



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 01: STRATEGIC CONTEXT

DATE: 16TH 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 following case study and answer the questions which follow.

The Impact of Global Trade Policies on Emerging Markets

Background: In recent years, the global business environment has been significantly influenced by changing trade policies, tariffs, and international agreements. Emerging markets, such as India, Brazil, and Vietnam, have experienced both opportunities and challenges as they navigate these changes. For instance, the introduction of tariffs by developed nations has affected the export capabilities of these countries, while trade agreements like the Regional Comprehensive Economic Partnership (RCEP) have opened new markets for their goods and services.

Scenario: A mid-sized textile manufacturing company based in Vietnam has been exporting its products to the United States and Europe. However, recent trade tensions have led to increased tariffs on textiles imported from Vietnam. At the same time, the company has been exploring opportunities to expand its market presence in other regions, particularly within the RCEP member countries. The management is now faced with strategic decisions on how to adapt to the changing global trade environment.

Required:

- a) Explain any five (5) strategies that the textile manufacturing company in Vietnam should consider mitigating the impact of increased tariffs on its exports to the United States and Europe (10 Marks)

- b) Illustrate how the company can leverage opportunities presented by the RCEP to enhance its competitive advantage in the global market (15 marks)

QUESTION TWO

You are the strategic analyst of your organization Explain how you would use Porter's Five Forces model to measure the level of competitive rivalry in the mobile phone market in Kenya? **(15 Marks)**

QUESTION THREE

- a) Diversification refers to a strategy by which an organization pursues a new product offerings and new markets. Discuss the benefits and risks of diversification **(10 Marks)**
- b) Assess Corporate Social Responsibility in today's business. **(5 Marks)**

QUESTION FOUR

- a) Illustrate with a diagram to explain the four strategies of Ansoff's Matrix **(9 marks)**
- b) Discuss any three benefits of global marketing, when it is done right. **(6 Marks)**

QUESTION FIVE

- a) What measures can we use to assess resource utilization and how resources influence our strategy? **(8 Marks)**
- b) What is value chain analysis? **(2 Marks)**
- c) Describe the five primary activities in a value chain analysis according to Michael porter **(5 Marks)**

QUESTION SIX

Explain oligopolistic markets and elaborate on its advantages and disadvantages

(15 marks)