The Management University of Africa

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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

DLS 903: ADVANCED LOGISTICS AND SUPPLY CHAIN MANAGEMENT

DATE: 6TH AUGUST 2025

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question ONE is compulsory.
5. Answer any other **TWO** questions.
6. Question ONE carries **30 MARKS** and the rest carry **10 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:

CHALLENGES FACING GLOBAL LOGISTICS COMPANIES

The pandemic made global supply chain issues a common convention. Now with escalating geopolitical tensions and competing manufacturing hubs in china, India and Mexico, it can be hard for businesses t understand what the best strategy for moving goods internationally. Yet, despite the complexities affecting our global supply chains the opportunity for businesses. To engaging in international trade has never been better. Advances in technology continue to make it easier to automate logistics. In fact the global logistics automation market is predictable to be high in 2030, not only is technology making supply chain and logistics easier for business to manage but there can be opportunity to negotiate better deals with overseas suppliers.

Understanding regulatory requirements in advance, paperwork may seem tedious. But in the world of global logistics an incorrect or incomplete form can determine whether or not your shipment gets across the border on time. As the leader of a customer's brokerage and freight forwarding business, brokers spend a disproportionate amount of time following up with clients to complete the appropriate paperwork to clear customs. Understanding simple but important details like determining your products country of origin is important. For example, if a business purchases materials from China and further develops them in the USA before resale, such products qualify for reduced duty. But this is not always the case. Products must meet a specific set of criteria to leverage the duty rates. Its also important to understand how exchange rates are calculated Many businesses are surprised when they have to pay more for duty they originally estimated that is because exchange rates are calculated based on the exchange rate at the time the goods arrive at their destination.

Required

a) From the case study, many businesses are surprised when they have to pay more for duty they originally estimated. Describe factors to be considered in global logistics and supply chain management. **(10 Marks)**

b) Despite the complexities affecting our global supply chains there are opportunity for businesses. Describe the opportunities for business engaging in global supply chain. **(10 Marks)**

c) Exchange rates are calculated based at the rate at time of goods arrival. Explain the techniques of currency fluctuation **(10 marks)**

QUESTION TWO

a) Outsourcing business can be broadly observed in in three categories i.e. Business processing outsourcing, business function outsourcing and facility and man power outsourcing. Elaborate on these three categories of outsourcing. **(3 Marks)**

b) By the aid of a dramatical presentation, describe the supply chain operation reference model (SCOR). **(5 Marks)**

c) Describe the benefits of outsourcing by organization. **(2 Marks)**

QUESTION THREE

a) The bullwhip effect, which refers to the increased volatility in orders as these propagate through the supply chain. Explain the consequences of bullwhip effect for the supply chain members. **(5 Marks)**

b) Assess the key elements of international trade that is important to logistics and to the choice of international transport mode. **(5 Marks)**

QUESTION FOUR

a) Global logistics is the design and management of a system that controls the flow of materials into, through and out of the international corporation. Describe the activities involved in managing global logistics. **(5 Marks)**

b) Evaluate five reasons as to why logistics has to be effectively managed in an economy. **(5 Marks)**