the total sales of only 4 million watches of all its competitors put together.

At this juncture, new management took over HW. A Voluntary Retirement Scheme (VRS) was introduced. A number of senior officers left the Organization under the VRS. New Heads of Departments took charge of the organization of HW. They had expertise in Capital Goods Marketing, while selling/marketing of wrist watches was essentially retail-based. These changes affected the sales of HW. It dropped to just 4 million, while the sales of the competitors’ went up to 5 million. Apart from this, HW had only 400 models of watches while the competitors had more than 1,000 models. HW had a traditional management system, whereas its competitors were having professional personnel with knowledge of modern techniques. The customers began to feel that HW has now become old-fashioned. This reduced the sales drastically which resulted in the closure of special shops and a number of showrooms of HW.

Lastly, the pricing of the watches manufactured by HW were based on equal distribution of expenses. At present, HW is operating through two Nodal Warehouses, whereas the sales of its competitors are effected through dealers who have their own warehouses and distributors having their own infrastructure. Further, the competitors had their own specialized franchises showrooms (Ramwi, 2023).

**Questions:**

- 1.1 Examine the reasons for the downfall of HW **(8 Marks)**
- 1.2 What product strategy should have been adopted by HW to sustain competition and improve customer service? **(8 Marks)**
- 1.3 According to your analysis, how did the private companies manage to have an edge over HW? **(8 Marks)**
- 1.4 Explain the effects of organizational changes which led to the deterioration in the performance of HW. **(8 Marks)**
- 1.5 Proffer the remedial measures which you think would be needed to improve the performance of HW **(8 Marks)**

**QUESTION 2**

- 2.1 Discuss any six internal and external pressures that your current logistics system is subjected to. **(10 Marks)**
- 2.2 Citing practical and relevant examples, show your understanding of the logistics planning control cycle. **(10 Marks)**

**QUESTION 3**

- 3.1 Detail why the initial phase of strategy planning should incorporate a review of the external environment within which your business operates. **(10Marks)**
- 3.2 Outline any four factors depicting the importance of logistics planning and strategy in enhancing service delivery, hence organisational performance. **(10 Marks)**

**QUESTION 4**

- 4.1 Discuss how the adoption of the concept of capacity planning attempts to level mismatches between capacity and demand in the supply chain. **(10 marks)**
- 4.2 Outline the four levels/types of logistics plans **(10 Marks)**

**QUESTION 5**

- 5.1 Outline any five elements that your logistics system needs to plan for to achieve a perfect order goal. **(10 Marks)**
- 5.2 Discuss any five conditions that prompts logisticians to think planning **(10 Marks)**

**QUESTION 6**

- 6.1 Illustrate how the generic Lean and Agile approaches apply to your current organisational logistics system **(10 Marks)**
- 6.2 Proffer **any other** five strategies which emphasise logistics performance in the supply chain **(10 Marks)**

**END OF EXAM**



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**MAIN PAPER**

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 2**

**MODULE NARRATION**

**AIRLINES AND AIRPORT MANAGEMENT**

**CODE**

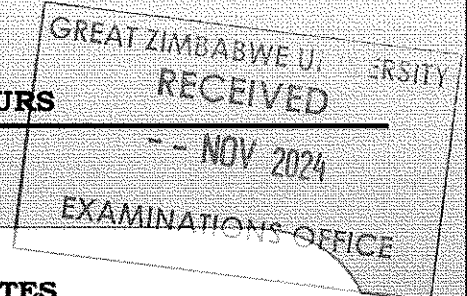
**HLT224**

**DATE**

**2024**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ANY FOUR (4) QUESTIONS
2. ALL QUESTIONS CARRY EQUAL MARKS (25 MARKS)
3. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES