INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 854
NAME: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Question one is compulsory

Question 1:

Global Entry Logistics Ltd. Preparation for International Trade Documentation

Express Logistics Ltd., a newly established export-import company in Uganda, has secured its first international business contracts to supply agricultural produce to Europe and import industrial machinery from Asia. As the firm prepares to begin operations, management quickly realizes that success in global trade requires more than sourcing suppliers and buyers; it depends heavily on understanding customs documentation and compliance.

To ensure smooth cargo movement across borders, the company hires you as a logistics expert to train new employees on the critical documentation required for export and import customs clearance.

You started the training by explaining the export customs clearance procedure, beginning with the commercial invoice, which provides details about the seller, buyer, goods description, and value. This is accompanied by a packing list, outlining weight, quantity, and packaging details. A shipping bill/export declaration must be filed electronically with customs authorities. For certain agricultural products, a phytosanitary certificate from the Ministry of Agriculture is mandatory to confirm that the goods are pest-free. A Certificate of Origin verifies where the goods were produced and is required by foreign customs and trade agreements. Depending on the destination, additional documents such as export licenses or inspection certificates may be necessary. The Bill of Lading (or Airway Bill) issued by the carrier serves as proof of shipment and a contract of carriage. Insurance documents, such as a Marine Insurance Certificate, are required to protect against transit risks.

For imports, similar documentation applies, but with added emphasis on Import Declaration Forms, Import Licenses (where applicable), and Tax Assessment Papers issued by customs for duties and VAT. The commercial invoice, packing list, bill of lading/airway bill, and certificate of origin remain essential. For machinery and industrial goods, a Product Compliance Certificate or Inspection Report may be needed to meet Ugandan standards. Upon arrival, importers must submit all documents through the electronic customs system to obtain a release order for the cargo.

In your remarks, you emphasized that incorrect or incomplete documentation can result in shipment delays, penalties, and financial losses, making documentation accuracy a key competency in global trade operations.

(*Source: Imaginary scenario for academic purposes only*)

Task

a) Explain the importance of the commercial invoice and packing list in international trade customs clearance. (10 marks)

b) Distinguish between a bill of lading and an airway bill, and discuss their roles in logistics. (10 marks)

c) Describe the key documents required for export customs clearance and explain why each is necessary. (10 marks)

d) Discuss the additional documentation requirements for importing industrial machinery into Uganda and their significance. (10 marks)

Question 2:

APEX Tech's Global Multi-Channel Expansion

APEX Tech, a fast-growing consumer electronics manufacturer headquartered in Singapore, has rapidly evolved beyond its Southeast Asian market, extending operations into Europe, North America, and Africa. Its product portfolio, smartphones, smart home gadgets, and personal computing accessories have gained popularity for a balance of innovation, affordability, and sleek design. To capture global market share, APEX Tech employs a multi-channel distribution strategy, selling through direct e-commerce platforms, international retail chains, authorized dealers, and local resellers.

This diverse channel approach has significantly increased the company's visibility and sales volumes, but it has also created new operational and strategic challenges. One major issue arises from fragmented customer expectations. In Europe, regulations and consumer attitudes strongly emphasize sustainability, pushing APEX Tech to adopt eco-friendly packaging, recycling programs, and energy-efficient product designs. By contrast, African markets prioritize affordability, durability, easy repairability, and reliable after-sales service due to economic sensitivity and infrastructural realities. Meanwhile, North American consumers expect cutting-edge features, fast delivery, and seamless omnichannel support. Balancing these market-specific expectations while maintaining a unified global product identity has become a critical challenge.

APEX Tech also faces channel conflicts, particularly in pricing and promotions. Competitive pricing on the company's online store sometimes undercuts prices from local retailers and

resellers, causing dissatisfaction among regional partners who feel disadvantaged. These partners serve as crucial distribution and service touchpoints in their markets, and strained relationships threaten APEX Tech’s market presence and reputation. The conflict between global uniform pricing and localized pricing strategies has therefore emerged as a strategic dilemma.

Logistics complexities compound the situation. Managing global supply chains across continents requires coordination of manufacturing, warehousing, shipping, and customs compliance. The company must ensure timely delivery, maintain inventory accuracy, and minimize disruptions caused by political instability, currency fluctuations, transportation bottlenecks, and regulatory changes in the diverse markets it serves. System integration across regions and partners remains uneven, complicating real-time visibility for both internal planning and customer satisfaction.

Additionally, maintaining brand consistency while adapting to cultural and economic differences presents a branding challenge. Promotional messages and customer service standards must align with the company's global image, yet also resonate with local consumer priorities. For example, emphasizing sustainability may work effectively in European campaigns, while affordability and durability resonate more strongly in African adverts. Failure to strike this balance risks diluting the brand or alienating key market segments.

As APEX Tech continues to scale internationally, the company must design more integrated strategies to manage channel relationships, preserve brand integrity, meet diverse customer demands, and streamline global logistics. The long-term success of its globalization plan depends on harmonizing its international operations without losing agility or customer focus in each region.

(*Source: Imaginary scenario for academic purposes only*)

Task

a) Discuss the challenges APEX Tech faces in managing diverse customer expectations across Europe, North America, and Africa, and explain how these differences impact product and service strategies. (10 marks)

b) Analyze the causes and consequences of channel conflict for APEX Tech and recommend strategies for resolving pricing and reseller relationship challenges in a multi-channel supply structure. (10 marks)

c) Evaluate the logistics and supply chain complexities APEX Tech encounters in its global expansion and propose mechanisms for improving international coordination and efficiency.

(10 marks)

d) Explain how APEX Tech can maintain a consistent global brand while tailoring its marketing and customer experience approaches to suit regional market characteristics. (10 marks)

SECTION B

Attempt any three questions in section B

Question 1:

Examine the concept of emerging markets, clearly highlighting their importance, challenges, and success factors. (20 marks)

Question 2:

(a) Strategy formation is decisions made by firms regarding investments, commitments, and other aspects of operations. Explain the several levels of strategy formulation (6 marks).

(b) Discuss in detail the global supply chain management strategy (14 marks)

Question 3:

(a). Explain the concept of global supply chain integration (10 marks)

(b) Using the theory of comparative advantage, critically examine the location choice of multinational companies in the global supply chain (10 marks).

Question 4:

Discuss the market globalization drivers' implications for the supply chain (20 marks)

Question 5:

(a). Assess the cost globalization drivers' implications for the supply chain (10 marks)

(b). Describe the government globalization drivers for supply chains (10 marks)

Question 6:

Global supply chain management requires several infrastructures that it requires to function. As a supply chain specialist with relevant examples, discuss the supply chain infrastructure (20 marks).

Question 7:

(a) Explain the concept of supply chain security challenges as used in global supply chain management (10 marks)

(b) Assess the different types of supply chain management risks (10 marks)

Question 8:

(a) Elaborate on the different forms of legal consideration as used in global supply chain management (10 marks).

(b) What are the main types of international contracts used in global trade? (10 marks)

Question 9:

(a) Deliberate on the different terms of payment and currency payment as used in international trade (12 marks).

(b). Explain the importance of establishing clear terms of payment in global trade (08 marks).

Question 10:

A global logistics strategy is an organized plan designed to establish an efficient, cost-effective method for managing logistics operations. As a student of logistics, discuss all the processes involved in implementing an effective logistics strategy (20 marks).

Question 11:

(a). Explain the term reverse logistics (02 marks).

(b). Discuss the different types of reverse logistics (10 marks).

(c). Critically examine the benefits that accrue from optimized reverse logistics (08 marks).

Question 12:

(a). Elaborate on the concept of global supply chain management, clearly highlighting the values and the associated risks. (14 marks)

(b). Explain the importance of coordination in the global supply chain. (6 marks)