



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES, AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT	
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COURSE CODE: AOL711S	COURSE NAME: ADVANCED OPERATIONAL LOGISTICS MANAGEMENT
SESSION: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Make sure your name and surname, question number and the date appear on the answer script.4. Please ensure that your writing is legible, neat and presentable.

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE AND TRUE/FALSE QUESTIONS

40 MARKS

QUESTION 1: MULTIPLE CHOICE

20 MARKS

There are ten multiple-choice questions with several possible choices; choose the best possible answer, e.g., 1.1 A.

2x10 = 26 MARKS

1. What is the primary goal of capacity planning in manufacturing?
 - a) To reduce the number of employees
 - b) To maximise machine utilisation at all costs
 - c) To ensure production capacity meets demand efficiently
 - d) To eliminate all types of inventory

2. What is effective capacity?
 - a) The lowest production level expected in a year
 - b) The same as design capacity
 - c) The actual achievable output under normal working conditions
 - d) The production lost due to breakdowns

3. Which of the following is a long-term capacity planning decision?
 - a) Scheduling employee shifts for the upcoming week
 - b) Ordering raw materials for the next batch
 - c) Purchasing a new production facility
 - d) Changing a shift supervisor

4. What is the main objective of humanitarian logistics?
 - a) To maximize profits from donated goods
 - b) To ensure timely and cost-effective delivery of goods to commercial retailers
 - c) To support relief operations by delivering aid efficiently to affected populations
 - d) To minimize government spending on infrastructure

5. In humanitarian logistics, pre-positioning refers to:
 - a) Selling relief goods before a disaster
 - b) Placing goods at points of sale in supermarkets
 - c) Storing emergency supplies in strategic locations before disasters strike
 - d) Using social media to locate victims

6. Which international organisation plays a key role in global humanitarian logistics coordination?
 - a) World Wildlife Fund (WWF)
 - b) World Trade Organization (WTO)
 - c) World Health Organization (WHO)
 - d) World Food Programme (WFP)

7. What is the primary goal of Customer Relationship Management (CRM)?
 - a) To increase inventory levels

- b) To reduce the number of customers
 - c) To automate employee payroll
 - d) To manage and improve relationships with customers
8. Which of the following is not a key component of CRM?
- a) Sales management
 - b) Marketing automation
 - c) Customer service and support
 - d) Manufacturing operations
9. What is the main objective of quality management?
- a) To increase product prices
 - b) To reduce employee workload
 - c) To improve company marketing strategies
 - d) To ensure products and services meet customer expectations
10. Which of the following is not one of the key components of Total Quality Management (TQM)?
- a) Customer focus
 - b) Continuous improvement
 - c) Employee involvement
 - d) Profit maximisation

QUESTION 2: TRUE/FALSE

20 MARKS

State whether the following statements are true or false.

2x10 = 20 MARKS

- 2.1. TQM focuses solely on the quality of products, not processes.
- 2.2. In TQM, customer satisfaction is considered the highest priority.
- 2.3. TQM is a long-term strategic approach to continuous quality improvement.
- 2.4. TQM is used across all sectors, including services, healthcare, education, and government.
- 2.5. Defining and tracking KPIs allows businesses to monitor, evaluate, and improve performance continuously.
- 2.6. Monitoring inventory ratios has no significant impact on a business's cash flow or profitability.
- 2.7. Inventory Turnover Ratio is calculated by dividing Inventory by Sales.
- 2.8. An Inventory Write-Off refers to inventory that still holds some value but is outdated.
- 2.9. Holding Costs include rent, insurance, security, and labour associated with storing inventory.
- 2.10. Average Inventory reflects the lowest inventory value during a specific period.

SECTION B: STRUCTURED QUESTIONS**60 MARKS****QUESTION 3****22 MARKS**

Lean operations in supply chain management involve implementing systems that maximise the value created by each activity while eliminating waste and delays. Identify the types of waste demonstrated in the case studies and explain your answer?

- a) A production line produces 1,000 units of a product every day, even though customer orders average only 700 units.
- b) An operator must walk 10 meters to retrieve a tool every time a part is assembled.
- c) A technician reworks a malfunctioning item that didn't meet quality standards during inspection.
- d) At a warehouse, workers are frequently held up while a forklift becomes available before they can load materials onto trucks.
- e) A company stores thousands of units of raw materials "just in case" there's a spike in demand, even though past data shows stable demand levels.
- f) During an internal audit, it's found that two different departments both print and file the same set of reports, using different systems.
- g) An employee dealing with customers must walk across the office several times a day to get approvals from a manager in another room.
- h) During a shift change, there's no formal handover, causing confusion and repeated steps by the incoming staff.
- i) A hospital stocks several brands of the same surgical tools, many of which go unused and eventually expire.
- j) In a manufacturing plant, components are produced in one building and transported across the campus to another for assembly. This leads to delays and occasional product damage.
- k) A highly skilled machine operator spends part of the day doing data entry and basic cleaning tasks.

QUESTION 4:**18 MARKS**

Customer Relationship Management (CRM) is a strategic approach aimed at building and maintaining effective relationships with customers and vendors. Explain any six features of CRM, supporting each feature with relevant examples.

QUESTION 5**20 MARKS**

Capacity planning is essential for ensuring that resources are used efficiently to meet demand in service and manufacturing operations. Explain any five tools or techniques used for capacity planning, highlighting their purpose and application in real-world scenarios.

TOTAL: 100 MARKS**THE END**