



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: JULY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MS. E JESAYA (FM) MS. E ELAGO (DI) MR. T NEPOLO (PM) MR. T MWAHENUKANGE (EF)
MODERATOR:	MS. T A SHIKESHO

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 5 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 = 20 MARKS

- 1.1. Which of the following best describes design capacity?
- a) The minimum output a system can produce under ideal conditions
 - b) The maximum output achievable under ideal conditions
 - c) The actual output achieved during normal operations
 - d) The output after subtracting machine downtime
- 1.2. A manufacturer experiences frequent backlogs and overtime. What is the likely capacity-related issue?
- a) Excessive inventory levels
 - b) Low capacity relative to demand
 - c) Overuse of just-in-time inventory
 - d) High employee absenteeism
- 1.3. Which of the following is a major challenge in humanitarian logistics?
- a) Stable demand patterns
 - b) Unpredictable and rapidly changing environments
 - c) Predictable supply chain networks
 - d) Access to real-time tracking technologies
- 1.4. A CRM system helps companies do all the following except:
- a) Track customer interactions
 - b) Build product prototypes
 - c) Analyse customer data
 - d) Forecast sales
- 1.5. What is customer segmentation in CRM?
- a) Separating customers based on gender only
 - b) Grouping customers into categories based on shared characteristics
 - c) Assigning random numbers to customers
 - d) Removing low-spending customers from the system
- 1.6. What does the term "quality assurance" refer to?
- a) Final inspection of finished goods
 - b) Reactive measures after product failure
 - c) Proactive processes to ensure quality is built into the product
 - d) Customer complaints handling only

- 1.7. The Plan-Do-Check-Act (PDCA) cycle is mainly used for:
- Reducing employee hours
 - Product marketing campaigns
 - Continuous improvement in quality processes
 - Preparing financial statements
- 1.8. Which international standard is most associated with quality management systems?
- ISO 27001
 - ISO 45001
 - ISO 9001
 - ISO 14001
- 1.9. Which of the following is not a type of inventory?
- Raw materials
 - Work-in-progress (WIP)
 - Finished goods
 - Customer satisfaction
- 1.10. What does a stockout mean in inventory management?
- Excess inventory in the warehouse
 - Inventory marked for clearance
 - Overstocked shelves
 - An item is out of stock when a customer wants to buy it

QUESTION 2: TRUE/FALSE

20 MARKS

State whether the following statements are true or false.

2x10 = 20 MARKS

- Training and education are essential components of a successful TQM implementation.
- TQM only applies to manufacturing industries.
- Understanding inventory ratios helps optimize inventory levels, improving cash flow and profitability.
- A significant fluctuation in average inventory levels may suggest problems with purchasing or sales.
- Average Days to Sell Inventory is calculated as $(\text{Inventory} \div \text{Cost of Sales}) \times 365$.
- Fewer days to sell inventory means faster turnover, which is typically a positive performance indicator.
- Lean management promotes a culture of continuous improvement through employee involvement and empowerment.
- Low demand volume can increase flexibility in handling various tasks.
- High demand volume typically leads to increased process variation and complexity.
- Lean management principles only apply to manufacturing industries and cannot be used in service sectors.

SECTION B: STRUCTURED QUESTIONS**60 MARKS****QUESTION 3****26 MARKS**

Operations and processes vary significantly and must be managed accordingly. While some of these differences are *technical*—arising from the distinct skills, technologies, and inputs required to produce different products or services—other differences relate to the *nature of demand*. Specifically, operations may differ in terms of how frequently, predictably, and visibly products or services are delivered.

Using the 4Vs framework (Volume, Variety, Variation, and Visibility), assess whether the following scenario reflects high or low levels of each dimension. Provide a brief justification for each.

- a) A fast-food restaurant produces hundreds of burgers per hour using assembly-line techniques. Employees perform the same tasks repeatedly and machines are used for preparation.
- b) A bespoke tailor only makes a few suits per week, each custom-designed for individual clients. Each job is different, and workers must be highly skilled.
- c) A manufacturer offers customers the option to design their own phone cases with personalised images, colours, and materials.
- d) A bottled water company produces the same type of water bottle in one size and one packaging style, continuously, all year.
- e) A hotel chain provides various room types, services (spa, restaurant, concierge), and personalised experiences for each guest.
- f) A retail clothing store sees huge increases in sales during December but drops significantly in January and February.
- g) A company that provides business internet services has a steady demand throughout the year with very little fluctuation.
- h) A flower shop sells mostly roses, but sales triple every Valentine's Day and Mother's Day, requiring extra stock and staff.
- i) A customer support centre handles calls in real time, where customers interact directly with staff to resolve issues.
- j) An online bank processes transactions in the background, and customers only see the results (like balance updates).
- k) In a luxury spa, clients interact closely with staff throughout their treatment, and feedback is immediate.
- l) The online grocery delivery service experiences dramatic shifts in customer demand throughout the week. Orders spike during weekends, holidays, and promotions, while weekdays are typically slower. To keep up, the company frequently adjusts staff schedules and delivery fleet availability.
- m) This high-end watch repair shop works on just a few pieces each week. Each job requires careful manual work, and the shop limits the number of repairs to maintain quality. The small team focuses on precision over quantity.

QUESTION 4:

16 MARKS

Customer Relationship Management (CRM) is a strategic approach aimed at building and maintaining effective relationships with customers and vendors. Discuss any eight benefits of CRM?

QUESTION 5

18 MARKS

Humanitarian logistics is a branch of logistics dealing with the preparedness and response phases of a disaster management system. Discuss the problems experienced by humanitarian logistics?

SECTION B SUB-TOTAL: 60 MARKS

TOTAL: 100 MARKS

THE END