



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

SCHOOL OF MANAGEMENT AND LEADERSHIP

ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

ADIP 04: DELIVERING STRATEGIC PERFORMANCE

DATE: 17TH DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 100

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 the Case Study below carefully and, answer the questions that follow:

GREEN EMPIRE

Green Empire has been established for more than 40 years and has the following mission statement: "Green Empire belongs to the nation. Our mission is to increase knowledge and appreciation of plants, their importance and their conservation, by managing and displaying living and preserved collections and through botanical and horticultural research." Located towards the edge of the capital city, the gardens are visited regularly throughout the year by many local families and are an internationally well-known tourist attraction.

Despite charging admission, it is one of the top five visitor attractions in the country. Every year it answers many thousands of inquiries from Colleges and research establishments, including pharmaceutical companies from all over the world and charges for advice and access to its collection. Inquiries include requests for access to the plant collection for horticultural work, seeds for propagation or samples for chemical analysis to seek novel pharmaceutical compounds for commercial exploitation. It receives an annual grant in aid from Central Government, which is fixed once every five years. The grant is due for review in three years' time. The finance director has decided that, in order to strengthen its case when meeting the government representatives to negotiate the grant, the management board should be able to present a balanced scorecard demonstrating the performance of the gardens. He has asked you, the senior management executive, to help him. Many members of the board, which consists of eminent scientists, are unfamiliar with the concept of a balanced scorecard.

Required:

- (a) Discuss any five benefits of the Balanced Scorecards **(10 Marks)**
- (b) Describe the process you would employ to develop a suitable balanced scorecard for the Green Empire and give examples of measures that would be incorporated within it **(15 marks)**

QUESTION TWO

- a) Evaluate any three major fundamental objectives of performance measurement systems you are familiar with. **(9 Marks)**
- b) With valid example from an organization of your choice, discuss three implications of the effect of forecasting the demand for inputs **(6 Marks)**

QUESTION THREE

- a) A key requirement in today's business environment is the ability to communicate more effectively with external trading partners and customers. Effective communication can be undertaken through an extranet network.
Define Extranet and explore its merits and drawbacks. **(10 Marks)**
- b) Assess the benefits for your stakeholders if the lead time for obtaining a key input (either a good or service) used in your organisation could be substantially reduced **(5 Marks)**

QUESTION FOUR

- a) Change management is a process which every organization will go through. The transition is smoother in some organizations than is the case in others.
Identify and discuss any five barriers to strategic change. **(10 Marks)**
- b) State five advantages and disadvantages of subjective and objective rating systems. **(5 Marks)**

QUESTION FIVE

- a) An organization's overall competitive advantage is derived from the difference between value offered to customers and cost of creating that customer value.

With relevant example, distinguish the comparative analysis of these form

(10 Marks)

- b) A long-term contractual relationship is likely to include greater financial transparency than is normal in business transactions. Elaborate on any five advantages and disadvantages of open book accounting

(5 Marks)

QUESTION SIX

- a) Partnerships are not always successful in delivering the benefits that were anticipated. What are some of the most common reasons for failure of partnerships?

(10 Marks)

- b) List five impacts and benefits of e-commerce and application of e- technology in an organization of your choice.

(5 Marks)