



The Chartered
Institute of Logistics
and Transport

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT (CILT)
EXAMINATIONS

DIPLOMA IN MANAGEMENT IN LOGISTICS AND TRANSPORT

PD 01: MANAGEMENT IN LOGISTICS AND TRANSPORT

DATE: 17TH DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read carefully the following case study and answer questions that follow

Designing a model of succession management system

The establishment of a succession management system contains several main themes occurring gradually and procedurally:

In today's recession, lack of talent is on the rise so that a real talent war is emerging. Due to the economic crisis, demographic changes and globalization, there is a growing need for the development of human resource management (HRM) to enhance the maintenance and development of talented employees. In today's organizations, supplying young human resources has gradually dropped and, on the other hand, the workforces are aging. When faced with new changes, many organizations are uncertain with regard to replacing their employees. With a more holistic perspective, succession planning represents a deliberate and systematic effort to ensure leadership continuity in key positions, to maintain and develop intellectual capital and knowledge among all employees for the future, to encourage personal development, to ensure the stability or 'bench strength' of key personnel, to provide a more comprehensive approach to the effective functioning of the organization, and to organize a coordinated program for the development, replacement, and lobbying of key individuals in order to ensure a deep talent pipeline.

What differentiates an organization from other organizations are attracting, retaining and continuation of skilled and talented human resources succession in the organization. Continuation of talented human resources along with a sense of organizational belonging can play an effective role in achieving effective organizational resources. Furthermore, organizations' strategies have put great emphasis on intangible assets in the new millennium. The key resources enable the organizations to act as an ideal organization, regardless of the relevant industry.

In order to achieve success, not only individuals must be placed in right positions, but also top employees should also be identified in each position.

In organizations, especially large organizations, individual talents are not fully exploited and often remain unknown. In general, it can be mentioned that succession planning aims to convert the current talents to talents needed in the future for the organization. When the right individuals are placed in key positions, the organization can cope with environmental challenges and fulfill its own strategic plans. Given these issues

The needs and requirements of the organization should be met in line with maintaining a competitive benefit.

Required:

- a) Succession management systems contain several themes that keep occurring gradually and systematically. Analyze any seven such themes and demonstrate their applicability **(14 marks)**
- b) In the above case study, large organization individual talents are not fully exploited or known explain how this can be done **(5 marks)**
- c) Summarize the effects of gradual drop in supplying of young human resource against the aging employees in organizations. **(6 marks)**

QUESTION TWO

- a) In an organisation of your choice differentiate between Leadership and management. **(10 marks)**
- b) Discuss how you would blend leadership and management in an organization **(5 marks)**

QUESTION THREE

- a) Evaluate the inefficiencies caused by budgeted formation that is NOT in the form of SMART TARGETING **(7 marks)**
- b) A firm whose cash flow varies from one year to the other year is considering making a ksh. 1,300,000 Investment in new Plant Machine. The expected cash flows are as follows:

Year 0	ksh.1,300,000		
Year	1	=	ksh.160,000
Year	2	=	ksh.300,000
Year	3	=	ksh.400,000
Year	4	=	ksh.400,000
Year 5 =	ksh.100,000		

Calculate the payback period **(8 marks)**

QUESTION FOUR

- a) You are the Manager of an organization analyze how you can proactively counter inflation for sustainability of your organization **(10 marks)**
- b) Highlight the drivers of autocracy in leadership **(5 marks)**

QUESTION FIVE

- a) Discuss Porters Forces of sustainability in a Competitive market **(10 marks)**
- b) Using specific examples highlight the concept behind Goal Theory in performance management **(5 marks)**

QUESTION SIX

- a) In East Africa, the aging workforce is very predominant in organization. Using an organization, you are familiar with elaborate why this is the case **(10 marks)**
- b) Aging workforce pose great challenges explain on any five of them **(5 marks)**