



**National University of
Science and Technology**
Think in Other Terms



FACULTY OF COMMERCE

DEPARTMENT OF FINANCE

MASTER OF SCIENCE IN FISCAL STUDIES

FINAL EXAMINATION – DECEMBER 2014

INTERNATIONAL SUPPLY CHAIN MANAGEMENT [CFS5309]

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS TO CANDIDATES

1. Answer question One in Section A and any THREE (3) questions in Section B.
2. Read questions carefully and address all parts of the question.
3. Questions may be written in any order, but must be legibly numbered.
4. Write eligibly.

ADDITIONAL INFORMATION FOR CANDIDATES

1. The paper contains SIX (6) questions.
2. This paper consists of 3 printed pages
3. Marks for each question are shown in parentheses brackets () and square brackets [] at the end of each part of the question and full question respectively.
4. All questions carry **equal marks** [25 marks].

SECTION A: CASE STUDY (COMPULSORY)

Question1 (25 Marks)

- a. Briefly outline the challenges that confronted the airfreight mode of transport in the early 1970's. (3 marks)
- b. Identify the value advantages that Federal Express (Fed Ex) identified as critical to its success. (4 marks)
- c. What were the other factors that enhanced FedEx's competitiveness? (4 marks)
- d. How did FedEx manage to adapt to changing times? (4 marks)
- e. Briefly explain lessons that similar Zimbabwean Companies can learn from the case. (10 marks)

SECTION B (ANSWER ANY THREE QUESTIONS)

Question 2 (25 marks)

- a) What were the issues raised by Developing Countries with regard to the Trade Facilitation negotiations? (15 marks)
- b) How does the WTO Trade Facilitation Agreement address the concerns cited above? (10 marks)

Question 3 (25 Marks)

Outline the reasons that necessitated modernization of the Revised Kyoto Convention

Question 4 (25 Marks)

Discuss how a company involved in supply chain management can realize cost and value advantages relative to its competitors. (25 marks)

Question 5 (25 Marks)

- i. What three important factors do Incoterms define?
- ii. What do Incoterms not cover
- iii. What definitions are given to the three basic factors of Incoterms?
- iv. There are two main documents connected with sea transport. What are they and why is one significantly important.

Question 6 (25 Marks)

“The modern trend in Supply Chain Management has been a departure from adversarial relationships towards collaboration with key suppliers”. Using relevant examples, evaluate the driving forces for such collaboration.

END OF EXAMINATION PAPER