



The Chartered
Institute of Logistics
and Transport

The
Management
University
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CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT (CILT)

EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

ADIP 03: STRATEGIC NETWORK PLANNING

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 following case study and answer the questions which follow.

Case Study: TechNova's Strategic Shift in a Competitive Market

TechNova, a medium-sized technology company based in the U.S., specializes in developing data management software. For over a decade, the company has experienced moderate success and steady growth by offering customized, on-premises data solutions to businesses primarily in the healthcare, education, and finance sectors. However, with rapid advancements in artificial intelligence (AI) and cloud computing, TechNova's customer base has begun to express increasing interest in more intelligent, scalable, and cloud-based solutions, which they believe could help them operate more efficiently in a dynamic digital environment.

Recognizing this shift in market demand and rising competition from larger technology firms that offer cutting-edge AI and cloud solutions, TechNova's CEO, Mark Landon, feels a pressing need to redefine the company's vision and strategic direction. He believes that to stay relevant and grow market share, the company must move away from its traditional product line and embrace more innovative, future-oriented technologies.

After consulting with the executive team, Landon proposes a new company vision: "Empower businesses through intelligent, scalable, and sustainable technology." He believes that this vision will provide a clear direction for developing innovative products, reaching new markets, and enhancing customer satisfaction. To operationalize this vision, Landon and the executive team set a strategic goal of launching two AI-driven products within the next three years. They aim to reach beyond TechNova's current client base and appeal to new global markets by focusing on solutions that deliver real-time insights, data-driven decision-making, and automated processes, enabled by AI.

The executive team also identifies several challenges in pursuing this new vision and strategy. TechNova has limited experience with AI and cloud technology and lacks some of the technical expertise needed to build sophisticated AI products. Additionally,

they anticipate resource constraints, as competing in the AI and cloud space will require increased investment in research and development, as well as potential restructuring of teams to include specialists in AI and machine learning. There are concerns about retaining key staff who may feel uncertain about the company's shift in focus, as well as ensuring that the current customer base remains engaged and loyal throughout the transition.

With these challenges in mind, TechNova's leadership must now decide how best to execute this strategy while managing potential risks and capitalizing on new opportunities. They are exploring whether to form strategic partnerships with established AI companies, hire specialists in AI, or upskill their current workforce to meet the demands of this new strategic direction.

As TechNova embarks on this journey to reinvent itself in a competitive market, the executive team seeks guidance on how to create a cohesive strategy that aligns with their vision and achieves their long-term goals. They must also determine how to communicate this shift to employees and customers to gain support and foster enthusiasm for the company's new direction.

Required:

- a) In what ways would the new vision of "Empower businesses through intelligent, scalable, and sustainable technology" align with the strategic goal of launching AI-based products within the next three years? **(10 Marks)**
- b) Discuss which strategic initiatives would best support TechNova's new vision **(5 Marks)**
- c) Describe the potential risk in pursuing the new strategic goal, and how could it be mitigated **(10 Marks)**

QUESTION TWO

- a) Identify and discuss any three non-financial benefits which an organization could derive from effective strategic management **(9 Marks)**

- b) Forecasting is a technique that uses historical data as inputs to make informed estimates that are predictive in determining the direction of future trends of business. Explain the following methods of forecasting. **(6 Marks)**
- i. focus forecasting
 - ii. seasonal forecasting and
 - iii. Bayesian forecasting

QUESTION THREE

- a) Discuss any five ways in which business organization achieves excellent customer services **(10 marks)**
- b) Illustrate any five best practices in customer services at your organization **(5 Marks)**

QUESTION FOUR

- a) Demonstrate with a diagram to describe the components of value chain analysis **(10 Marks)**
- b) List any five reasons why employees of an organization resist change **(5 Marks)**

QUESTION FIVE

- a) What five Factors would Influence Strategic Planning in your organization, explain. **(10 Marks)**
- b) Describe five steps in the change management process in an organization **(5 Marks)**

QUESTION SIX

- a) Identify any risks associated with change management. **(5 Marks)**
- b) Outline and discuss any five barriers to organizational change management **(10 Marks)**