



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND TECHNOLOGY DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL DIPLOMA

**IN
LOGISTICS AND TRANSPORT MANAGEMENT**

MODULE: Transport Law

PAPER NO: 550/23/M04

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

Calculator

INSTRUCTIONS TO CANDIDATE

- 1. Answer all questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed pages.

QUESTION 1

Discuss judicial precedent as a source of law.

(20 marks)

QUESTION 2

John an employee of XYZ logistics company was driving a delivery truck during his normal working hours when he collided with another vehicle while following the employers scheduled route. The driver of the other vehicle from another company PTS logistics Company sustained severe injuries. He filed a lawsuit against John and XYZ Logistics Company for the damages. Given This situation, evaluate five (5) circumstances where an employer (XYZ) logistics company be held vicariously liable for the action of his employee.

(20 marks)

QUESTION 3

Critically analyse any five (5) delictual liabilities of a common carrier.

(20 marks)

QUESTION 4

Country A's public transport provision is solemnly regulated entirely. It is the country's concern to deregulate its public transport. However, explain any five (5) benefits which will be achieved from this move.

(20 marks)

QUESTION 5

Describe any five (5) benefits accrued from bilateral agreements of countries in relation to transport.

(20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Passenger and Freight Logistics PAPER NO: 550/23/M11

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

Pen, calculator, ruler

INSTRUCTIONS TO CANDIDATE

Answer all questions

This paper consists of 2 printed pages.

QUESTION 1

Examine any five (5) characteristics of passengers that transporters should take note of when organising a trip. (20 marks)

QUESTION 2

As a Transport Manager evaluate the key drivers for the development of an integrated transport system in town of your choice. (20 marks)

QUESTION 3

Suggest any five (5) strategies that National Railways of Zimbabwe should adopt to increase its market share for both freight and passengers. (20 marks)

QUESTION 4

Elaborate on any five (5) critical roles of freight forwarding service in the movement of goods internationally. (20 marks)

QUESTION 5

Comment on any five (5) strategies that a transport company can include to enhance green logistics and sustainability. (20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Transport and Logistics Technology PAPER NO: 550/23/M06

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer all questions.

This paper consists of 2 printed page.

QUESTION 1

Explore five (5) benefits that accrue from embracing robotics and automation in the manufacturing industry. (20 marks)

QUESTION 2

Write elaborate notes on the following terms:

- a) Air traffic control system (5 marks)
- b) Automated data collection (5 marks)
- c) Intelligent transport systems (5 marks)
- d) Electronic data interchange (5 marks)

QUESTION 3

Articulate the characteristics of an effective MIS in transport and logistics. (20 marks)

QUESTION 4

Examine five (5) ethical components of unmanned vehicles. (20 marks)

QUESTION 5

Analyse five (5) functions of an effective fleet management system (FMS). (20 marks)

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NATIONAL DIPLOMA

**IN
LOGISTICS AND TRANSPORT MANAGEMENT**

MODULE: Project Management

PAPER NO: 550/23/M07

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

Non-Programmable Calculator

INSTRUCTIONS TO CANDIDATE

Answer all questions.

This paper consists of 2 printed pages.

QUESTION 1

A project manager is tasked with managing a large-scale infrastructure project that involves multiple stakeholders and tight deadline. Analyse any five (5) activities that would occur during each phase of the project life cycle. (20 marks)

QUESTION 2

Explain any five (5) potential risks associated with systems integration of projects in managing transport business. (20 marks)

QUESTION 3

Discuss any five (5) common cause of project failure in logistics. (20 marks)

QUESTION 4

In relation to a supply chain project of your choice, examine any five (5) project knowledge areas. (20 marks)

QUESTION 5

Submit five (5) reasons to justify the adoption of matrix structure in the management of a logistics project. (20 marks)

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IN

LOGISTICS AND TRANSPORTATION MANAGEMENT

MODULE: Transport and Society

PAPER NO: 550/23/M09

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer all questions.

This paper consists of 2 printed pages.

QUESTION 1

A new high speed rail project is proposed to connect two (2) major cities in a country, aiming to reduce congestion on highways and promote economic growth. However, the project faces challenges due to conflicting interest among stakeholders including local residents, business and environmental groups.

- a) Outline five factors to be considered to ensure high speed rail project is implemented successfully. (10 marks)
- b) Explain any five (5) measures to be taken to balance the competing interest of various stakeholders. (10 marks)

QUESTION 2

Analyse any five (5) inequalities that prevail in public transport in relation to Zimbabwe. (20 marks)

QUESTION 3

Examine any five (5) threats posed by increased car ownerships to commuter business society in Zimbabwe. (20 marks)

QUESTION 4

Articulate five (5) impacts of transport on cultural practices. (20 marks)

QUESTION 5

- a) Examine five (5) merits associated with emerging transport technologies in transport and society. (10 marks)
- b) Enumerate any five aspects that would dominate future technologies in transport and society. (10 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

**MODULE: Shipping and Freight Forwarding PAPER NO: 550/23/M02
550/21/S01**

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

Calculator, pen, ruler

INSTRUCTIONS TO CANDIDATE

Answer all questions

This paper consists of 2 printed pages.

QUESTION 1

Mutatu Manufacturing Company is an international supply chain. The company imports raw materials and exports finished goods. It produces chemicals. In the process of importation 50kg bags of chemical raw materials for production purposes. The price list has following quotations:

- DDP Harare (2020) R3000
- EXW Pretoria (2020) R 1000
- CFA Bosman Railway station (2020) R1200
- CPT Harare (2020) R 2000
- Additional information
- Freight to Harare R2000 half of the charges up to Beitbridge
- Insurance R500
- Handling costs in South Africa and Harare are R400 and R600 respectively
- Import duty 15%
- VAT 15%

- a) Outline any five (5) customs documents used in the importation of goods. (5 marks)
- b) Advise the management of the company suitable incoterm to be used and justify. (15 marks)

QUESTION 2

Write short notes on the following terms:

- a) LCL/FCL (5 marks)
- b) NVOCC and freight forwarder (5 marks)
- c) Laytime and turn around time (5 marks)
- d) RIB and RIT (5 marks)

QUESTION 3

Critically examine any five (5) merits of ASYCUDA world in shipping. (20 marks)

QUESTION 4

Discuss any five (5) purposes of mercantile law in international trade. (20 marks)

QUESTION 5

Analyse any five (5) objectives of Trade Agreements in the SADC region. (20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Supply Chain Management

PAPER NO: 550/23/M03

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

1. Blue pen
2. Ruler
3. Calculator

INSTRUCTIONS TO CANDIDATE

1. Answer all questions from Section A.
2. Answer any three (3) questions from Section B.

This paper consists of 2 printed pages.

SECTION A

COMPULSORY

QUESTION 1

ABC Corporation is a Multinational in a Consumer goods industry. They are looking to improve their Supply Chain performance. They are considering to implement the KPIs to measure their success. As a buyer for that organisation you are required to give advice to ABC corporation on selecting and implementing the most effective key performance indicators in their Supply Chain operations.

Explain any five (5) key performance indicators you will recommend and why.
(20 marks)

QUESTION 2

Evaluate any five Supply Chain network strategies. (20 marks)

SECTION B – 60 MARKS

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION.

QUESTION 3

Examine any five (5) impacts of Supply Chain technological changes.
(20 marks)

QUESTION 4

Identify and explain Porter's five (5) forces in relation to transport.
(20 marks)

QUESTION 5

Examine any five (5) attributes of an Agile value chain. (20 marks)

QUESTION 6

- a) Define ABC analysis. (3 marks)
- b) Describe ABC analysis (80/20) principle as a stock control technique. You can use a diagram or a table where possible to illustrate its applicability to business. (12 marks)
- c) State any five (5) benefits for using the ABC analysis in inventory management. (5 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Logistics Resource Management

PAPER NO: 550/23/M08

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

1. Calculator
2. Pen

INSTRUCTIONS TO CANDIDATE

1. Answer all questions.
2. All questions carry equal marks.

This paper consists of 2 printed page.

QUESTION 1

As a transport manager of TPL Company, a small medium enterprise (SME) in third party logistics sector. The company is experiencing financial problems that range from accounting to management of operating statistics. Choose any five (5) financial tools that can be used and detail how each is used. (20 marks)

QUESTION 2

“What cannot be measured then cannot be managed”. Discuss this statement in the eyes of managing distribution centre. (20 marks)

QUESTION 3

A prominent trucking company in Zimbabwe is facing challenges in managing fuel costs and supply chain logistics. The company relied on card lock fuelling stations to serve a diverse customer base but struggled with inflated fuel expenses due to lack of quality suppliers and carriers.

As a transport manager of the trucking company, you are required to suggest any five (5) fuel management strategies that you can implement. (20 marks)

QUESTION 4

Identify and explain any five (5) classes of logistics resources. (20 marks)

QUESTION 5

Discuss any five (5) complexities that can be faced by a transport company of your choice when trying to implement change on some of its business operations (20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Transport Law

PAPER NO: 550/23/M04

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Pen
2. Ruler

INSTRUCTIONS TO CANDIDATE

1. Answer all questions.
2. All questions carry equal marks.

This paper consists of 2 printed pages.

This paper consists of 3 printed pages.

QUESTION 1

Explain any five (5) ways of terminating a contract. (20 marks)

QUESTION 2

Examine Judicial precedent as a source of law. (20 marks)

QUESTION 3

Examine any five (5) liabilities of a passenger carrier in transport business. (20 marks)

QUESTION 4

Assess any five (5) guiding rules observed when transporting hazardous and abnormal loads by carriers in SADC. (20 marks)

QUESTION 5

Write elaborate notes on:

- a) Tours and excursions (5 marks)
- b) Hague Visby rule (5 marks)
- c) ECOWAS (5 marks)
- d) Licensing of crews (5 marks)

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IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Supply Chain Management

PAPER NO: 550/23/M03

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

This paper consists of 3 printed pages.

SECTION A [40 marks]

Compulsory

QUESTION 1

Table 1.1 Probability of attaining rights of Zambuko Solar Company's suppliers.

Suppliers	Right Quantity	Right Quality	Right Costs	Right Time	Right Place
A	1.0	0.95	0.8	0.9	0.9
B	1.0	0.9	0.8	0.9	0.9
C	1.0	1.0	0.9	1.0	1.0
D	0.9	0.8	0.8	0.9	0.9
E	0.8	0.8	0.7	0.9	0.9

Zambuko Solar Company (ZSC) that operates in Zimbabwe has potential to procure from the suppliers a shown on the Table 1.1. Answer the following questions.

- Select three (3) best suppliers and justify why. (5 marks)
- Draw the supply chain process map, if these suppliers are located in China and Zambuko Main Distribution Centre (DC) is located in Harare. The Zambuko DC then further distribute to its branches in every province of Zimbabwe. (5 marks)
- Compare and contrast domestic and global supply chain. (10 marks)

QUESTION 2

Apply the use of balance score card in the case of any supply chain of choice. (20 marks)

SECTION B [60 marks]

Answer any three (3) questions.

QUESTION 3

Explain how global logistics design is set in agriculture value chain of your choice. (20 marks)

QUESTION 4

Discuss PESTEL strategies in supply chain. (20 marks)

QUESTION 5

Examine the roles of parties in the following contract terms:

- | | |
|--------|-----------|
| a) EXW | (5 marks) |
| b) FAS | (5 marks) |
| c) CFR | (5 marks) |
| d) DAP | (5 marks) |

QUESTION 6

Discuss any five (5) methods of achieving green supply chain. (20 marks)

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IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Transport Law

PAPER NO: 550/23/M04

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Pen
2. Ruler

INSTRUCTIONS TO CANDIDATE

1. Answer all questions.
2. All questions carry equal marks.

This paper consists of 2 printed pages.

... of 3 printed pages.

QUESTION 1

Explain any five (5) ways of terminating a contract. (20 marks)

QUESTION 2

Examine Judicial precedent as a source of law. (20 marks)

QUESTION 3

Examine any five (5) liabilities of a passenger carrier in transport business. (20 marks)

QUESTION 4

Assess any five (5) guiding rules observed when transporting hazardous and abnormal loads by carriers in SADC. (20 marks)

QUESTION 5

Write elaborate notes on:

- a) Tours and excursions (5 marks)
- b) Hague Visby rule (5 marks)
- c) ECOWAS (5 marks)
- d) Licensing of crews (5 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

SUBJECT: Logistics Marketing Services

PAPER NO: 550/23/M10

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Blue pen
2. Ruler
3. Calculator

INSTRUCTIONS TO CANDIDATE

1. Section A is compulsory.
2. Answer any three (3) questions in Section B.

This paper consists of 3 printed pages.

SECTION A [40 marks]

Compulsory

QUESTION 1

ABC Logistics operates in a highly competitive industry where cost efficiency plays a critical role in maintaining profitability and clients attraction. The company offers range of logistics services, which includes warehousing, transportation, inventory management and other fulfilment. However rising operational costs and intense competition have put pressure on ABC logistics to optimise its marketing expenditure to achieve sustainable growth and maintain a competitive edge. Therefore, state and explain any five (5) alternatives which may be employed by ABC Logistics. (20 marks)

QUESTION 2

Outline any five (5) strategies towards customer retention in the service product provision. (20 marks)

SECTION B [60 marks]

Answer any three (3) questions.

QUESTION 3

Assess any four (4) types of segmenting logistics services of a new passenger company. (20 marks)

QUESTION 4

Evaluate any five (5) techniques for targeting logistics customers. (20 marks)

QUESTION 5

Describe the logistics process involved in providing the logistics services. (20 marks)

QUESTION 6

Discuss the four (4) stages of the product life cycle in the context of transport as a service product. (20 marks)

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IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Transport Economics

PAPER NO: 550/23/M05

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Blue pen
2. Calculator
3. Ruler

INSTRUCTIONS TO CANDIDATE

1. Section A – Compulsory.
2. Section B – Answer any three (3) questions.

This paper consists of 3 printed pages.

SECTION A [40 marks]

Compulsory

QUESTION 1

TPL Company has an option to either buy vehicles or increase number of drivers in its bid to cope up with expansion. The table 1.1 shows the options.

Table 1 option either to buy vehicles or increase number of drivers.

Options	Number of drivers	Number of vehicles
1	100	10
2	80	20
3	60	30
4	40	40
5	20	50

- Draw production possibility curve (PPC) as a model to make decision. Highlight scarcity, choice and opportunity costs. (15 marks)
- Determine the opportunity cost of increasing vehicles from 20 to 30. Show it on the diagram. (5 marks)

QUESTION 2

Referring to company accounts of your choice, analyse five (5) components of working capital. (20 marks)

SECTION B [60 marks]

Answer any three (3) questions.

QUESTION 3

Apply yield management in our transport as a way to match supply to demand. (20 marks)

QUESTION 4

Identify and explain any five (5) types of transport costs in economics. (20 marks)

QUESTION 5

Define the following terms as used in transport economics.

- a) Externalities (5 marks)
- b) Cross-subsidy (5 marks)
- c) Cost-benefit analysis (5 marks)
- d) Economies of scale (5 marks)

QUESTION 6

“Transport is an economic catalyst”. Discuss.

(20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT MANAGEMENT

MODULE: Passenger and Freight Logistics

PAPER NO: 550/23/M11

DURATION: 3 Hours

REQUIREMENTS

Ruler, Blue pen, Calculator

INSTRUCTIONS TO CANDIDATE

- 1. Answer all questions from Section A.**
- 2. Answer any three (3) questions from Section B.**

This paper consists of 3 printed pages.

Section A (Compulsory): 40 marks

QUESTION 1

The bus fire incident in Bulawayo 2019.

In July 2019, a tragic bus fire incident occurred in Bulawayo, Zimbabwe, highlighting the critical importance of passenger safety and security in the country's transport sector. According to reports from the Zimbabwe Republic Police (ZRP) and the traffic safety Council of Zimbabwe (TSCZ) which oversees road transport safety, a bus belonging to the city of Bulawayo's Fleet Caught fire while en-route from Bulawayo to Harare. The incident resulted in numerous fatalities and injuries among passengers.

- a) Analyse any five main factors contributing to the bus fire accident in Bulawayo in 2019. (20 marks)
- b) Evaluate any five (5) measures that can be implemented to enhance passenger safety and security in Zimbabwean transport following the Bulawayo bus fire incident. (20 marks)

Section B: 60 marks

Answer any three (3) questions from this section.

QUESTION 2

Detail any five (5) funding methods for infrastructural development. (20 marks)

QUESTION 3

Evaluate any five (5) benefits of multi-modal transport. (20 marks)

QUESTION 4

Critically examine five (5) factors to be considered when re-fuelling a truck for cross-border operation. (20 marks)

QUESTION 5

Discuss five (5) roles of freight forwarders in freight logistics. (20 marks)

QUESTION 6

Differentiate between passenger logistics and freight logistics. (20 marks)

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NATIONAL DIPLOMA

IN

LOGISTICS AND TRANSPORT

MODULE: Logistics and Transport Technology

PAPER NO: 550/23/M06

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Ruler
2. Blue pen
3. Calculator

INSTRUCTIONS TO CANDIDATE

1. Answer all questions from Section A.
2. Answer any three (3) questions from Section B.

This paper consists of 3 printed pages.

SECTION A [40 marks]

[Compulsory]

QUESTION 1

- a) Define GPS as applied in logistics and transport operations. (4 marks)
- b) Discuss any four (4) features of a vehicle tracking system. (16 marks)

QUESTION 2

Analyse any five (5) types of transportation technology. (20 marks)

SECTION B [60 marks]

Answer any three (3) questions.

QUESTION 3

With reference to sustainability, explain five (5) ways transport technology can help to achieve sustainable transport operations. (20 marks)

QUESTION 4

Identify and explain any five (5) communication tools used in the supply chain management. (20 marks)

QUESTION 5

Outline any five (5) functions of a warehouse management system in transport and logistics. (20 marks)

QUESTION 6

Write short notes on the following supply chain technologies.

- a) Artificial intelligence (4 marks)
- b) Supply chain security (4 marks)

- c) Drones (4 marks)
- d) Internet of things (4 marks)
- e) Machine learning (4 marks)

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