

**LOGISTICS STRATEGY AND PERFORMANCE OF ORGANIZATION.**

**A CASESTUDY OF CIVIL AVIATION AUTHORITY**

**BY**

**BERNARD HASSAN MSUYA**

**BSP/38038/123/DF**

**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS**

**AND MANAGEMENT IN PARTIAL FULFILMENT OF THE**

**REQUIREMENTS FOR THE AWARD OF THE BACHELORS**

**DEGREE PROCUREMENT AND SUPPLIES**

**MANAGEMENT OF KAMPALA**

**INTERNATIONAL**

**UNIVERSITY**

**MAY, 2015**

### DECLARATION

I Bernard Hassan Msuya declare that this dissertation is my original work and has been submitted to another University for assessment or award of a degree.

Signature.......... Date. 12<sup>th</sup> JUNE 2015.....

**Bernard Hassan Msuya**

**APPROVAL**

This dissertation has been submitted with my authority as the university supervisor.

Signature  ..... Date 12<sup>TH</sup> JUNE 2015 .....

**Kabasinguzi Christine**

## DEDICATION

I would like to dedicate this research work to my parents who did contribute too much Mr. HASSAN AMIRY MSUYA and MARY KAJIVO, and my brothers and sisters especially VANESA MKONDIYA, SWARDY AMIRY MSUYA, BRUNO HASSAN MSUYA, HASSAN MSUYA, ZADY HASSAN MSUYA ,SANURA HASSAN MSUYA and AMINAH HASAN MSUYA for their unifying support both financially and morally. Lastly to my friends for advice they injected in me while pursuing this course. Thank you, may the Almighty God bless you.

## ACKNOWLEDGEMENTS

I am grateful to the Almighty God for His Grace and favor upon the completion of this work.

To the college of Economics and Management Sciences, my supervisor Mrs. Kabasinguzi Christine, Thank you so much for sacrificing a lot of your time, may the Almighty God bless you.

I appreciate with gratitude the assistance of various other people, whom their contributions have been instrumental in the course of my studies. To my family, to my friends especially Francis, Kim Sadat, Said Sharifa Maganda Haruna and Peter Ngirwa, I appreciate your kindness exhibited entirely in the enduring moments of my study.

My thanks also go to all my respondents, my lecturers, and my course mates and friends, in general for providing the necessary conducive learning environment to complete the course. To my relatives who prayed for me and tolerated my inconveniences I have caused them in one way or another, contributed enormously to my academic success. However, all errors and omissions are entirely mine.

God bless you all.

As the saying goes "life is like a dark forest but sometimes you find a path" (Vaughan 2005), I am indeed humbled by the hectic and stressful life witnessed over the past years.

## ACRONYMS

CAA - Civil Aviation's Authority

GPD - Gross Domestic Product

DCs - Distribution Centers

IT - Systems-Information Technology systems

FPLM -Family Planning Management

EDI -Electronic Data Interchange.

EMS -Environmental Management Transportation

PPDA -Public Procurement Disposal Acts

## LIST OF TABLES AND FIGURES

Table 1: The gender distribution of respondents .....	18
Fig 1:pie-chart representation of the respondent's gender. ....	18
Table 2: Shows the Age distribution of respondents in Civil Aviation's Authority .....	19
Fig 2: Pie –chart Representation of the age brackets of respondents: .....	19
Table 3: shows the Marital Status of the Respondents:.....	19
Fig 3:pie-chart illustration of the respondents marital status .....	20
.....	20
Table 4: The work experience of respondents.....	21
Table 5: Education levels attained by respondents.....	21
Fig 5: Pie-chart representation of the Educational Level. ....	22
Table 6: Responses on the challenges in managing logistics in CAA: .....	22
Table 7: Challenges aced in managing Logistics in Civil Aviation's Authority .....	23
Table 8: Incomplete services .....	24
Table 9: Slow and inefficient operations.....	24
Table 10: High product damage rate .....	25
Table. 11: Establishment of good infrastructures.....	25
Table 12: Changing government policies on taxation.....	26
Table 13: Assessing stock status .....	26
Table 14: Increased effectiveness and efficiency .....	27

Table 15: training of personnel.....27

16: Reduced procurement costs .....28

Table 17: Satisfied customers’ demands .....28

Table 18: Reduced lead time .....29

Table 19: Increase both the competitiveness .....29

Table 20: Quality products .....30

Table 21: Normally in civil aviation authority, there are high operating costs .....30

Table 22: We are faced with lack of flexibility in responding to changing demand.....31

Table 23: We are faced with poor infrastructures .....31



## TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>i</b>
<b>APPROVAL .....</b>	<b>ii</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT .....</b>	<b>iv</b>
<b>ACRONYMS.....</b>	<b>v</b>
<b>LIST OF TABLES AND FIGURES .....</b>	<b>vi</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
1.0 Introduction. ....	1
1.1 Back ground to the study. ....	1
1.2 Statement of the Problem. ....	2
1.3 Purpose of the study. ....	2
1.4 Objectives of the study. ....	2
1.5 Research questions. ....	3
1.6.1. Geographical scope.....	3
1.6.2 Content scope .....	3
1.6.3 Time scope.....	3
1.7 Significance of the study. ....	3
1.8 Conceptual frame work. ....	4

<b>CHAPTER TWO.....</b>	<b>6</b>
<b>LITERATURE REVIEW.....</b>	<b>6</b>
2.0 Introduction .....	6
2.1 Over view of logistics Strategy. ....	6
2.2 Challenges in managing logistics .....	6
2.3 Strategies employed in managing logistics .....	7
Transportation Strategy .....	7
2.4Organizational performance .....	8
2.5 The relationship between logistics Strategy and organizations performance.....	11
<b>CHAPTER THREE.....</b>	<b>13</b>
<b>METHODOLOGY.....</b>	<b>13</b>
3.0 Introduction .....	13
3.1Research design .....	13
3.2The Study Population .....	13
3.3 Source of data .....	13
3.4 Sample Size .....	14
3.4.1 Sample Procedure .....	14
3.5 Data collection instruments. ....	14
3.6.1 Questionnaires .....	15
3.7 Validity and reliability of the instruments.....	15

3.7.1 Research Procedures.....	15
3.8 Data analysis and Presentation .....	15
3.9 Limitations of the study .....	15
<b>CHAPTER FOUR: .....</b>	<b>17</b>
<b>PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA: .....</b>	<b>17</b>
4.0 Introduction: .....	17
4.1. Demographic Variables:.....	17
4.1.1 Respondents Composition according to Gender: .....	17
4.1.2 Age of respondents: .....	18
4.1.3 Marital Status of Respondents:.....	19
4.1.4: Work Experience of Respondents: .....	20
4.1.5. Education level of respondents:.....	21
4.2 Challenges encountered in logistics management in civil aviation authority. ....	22
4.2.1: Responses on Challenges in managing Logistics in Civil Aviation’s Authority. ....	23
4.3: Strategies to improve logistics management: .....	25
4.4: The relationship between logistics management and performance in Civil Aviation’s Authority.....	27
<b>CHAPTER FIVE:.....</b>	<b>32</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>32</b>
5.0 Introduction .....	32

5.1 Discussion.....	32
5.1.1 Challenges encountered in logistics strategy.....	32
5.1.2 Logistics Management Strategies in Civil Aviation’s Authority. ....	32
5.1.3: The relationship between logistics strategy and performance of organizations.....	33
5.3Recommendations. ....	33
5.4 Areas for further research .....	33
<b>REFERENCES .....</b>	<b>34</b>
<b>APPENDICES.....</b>	<b>37</b>
<b>APPENDIX I.....</b>	<b>37</b>
<b>QUESTIONNAIRE .....</b>	<b>37</b>
<b>APPENDIX III:.....</b>	<b>42</b>
<b>ESTIMATED TIME FRAME:.....</b>	<b>42</b>
<b>APPENDIX IV .....</b>	<b>43</b>
<b>ESTIMATED RESEARCH BUDGET .....</b>	<b>43</b>

## ABSTRACT:

This research dealt with the effects of Logistics Strategy on Organizations. This study was conducted through a descriptive survey Performance research design. The study involved the staff of Civil Aviation's Authority. This research was guided by research questions based on the variables fore mentioned. The data concerning Logistics Strategy was generated from Logistics and Procurement Journals and magazines. The study handled issues as cited from the study objectives; to examine the challenges encountered in logistics Strategy, to establish the logistics management strategies and to find out the relationship between logistics Strategy and performance of organizations.

A sample size of 50 respondents was determined using Solven's Formula; Respondents were provided with questionnaires to answer so as to get their views on the subjects and some were subjected to interviews. It was found out that this research experienced in adequacy of the content due to the fact that Logistics Strategy was still unclearly understood by many logistics managers worldwide. When asked about the existence of challenges in managing Logistics in Civil Aviation's Authority, it was found out that 74% of the respondents said yes, 18% were not sure and only 8% answered to the negative. The researcher also found out that about 79% of the respondents thought strategies cited to improve logistics management were really necessary. As regards to the relationship between Logistics Strategy and Performance, it was found that a majority admitted that the two are totally connected such that without proper logistics Strategy, there would be no performance.

The researcher concluded that; Study experienced in adequacy of the content mainly due to the fact that logistics management was still not clearly understood by many logistics manager worldwide. All the same it was very inevitable to undertake a study on the topic 'Logistics Strategy and Performance of Organizations' because of the increasing calls for all organizations to properly manage logistics. Civil Aviation's Authority should put in place an inventory management plan to efficiently manage their logistics. Implement a Just-in-Time logistics strategy approach to mitigate on the challenges that usually tend to affect proper logistics strategy in Civil Aviation's Authority. Put in place performance measurement mechanism to check the performance of the workers in Civil Aviation's Authority.

## CHAPTER ONE

### 1.0 Introduction.

This chapter looked at the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study and the conceptual frame work.

### 1.1 Back ground to the study.

According to (Thomas, 2013) Logistics strategy is the overall Strategy of resources that are obtained, stored or move to the location where they are required. Logistics Strategy entails identifying potential suppliers and distributors “evaluating how accessible and effective they are and establish relationship and signing contracts with the companies who offer the best combination of price and service. A company might also choose to handle to its own logistics if its effect to do so.

According to Richard et al. (2012) Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment. Product market performance (sales, market share, and shareholder return (total shareholder return, economic value added. The term Organizational effectiveness is broader.

According to Deputy Director Civil Aviation Authority was established in 1994 with objectives of securing the most efficient use of airspace consistent with the safe operation of aircraft and the expeditious flow of air traffic and also to satisfy the requirements of operators and owners of all classes of aircraft, towards efficient customer service by way of effective organizational in terms. Research has established civil aviation performance at high risk, rating scale of 89% and unsatisfactory (procurement audit report, 2013). Due to unethical procurement practices including shoddy work in frauding the procurement system, in competent providers, conflict of interest during bidding, projects evaluation and contract management.

The audit of procurement and disposal activities of Civil Aviation Authority (CAA) was conducted by the Public Procurement and Disposal of Public Assets Authority (PPDA) in accordance with Section 7 of the PPDA Act, 2003. The overall audit objective was to review the

entire procurement and disposal system of CAA to obtain assurance that the contracting and procurement activities and processes for the financial year ended 30th June 2014 were administered with due diligence and were compliant with the public procurement and disposal policies and procedures, as laid out in the PPDA Act No. 1 of 2003, the Public Procurement & Disposal of Assets Regulations of 2003 and Regulations, 2014. The audit was carried out in July 2014. This was the fourth audit of the Entity. The first audits covered FYs 2005/06 & 2006/2007, the second for FY 2009/10 and the third was for FY 2011/12. For the period audited, the Entity had a spending budget of approximately UGX. 126,900,000,000 of which UGX. 72,862,285,242 (57.4%) was expended under procurement and contractual arrangements.

### **1.2 Statement of the Problem.**

In Uganda, logistics has advanced due to the growing trend of nationalization and globalization, the importance of logistics strategy has been growing in various areas in all organizations. Through optimizing the existing production and distribution processes based on the same resources through strategic techniques for promoting the efficiency and competitiveness of enterprises. (Thomas, 2013) The logistics in Civil Aviation Authority is declining rapidly and it has always affected infrastructure, technology and new types of service providers and therefore one wonders why given all the years Civil Aviation Authority has been in existence. So the question of doubt underline this catastrophic scenario that has always been left hanging without serious attention to address the whole scenario, which the researcher wishes to investigate with Civil Aviation Authority the major area of interest.

### **1.3 Purpose of the study.**

To investigate on logistics strategy and performance of organizations case study of Civil Aviation Authority.

### **1.4 Objectives of the study.**

The study was guided by the following objectives;

- (i) To establish the challenges of logistics in Civil Aviation Authority.
- (ii) To establish the strategies employed by Civil Aviation Authority in managing logistics

(iii) To establish the relationship between logistics management and organizational performance in Civil Aviation Authority.

### **1.5 Research questions.**

- (i) What are the challenges faced by Civil Aviation Authority in managing its logistics?
- (ii) What are the strategies employed by civil aviation authority in managing its logistics?
- (iii) What is the relationship between logistic management and organizational performance?

### **1.6 Scope of the study.**

The study covered three aspects; Geographical Scope, Content scope and the Time Scope

#### **1.6.1. Geographical scope.**

The research was conducted from Civil Aviation Authority Located at Entebbe International Airport due to its convenience and easy accessibility by the researcher and the fact that it holds information about logistics Strategy and performance of which the researcher was interested in finding out.

#### **1.6.2 Content scope**

The scope of this work focused on challenges face, strategies employed and relationship. The researcher looked at challenges encountered in logistics strategy, strategies to logistics Strategy and the relationship between logistics strategies and performance of organizations. The performance of organizations was based on stakeholder's satisfaction, value for money and quality of products.

#### **1.6.3 Time scope.**

The research was carried out for the period of three months from January to April 2015. This was appropriate enough for the researcher to complete her work according to the academic Calendar of the University.

### **1.7 Significance of the study.**

The research discussed the challenges in logistics strategy that affected organizations performance and the strategies to overcome them. This helps policy makers come up with new



mechanisms to improve logistics performance. It was used as the path to find and build up the improvement orientations.

The research helped government to devise proper mechanisms through which logistics could be advanced for effective and efficient Strategy. This was because, it highlighted the challenges encountered while managing logistics and the strategies to overcome them.

The research helped future academicians who would be interested in investigating either on similar or related studies. This helped especially in reviewing literature for the study.

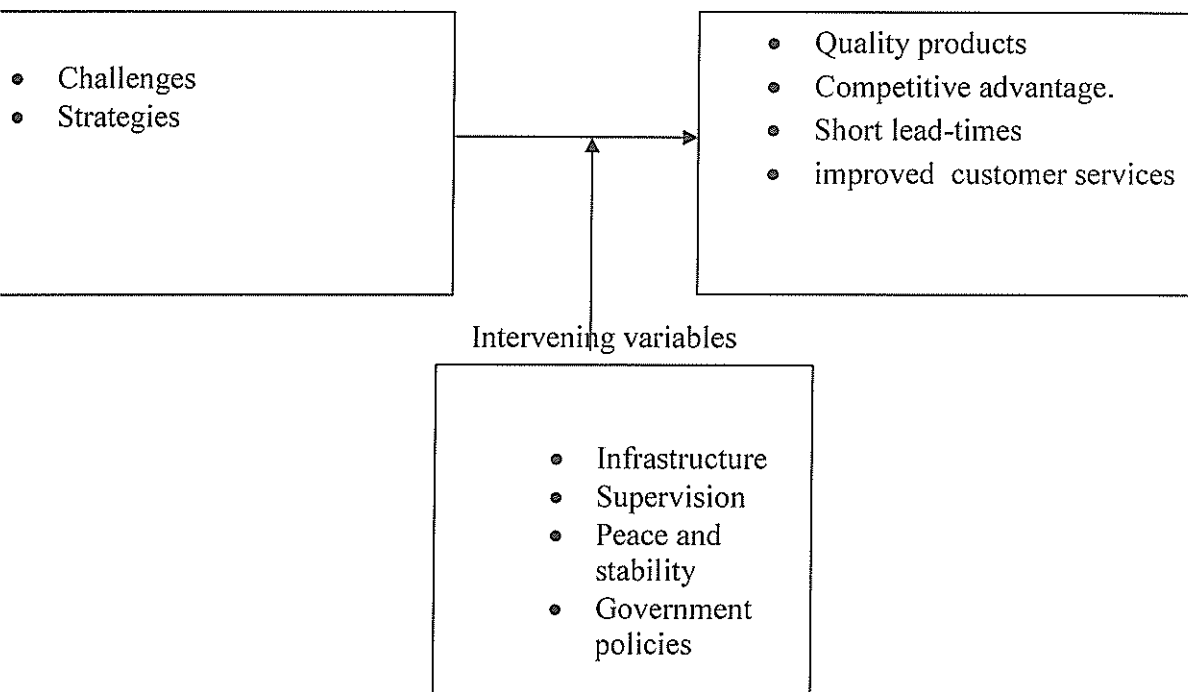
### 1.8 Conceptual frame work.

Independent Variable

Dependent Variable.

Logistics strategy

Organizational performance



Source: Primary data( Adapted from Thomas,2013)

This frame work was adopted from Steve Wilbur et al, (2000)who presupposed that the number of personnel employed to manage the logistics and supplies strategy systems may have an effect on the supplies system and organizations performance. This is because when the employees are few they may not be able to deliver services at the right time given other obligations and this

eventually may affect the quality of the logistics system because there was no one to handle orders and supplies delivered to respective stores.

The framework is also indicating that with a timely requisitioning of supplies, the lead time stock is not likely to be affected if logistics is managed well with proper supervision. With the untimely requisitioning, the lead time stock may be depleted and situations of overstocking are likely hence affecting the effectiveness of a logistic system and organizations performance.

A good logistics strategy information system brings out information about stock on hand ,consumption levels ,losses and adjustments, dates of order to accurately anticipate current and future supply requirement hence good forecasting. Poor forecasting due to poor information flow directly affects the efficiency and effectiveness of the logistics systems because forecasting marks the beginning of a supply chain.

Capacity planning. Capacity planning is concerned with four major resources including warehousing, transportation, material handling devices and human resources. This can be affected by stability within the country that makes people like to work because of conducive environment leading to customer satisfaction.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.0 Introduction**

This chapter consisted of literature review on logistics and organisational performance in civil aviation authority. Some of these findings are gaps that the study helped to identify the literature books, e-book, internet and research. The chapter reviews the works of other scholars who have written about the topic of the study or those who have addressed similar issues as those of the variable that was available in the study.

#### **2.1 Over view of logistics Strategy.**

According to Johnson and Wood's (2013) is 'part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements'. definition uses 'five important key terms', which are logistics, In bound logistics, materials Management, physical distribution, and supply-chain Management, to interpret. Logistics describes the entire process of materials and products moving into, through, and out of firm (Johnson & Wood's, 1997). Inbound logistics covers the movement of material received from suppliers. Materials Management describes the movement of materials and components within a firm. Physical distribution refers to the movement of goods outward from the end of the assembly line to the customer. Finally, supply-chain Strategy is somewhat larger than logistics, and it links logistics more directly with the user's total communications network and with the firm's engineering staff (Johnson & Wood's, 2013S).

#### **2.2 Challenges in managing logistics**

##### **Globalization of manufacturing operation**

Weitz, (2006) states that with the globalization of manufacturing operations, having a global procurement network that can support and react to your supply chain needs is important. According to many chief procurement officers, selecting a strategic supplier that provides manufacturing locations with consistent global quality and a reliable local service, is a challenge.

### *Safety and quality products*

The pressure on manufacturers to produce high-quality products that are safe is an increasing challenge. The number of product recall cases is growing each day. It can damage a company's reputation and is expensive to its bottom line. (Johnson and Wood's 2013)

### *Shorter lead time, less inventory and better throughput*

With shorter product life cycles and changing market demands, companies are forced to embark on a lean journey. It is important to note that the supply strategies in a lean environment support the operations strategy. The challenge is always to find not just a lean concept, but a working lean solution. Mitra, (2005),

### *Supplier base consolidation*

Consolidation of the supplier base can bring many advantages. It eliminates supply base variances and overheads, especially in the supply of C-parts. The challenge is to find a supplier with solutions and experience in supplier-based consolidation processes. (Johnson and Wood's 2013)

### *Access to latest technology*

Access to the latest technology in various fields by having the right experts has proven to be a great support in new product development

## **2.3 Strategies employed in managing logistics**

### **Transportation Strategy**

According to Morash,. (2001), Transportation is a very key element of the logistics process and the supply chain which runs from vendors through to you to your customers. It involves the movement of product, service/speed and cost which are three of the five key issues of effective logistics. It also impacts with the other two logistics-- movement of information and integration within and among suppliers, customers and carriers. A transportation strategy, to be effective in supply chain management, is not playing one carrier off against another. It is not beating down rates. Rather it is a way to respond to the dynamics of your business, its customers, suppliers and operation. The strategy, regardless of whether you are involved with domestic or international, is much more and should recognize

## **Order fulfillment**

Order fulfillment is in the most general sense the complete process from point of sales inquiry to delivery of a product to the customer. Sometimes Order fulfillment is used to describe the narrower act of distribution or the logistics function, however, in the broader sense it refers to the way firms respond to customer orders.

According to Chopra, S., & Meindl, P. (2007), the order fulfillment strategy also determines the decoupling point in the supply chain, [5] which describes the point in the system where the "push" (or forecast-driven) and "pull" (or demand-driven see Demand chain management) elements of the supply chain meet. The decoupling point always is an inventory buffer that is needed to cater for the discrepancy between the sales forecast and the actual demand (i.e. the forecast error). It has become increasingly necessary to move the de-coupling point in the supply chain to minimize the dependence on forecast and to maximize the reactionary or demand-driven supply chain elements. This initiative in the distribution elements of the supply chain corresponds to the Just-in-time initiatives pioneered by automobile manufacturers in the 1970s.

The order fulfillment strategy has also strong implications on how firms customize their products and deal with product variety. Strategies that can be used to mitigate the impact of product variety include modularity, option bundling, late configuration, and build to order (BTO) strategies all of which are generally referred to as mass customization strategies.

## **2.4 Organizational performance**

### **Quality product**

The group of features and characteristics of a saleable good which determine its desirability and which can be controlled by a manufacturer to meet certain basic requirements. Most businesses that produce goods for sale have a product quality or assurance department that monitors outgoing products for consumer acceptability.

Quality in business, engineering and manufacturing has a pragmatic interpretation as the non-inferiority or superiority of something; it is also defined as fitness for purpose. Quality is a perceptual, conditional, and somewhat subjective attribute and may be understood differently by different people. Consumers may focus on the specification quality of a product/service, or how

it compares to competitors in the marketplace. Producers might measure the conformance quality, or degree to which the product/service was produced correctly.

Support personnel may measure quality in the degree that a product is reliable, maintainable, or sustainable. A quality item (an item that has quality) has the ability to perform satisfactorily in service and is suitable for its intended purpose.

### **Competitive advantage**

According to Mahalakshmi, (2006), Competitive advantage is a business concept describing attributes that allows an organization to outperform its competitors. These attributes may include access to natural resources, such as high grade ores or inexpensive power, highly skilled personnel, geographic location, high entry barriers, etc. New technologies, such as robotics and information technology, can also provide competitive advantage, whether as a part of the product itself, as an advantage to the making of the product, or as a competitive aid in the business process (for example, better identification and understanding of customers).

Competitive advantage seeks to address some of the criticisms of comparative advantage. Porter proposed the theory in 1985. Porter emphasizes productivity growth as the focus of national strategies. Competitive advantage rests on the notion that cheap labor is ubiquitous and natural resources are not necessary for a good economy. The other theory, comparative advantage, can lead countries to specialize in exporting primary goods and raw materials that trap countries in low-wage economies due to terms of trade. Competitive advantage attempts to correct for this issue by stressing maximizing scale economies in goods and services that garner premium prices (Stutz and Warf 2009).

According to Deputy Director Civil Aviation Authority (2013) High transportation costs are driving three main shifts in supply chain strategies. These changes are having a beneficial impact not just on transportation budgets but also on broader supply chain and financial performance.

According to history in the 1990s and the first part of the 21st century, the high availability and low cost of transportation services relative to the cost of holding inventory encouraged organizations to emphasize fast, frequent delivery to customers through such means as just-in-time delivery. But things have changed dramatically in the last decade, and companies

increasingly are calling such long-standing strategies into question. The "game changers" are volatile, escalating oil prices and an imbalance of supply and demand for freight transport services. These realities have led to high transportation costs—high enough to cause companies to make transport-driven shifts in their supply chain strategies.

According to Richard(2010),Three such shifts are having a notable impact today. The first is a shift from off shoring to near shoring sourcing strategies in an effort to reduce the number of miles shipments travel. The second is a shift from designing products and packaging for marketability and more efficient production toward designs that also incorporate "ship ability" considerations. These include: customizing packaging for individual products' sizes and dimensions for space efficiency and easy handling; providing protection of goods in transit; and facilitating multiple processes of offloading, repackaging, and reloading. The third is a shift from lean inventory strategies to hybrid lean inventory/transportation strategies.

According to daily journal (2014), it is important to impose standards of quality and parameters for the different components of the physical environment. The objective must be the eradication of any toxic substances that may present a risk for people's health and the environment. The practices and the policies of environmental sustainability within the transport industry demonstrate the need for flexibility and adaptability of transport systems to the challenges of protecting the environment through the adoption of appropriate technologies and material. Notwithstanding the criteria of analysis in the environmental management plan, it is important to undertake frequent assessments with a view to control the respect of transport operations to the existing environmental legislation. Environmental certification represents the best instrument of control of the transport industry.

According to Civil Aviation Authority(2012),Governance Strategies Environmental legislation is placing increasing restrictions on transport activity and the statutory authorities are having to respond by developing management systems enabling them to meet regulatory requirements. The trajectories of environmental sustainability depend on the role and function that transport corporations could or should play within the process of sustainable development. Implementing an environmental management system (EMS) requires a broad range of instruments. Six instruments are conducive to the implementation of strategies for environmental sustainability applied to the transport industry:

## **2.5 The relationship between logistics Strategy and organizations performance.**

According to (peter,2013),Without well-developed transportation systems, logistics could not bring its advantages into full play. A good transport system in logistics activities could provide better logistics efficiency, reduce operation cost, and promote service quality. The improvement of transportation systems needs the effort from both public and private sectors Chandra and Sastry (2011) identify transport & dispatch planning as an area of concern in a survey of manufacturing firms in India. Ninety eight per cent of sample firms in that survey have a contract with trucking companies for making dispatches and only 11 per cent own their own fleet of trucks. While 36 per cent of these firms use third party logistics (3PL) service providers for making dispatches, about 30 per cent use 3PL service providers for procuring their material from their suppliers. Somehow, transport planning has remained a unglamorous area within Operations despite the fact that about 10 per cent of the cost of sales comes through physical distribution (Sanjeevi, 2014). . A well-operated logistics system could increase both the competitiveness of the government and enterprises.

According to (Rastogi, 2013) logistics system makes goods and products movable and provides timely and regional efficacy to promote value-added under the least cost principle. Logistics affects the results of organization activities and, of course, it influences production and sale. In the logistics system, logistics cost could be regarded as a restriction of the objective market. Value of logistics varies with different industries. For those products with small volume, low weight and high value, logistics cost simply occupies a very small part of sale and isles regarded; for those big, heavy and low-valued products, logistic occupies a very big part of sale and affects profits more, and therefore it is more regarded.

According to Deccan Herald, (2012) logistics system is more complex than carrying goods for the proprietors. Its complexity can take effect only through highly quality Strategy. By means of well-handled transport system, goods could be sent to the right place at right time in order to satisfy customers' demands. It brings efficacy, and also it builds a bridge between producers and consumers. Therefore, transportation is the base of efficiency and economy in business logistics and expands other functions of logistics system. In addition, a good transport system performing in logistics activities brings benefits not only to service quality but also to company competitiveness.



According to Feng (2013), logistics work must be implemented at any time, across wider areas, the requirements of quality have been strengthened. As the vast majority of logistics operations are without the vision of supervisors, so that, an incorrect shipment or transit damage would cause redo customers' orders, and the cost would be more than first expenses incurred. Hence, the logistics is the main component of development and maintenance of total quality Strategy need continuous improvement. Traditionally these steps involved separate companies for production, storage, transportation, wholesaling, and retail sale, however basically, production/manufacturing plants, warehousing services, merchandising establishments are all about doing transportation. Production or manufacturing plants required the assembly of materials, components, and supplies, with or without storage, processing and material handling within the plant and plant inventory.

According to Bowersox & Close (2014) logistics is a fragmented and often uncoordinated set of activities spread throughout various organizational functions with each individual function having its own budget and set of priorities and measurements. Some companies discovered that total distribution costs can be reduced by integrating such distribution related activities. Successful integrated logistics Strategy ties all logistics activities together in a system which works to minimize total costs and maintain desired customer service level (Kenderdine & Larson 2013, 5). It is necessary to state that, the total cost includes six major cost categories of logistics, which are, customers service levels, transportation costs, warehousing costs, lot quantity costs and inventory carrying costs.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This Chapter presented the design, population, sample size, research methods and instruments, quality of instruments, procedure and analysis of the data that were used in the study.

#### **3.1 Research design**

The research study took both analytical and a descriptive research design and this research design described events or things the way they appeared in their natural settings. The analytical research design was used for the case of the respondents who found it hard to describe the way logistics is conducted in detail. The researcher also used both quantitative and qualitative approaches in data collection; however, qualitative method of data collection dominated or was largely used and emphasized in the collection of data because it was more accurate in terms of data collection yet more reliable in terms of research results. This meant that quantitative research design was used for expressing the numerical information captured during the study which was not easily expressed in words. This comprised of mainly statistical information expressed in words.

#### **3.2 The Study Population**

This research study involved employees of Civil Aviation Authority in the different sections ranging from the 12 Logistics managers, 10 Procurement officers, 15 Accountants 13 support staffs and 7 External Auditors totaling to 57 respondents.

#### **3.3 Source of data**

Data for this research was collected from both primary sources and secondary sources. Primary sources involved the data collected directly from the research area using questionnaires, observation and interviews while secondary data involved the data collected for example from written materials like from the books in the libraries and internet sources.

### 3.4 Sample Size

A sample size of 50 respondents was used which was arrived at using sloven's formula. Slovene's Formula states that, given a population, the minimum Sample size is given by: The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total population of respondents that is 57.

$\alpha$  = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{57}{1 + 57(0.05)}$$

$$n = \frac{57}{1 + 57 * 0.0025}$$

$$n = \frac{57}{1.1425}$$

$$n = 49.8 \approx 50$$

**n= 50**

#### 3.4.1 Sample Procedure

The researcher used the simple random sampling technique to select the participants for the study. This technique was good because it reduced chances of a researcher being biased when choosing the participants. This sampling procedure ensured that each member of the target population had an equal and independent chance of being included in the sample.

### 3.5 Data collection instruments.

The following were the data collection instruments used by the researcher during the data collection stage.

### **3.6.1 Questionnaires**

The researcher designed questionnaires that were given out to the respondents and collected them after being filled. The researcher choose this method because some respondents were more comfortable with writing than asking them questions and the facts that the respondents were educated and could therefore understand, interpret and fill the questionnaires.

### **3.7 Validity and reliability of the instruments.**

To establish the validity of the instruments, the researcher administered questionnaires to the various officials and the researcher carried out a pre-test using the questionnaires, observation checklist to find out if they were valid. To test the reliability of the research instruments, the researcher retested the instruments to see if they could produce the expected data.

#### **3.7.1 Research Procedures**

During the research process the researcher first obtained an introductory from Kampala International University which was presented to the procurement manager of Civil Aviation Authority seeking for permission to conduct research. So that the organization could allow the researcher to carry out research in the organization, after that a research proposal was written and submitted to the supervisor for approval. The filled questionnaires were collected by the researcher and analyzed.

### **3.8 Data analysis and Presentation**

The data collected from Civil Aviation Authority was both manually analyzed by the researcher and sometimes using a computer with the help of the excel computer program. In addition, the analysis of data and its presentation was supplemented with the aid of pie charts and tables.

### **3.9 Limitations of the study**

The whole research study was very expensive to the researcher because it involved a lot of expenditures on many things like transport, air time, typing and printing and other costs on stationery. Since the researcher was still a student and could not hurriedly get the funds to run the research to satisfactory levels.

The other limitation was on the time which was not be enough for the researcher as he needed to balance the research study with the other activities at University that were supposed to be done.

Some respondents could ask for money in order to take part in the study.

Some of the people hesitated taking part in the research study thinking that it would compromise their jobs.

## **CHAPTER FOUR:**

### **PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA:**

#### **4.0 Introduction:**

This section presented the findings and analysis, presentations and interpretations done in relation to the study objectives and research questions in chapter one. Basing on the sample size of 50 respondents selected in Civil Aviation's Authority, the researcher dished out 50 copies of questionnaire the respondents. The findings were guided by the study objectives which were earlier on discussed in chapter one which sought to; examine the challenges encountered in logistics management, establish the logistics management strategies and to find out the relationship between logistics management and performance of organizations. From the findings, the response rate was 100% since all the 50 respondents complied and there were no spoilt questionnaires.

#### **4.1. Demographic Variables:**

In this research, the researcher concentrated on five demographic variables in the questionnaire that were; Gender, Age, Educational Level, Marital Status and Work Experience. The respondent's responses were as below.

##### **4.1.1 Respondents Composition according to Gender:**

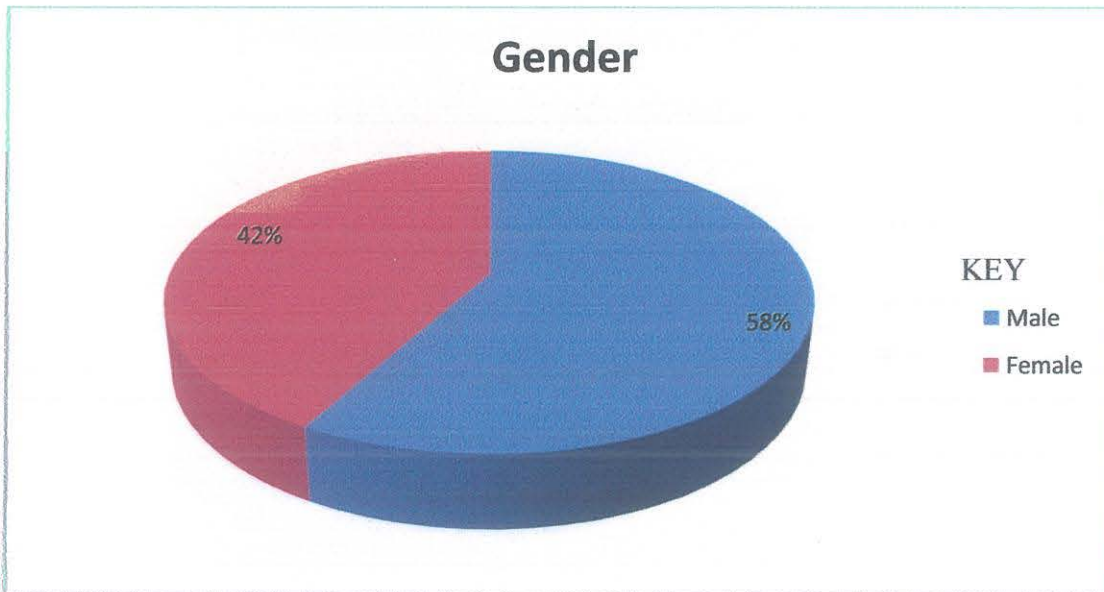
Table 1 showed that 58% of the respondents who gave information were male and 42% were females. This meant that the sample size was not evenly distributed in regard to gender. The implication is that Women who were high performers in Civil Aviation's Authority were not adequately represented.

**Table 2: The gender distribution of respondents**

Gender	Number	Percentage (%)
Male	29	<b>58</b>
Female	21	42
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

**Fig 1: pie-chart representation of the respondent's gender.**



Source: primary data 2015

From figure 1, it is noted that 58% of the respondents are men and 42% were females.

#### **4.1.2 Age of respondents:**

As noted from table 2, a majority of Civil Aviation's Authority employees were aged between 31-40 as evidenced by a 36% representation. 28% were aged between 21-30 while 20% were between 41-50 and those aged 51 and above were only 16%. It implied that most of the employees in Civil Aviation's Authority were still youthful.

**Table 4: The work experience of respondents.**

<b>Work Experience</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Less Than A Year</b>	8	16
<b>1-2 Years</b>	20	40
<b>3-5 Years</b>	18	32
<b>6 And Above</b>	4	8
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

**4.1.5. Education level of respondents:**

The study findings revealed that a large number of respondents held bachelor degrees (50%), 28% had Diplomas, 16% of the respondents had acquired master degree status and only 6% had had other qualifications. This meant that the employees were well educated and therefore understood Logistics Management concerns.

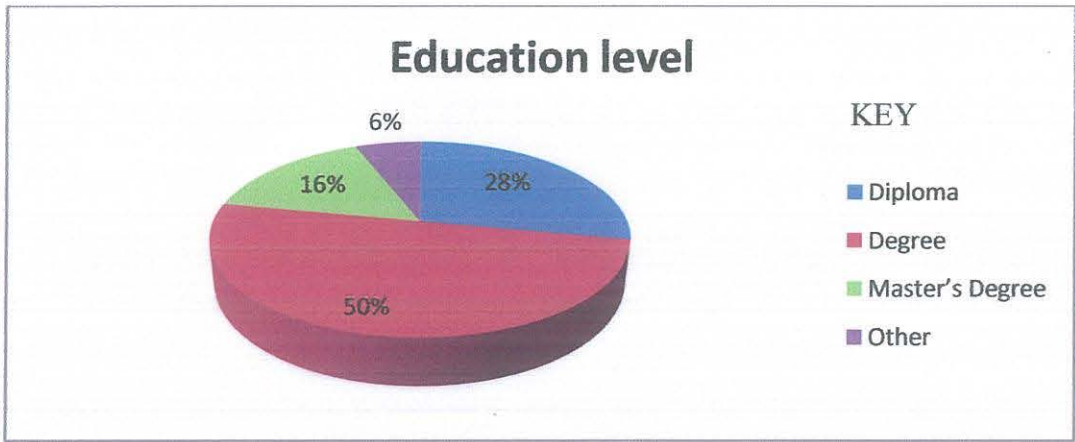
**Table 5: Education levels attained by respondents**

<b>Education level</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Diploma</b>	14	28
<b>Degree</b>	25	50
<b>Master's Degree</b>	8	16
<b>Other</b>	3	6
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015



**Fig 5: Pie-chart representation of the Educational Level.**



Source: primary data 2015

The pie-chart presentation revealed that a greater number of respondents (50%) had Degrees followed by respondents with Diplomas (28%) and the least number was that of other qualifications (6%).

**4.2 Challenges encountered in logistics management in civil aviation authority.**

So as to address the first objective, respondents were presented with the question relating to the challenges faced when managing Logistics and the following table revealed their response;

**Table 7: Responses on the challenges in managing logistics in CAA:**

Question	Yes		Not Sure		No		Total	%
	No	%	No	%	No	%		
Are there challenges encountered in logistics management in civil aviation authority?	37	74	9	18	4	8	50	100

As indicated by the responses in table 6 above, 74% of the respondents held that there are challenges in managing logistics in civil aviation's Authority while 18% took a version of not

Aviation's Authority only 8% insisted that there were no challenges ace in the management of the logistics.

**4.2.1: Responses on Challenges in managing Logistics in Civil Aviation's Authority.**

Table 7: revealed responses as regards the challenges aced while managing Logistics in Civil Aviation's Authority and from the findings, a large number of respondents Agreed and strongly agreed with statement while a small portion disagreed with the statement; The organization surely from the findings does have challenges63% of the respondents agreed that Civil Aviation's Authority had challenges in implementing Logistics management and 37% insisted that there were no bigger challenges aced in logistics management

**Table 7: Challenges aced in managing Logistics in Civil Aviation's Authority**

Delayed and inaccurate information

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	20	40
Agree	15	30
Not sure	10	20
Disagree	5	10
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source primary data 2015**

From table 7 above, majority of the respondents 20(40%) strongly agreed to the statement that Logistics in Civil Aviation's Authority face Delayed and inaccurate information, 15(30%) agreed,10(20%) were not sure while 5(10%) disagreed. This therefore means that logistics in civil aviation authority faces Delayed and inaccurate information as this was witnessed by majority 40% of the respondents.

**Table 8: Incomplete services**

Response	Frequency	Percent
Strongly agree	15	30
Agree	35	70
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source primary data 2015**

From the 8 above, majority of the respondents 30% agreed to the statement that logistics in civil aviation authority faces incomplete services, 15% strongly agreed and none of the respondents were not sure and disagreed. This therefore means that logistic in civil aviation authority face incomplete services as this was evidenced by the majority 70%of respondents

**Table 9: Slow and inefficient operations**

Response	Frequency	Percent
Strongly agree	20	40
Agree	15	30
Not sure	0	0
Disagree	15	30
<b>Total</b>	<b>50</b>	<b>100</b>

**Source primary data 2015**

From the table 10 above, majority 40% of the respondents strongly agreed that logistics in civil aviation authority faces slow and inefficient operation, 30% disagreed while 30% of the respondents none of the respondent was uncertain. This therefore means that olgistics in civila aviation authority faces slow and inefficient operations.

**Table 10: High product damage rate**

Response	Frequency	Percent
Strongly agree	10	20
Agree	5	10
Not sure	0	0
Disagree	35	70
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Primary data 2015

From the table 10 above, 20% of the respondents strongly agreed that to the statement that logistic in civil aviation authority suffers high product damage rate, 10% agreed ,while the majority of the respondents 70% disagreed that to the statement that logistic in civil aviation authority suffers high product damage rate. This therefore means that logistics in civil aviation authority does not suffer from high product rate as this was evidenced by majority 70% of the respondents.

**4.3: Strategies to improve logistics management:**

Table 11 below revealed that a good number of respondents (79%) agreed that the strategies listed in the questionnaire were the necessary in Civil Aviation’s Authority to improve logistics management in all their departments. About 21% of the respondents however disagreed that such solutions fronted would not improve the logistics management. The implications of the study were that most people in the organization believed that there needed to be done a lot to improve on the logistics management in flights industry.

**Table. 11: Establishment of good infrastructures.**

Response	Frequency	Percent
Strongly agree	35	70
Agree	15	30
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above table, on giving responses to the question about Strategies to improve logistics management, majority of the respondents 70% strongly agreed on the statement of establishment of good infrastructures, 30% agreed on the statement of establishment of good infrastructures while none of the respondent disagreed. This therefore means that establishment of good infrastructures is the best strategy towards improving logistics management in civil aviation authority.

**Table 12: Changing government policies on taxation**

Response	Frequency	Percent
Strongly agree	30	60
Agree	20	40
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the table above, majority of the respondents 60% agreed that changing government policies on taxation is the best strategy towards improving logistics management in civil aviation authority 40% agreed while none of the respondent disagreed.

**Table 13: Assessing stock status**

Response	Frequency	Percent
Strongly agree	35	70
Agree	15	30
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Primary data 2015

From the above table, on giving responses to the question about Strategies to improve logistics management, majority of the respondents 70% strongly agreed on the statement of Assessing stock status, 30% agreed on the statement of Assessing stock status while none of the respondent disagreed. This therefore means that assessing stock status is the best strategy towards improving logistics management in civil aviation authority.

#### 4.4: The relationship between logistics management and performance in Civil Aviation's Authority.

**Table 14: Increased effectiveness and efficiency**

Response	Frequency	Percent
Strongly agree	30	60
Agree	20	40
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above table, majority of the respondents 60% strongly agreed that increased effectiveness and efficiency as the relationship between logistics and performance in civil aviation authority, 40% agreed, and none of the respondents disagreed the relationship between logistics and performance in civil aviation authority.

**Table 15: training of personnel**

Response	Frequency	Percent
Strongly agree	35	70
Agree	15	30
Not sure	0	0
Disagree		
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the table above, majority of the respondents 70% strongly agreed on training of personnel as the best strategy in managing logistics, 30% agreed while none of the respondents disagreed. This therefore means that in civil aviation authority, training of personnel is employed in managing logistics as evidenced by 70% majority of the respondents.

**16: Reduced procurement costs**

Response	Frequency	Percent
Strongly agree	30	70
Agree	20	40
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: primary data 2015**

From the above table, on the question of mentioning the relationship between logistics management and performance in civil aviation authority, majority of the respondents 60% strongly agreed that reduced procurement costs as the relationship between logistics and performance in civil aviation authority, 40% agreed, and none of the respondents disagreed the relationship between logistics and performance.

**Table 17: Satisfied customers' demands**

Response	Frequency	Percent
Strongly agree	35	70
Agree	15	30
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: primary data**

From the above table, on the question of mentioning the relationship between logistics management and performance in civil aviation authority, majority of the respondents 70% strongly agreed that reduced procurement costs as the relationship between logistics and

performance in civil aviation authority, 40% agreed, and none of the respondents disagreed the relationship between logistics and performance.

**Table 18: Reduced lead time**

Response	Frequency	Percent
Strongly agree	25	50
Agree	15	30
Not sure	0	0
Disagree	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above table, on the question about the relationship between logistics and performance of an organisation majority of the respondents 50% strongly agreed that reduced lead time as the best relationship between logistic and organisational performance.30% of the respondents agreed while 20% of the respondents disagreed. This therefore means that majority of the respondents agreed on reduced lead time as a relationship between logistics and organisational performance.

**Table 19: Increase both the competitiveness**

Response	Frequency	Percent
Strongly agree	30	60
Agree	10	20
Not sure	0	0
Disagree	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above, majority of the respondents 60% strongly agreed on increase both the competitiveness relationship between logistics and performance. 20% agreed and disagreed respectively. This therefore this implies that Increase both the competitiveness s a relationship



between logistics and organisational performance in civil aviation authority as this was evidenced by 60% of the respondents.

**Table 20: Quality products**

Response	Frequency	Percent
Strongly agree	30	60
Agree	10	20
Not sure	10	20
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: field data 2015  
 From the table above, majority of the respondents agreed on quality products as relationship between logistics and organisational performance, 20 agreed and disagreed respectively. This therefore means majority of the respondents agreed on quality products as evidenced by 60% of the respondents.

**Table 21: Normally in civil aviation authority, there are high operating costs**

Response	Frequency	Percent
Strongly agree	10	20
Agree	10	20
Not sure	0	0
Disagree	30	60
<b>Total</b>	<b>50</b>	<b>100</b>

Source: field data 2015  
 From the above,10% of the total number of respondents strongly agreed that Normally in civil aviation authority, there are high operating costs is the relationship between logistics and organisational performance,10% agreed while 60% of the respondents disagreed. This therefore means that in civil aviation authority there are no high operating costs as this was evidence my majority of the respondents 60% of the respondents.

**Table 22: We are faced with lack of flexibility in responding to changing demand**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	35	70
Agree	0	0
Not sure	0	0
Disagree	15	30
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above table, majority of the respondent's majority of the respondents strongly agreed that they are faced with lack of flexibility in responding to changing demand, 30% of the respondents disagreed while none of the respondent agreed.

**Table 23: We are faced with poor infrastructures**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	35	70
Agree	15	30
Not sure	0	0
Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: primary data 2015

From the above table, majority of the respondents 70% strongly agreed that they are faced with poor infrastructures, 30% agreed while none of the respondents disagreed. This therefore means that in civil aviation authority, they are faced with poor infrastructure.

## **CHAPTER FIVE:**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter summarized the study findings, Drew conclusions and provided the recommendations as per the study objectives for the topic 'Logistics Strategy and the Performance of Organizations' a case study of Civil Aviation's Authority. The objectives for the study were to; examine the challenges encountered in logistics Strategy, establish the logistics management strategies and to find out the relationship between logistics Strategy and performance of organizations.

#### **5.1 Discussion.**

##### **5.1.1 Challenges encountered in logistics strategy.**

From the study findings, the researcher observed that logistics strategy in Civil Aviation's Authority had numerous challenges ranging from; delayed and inaccurate information, incomplete services, Slow and inefficient operations, High product damage rate, High operating costs, lack of flexibility in responding to changing demand to Poor infrastructures. All those changed acted as impediments to proper Logistics Strategy and had derailed the likelihood of Civil Aviation's Authority reaching it dream goals even if it was monopolist in the flights industry. with incomplete services being the major challenge faced with 100% of the respondents agreeing to it.

##### **5.1.2 Logistics Management Strategies in Civil Aviation's Authority.**

As noted from chapter four, the organization had adopted some strategies to improve the logistics management in Civil Aviation's Authority like; Establishment of good infrastructures ,advocated for Changes in government policies on taxation ,Assessing stock status,Training of personnel ,Proper planning and Setup of distribution centers and ware ho uses. The strategies cited when properly implemented would drastically improve the logistics of Civil Aviation Authority unfortunately this strategies were just paper work that never were put in action and the implications of such failure to operationalize these strategies meant that Civil Aviation's Authority could not achieve results so desired.

**5.1.3: The relationship between logistics strategy and performance of organizations.**

Clearly noted was the connection between logistics strategy and performance of the organization. The role that logistics strategy played in enhancing performance of Civil Aviation’s Authority could not be ignored since it was pivotal for without Proper Logistics Strategy, then performance would be compromised. The implications of the findings were that many respondents insisted that logistics once managed well enhances performance because there is a very thin line between managing logistics and high performance.

**5.2 Conclusion.** This Study experienced in adequacy of the content mainly due to the fact that logistics strategy was still not clearly understood by many logistics manager in civil Aviation Authority. All the same it was very inevitable to undertake a study on the topic ‘Logistics Strategy and Performance of organizations’ because of the increasing calls for all organizations to properly manage logistics.

**5.3 Recommendations.**

From study findings, the researcher advanced the following recommendations

Civil Aviation’s Authority should put in place an inventory management plan to efficiently manage their logistics.

Implement a Just-in-Time logistics strategy approach to mitigate on the challenges that usually tend to affect proper logistics strategy in Civil Aviation’s Authority.

Put in place performance measurement mechanism to track the performance of the workers in Civil Aviation’s Authority.

A reward system needs to be drafted to reward high performers and to motivate the workers to do an excellent job.

**5.4 Areas for further research**

The organization should undertake further research on e-Procurement and performance so as to evaluate the impact of e- procurement on

Adequate study on the supply chain management should be undertaken so as to enable an understanding of the supply chain.

## REFERENCES

- Bowersox, D., Closs, D., 1996 *Logistical Strategy--- the integrated supply chain process*, the McGraw-Hill Companies, USA
- BTRE (2001) *Logistics in Australia: A Preliminary Analysis*. Bureau of Transport and Regional Economics, Canberra
- Carroll, J. (2004) *the magical reserve tracing system-RFID*. Taiwan CNET
- Carter and Narasimhan (1990) *the impact of supply-chain management capabilities on business performance*. *Supply Chain Management*, 10(3/4), 179-191.
- Charu Chandra; Sameer Kumar., (2000).“Supply chain management in theory and practice: a passing fad or a fundamental change?” *Industrial Management & Data Systems* 100/3, 2000, pp.100-113
- Chopra, S., &Meindl, P. (2007).*Supply chain management: strategy, planning, and operation*. 3. ed. (International Ed.). Upper Saddle River, N.J.: Prentice Hall, cop.2007.
- Fair, M.L. and Williams, E.W. (1981) *Transportation and Logistics*. Business Publication Inc., USA.
- Gaffron, M., (2001) “Redefining.logistics.com- A true paradigm shift” Schenker AG, Presentation on Oct. 09, 2001
- Henrik Anden, Klas Eliasson, (2001), “Vendor Managed Inventory”, Siminar Project of Logistics Concepts, Mop, Chalmers University, Autumn 2001.Siminariarbete:2001:11
- Hieber Ralf.,(2002), *Supply Chain Management*, Zurich, vdf Hochschulverlag AG.
- Hoffman, K. C, August (2000) “Just what is a 4PL Anyway?” *Global logistic & Journal*, 41(1), p. 37-54.
- Lambert, D.M. and Pagh, J.D. (1997) *Supply chain management: more than a new name for logistics*, *International Journal of Logistics Strategy*, Vol. 8, No. 1, 1-13.

- Lambert, D.M., Stock, J.R. and Ellram, L.M., (1998), "Fundamentals of Logistics Strategy", Boston, MA: Irwin/McGraw-Hill, Chapter 14
- Langley, C.J. Jr. (2003). The management of business logistic: A supply chain perspective, (7th Ed.). Cincinnati, Ohio: South-Western/Thomson Learning, cop. 2003
- Lumsden, Kenth R., (1998)"Fundamental of logistics," Sweden, Translate version.
- Mahalakshmi, B.V. (2006) Competing through Supply Chain Management: Creating Marketwinning Strategies through Supply Chain Partnerships. Chapman and Hall, New York.
- MIT Tang Centre, (2001)."Logistics & supply chain management: fundamental and thought leadership", June 25-29 2001
- Mitra, (2005), A channel management: structure, governance and relationship management, In
- Morash, E.A. (2001). Supply Chain Strategies, Capabilities, and Performance. Transportation
- Morash, Edward (1996). Strategic logistics capabilities for competitive advantage and firm success. Journal of Business Logistics, 17(1), 1-22.
- Mourits and Evers (1996) Logistics in an information Perspective. Department of Transportation and Logistics , Göteborg, Sweden, Chalmers University of Technology SE-412 96.
- Mulcahy, D.E., &Sydow, J. (2008).A supply chain logistics program for warehouse management,(9th ed.). Boston, Mass.: McGraw-Hill/Irwin
- Ross, D, (1996) "Meeting the challenge of supply chain management", APICS - The Performance Advantage, pp.38-49.
- Rusthon, A., & Oxley, J., & Croucher, P., (2000)."The handbook of logistics and distribution Strategy", second edition, Kogan Page, 2000
- Sanyal, (2006a) Invited review coordinated supply chain management, European Journal of Operational Research, Vol. 94, 1-15.
- Steve Wilbur etal, (2000) Developing market specific supply chain strategies. International Journal of Logistics strategy, 13(1), 1-14. supply chain strategies

Waller, M., Johnson, M.E., & Davis, T. (2001). Vendor-managed inventory in the retail supply chain. Reprinted with permission of Journal of Business Logistics, 2001

Weitz, B.A. and Wensley, R. (2006) (Eds), Handbook of Marketing, London: Sage Publications, pp. 224-47.

Whipple, J.M., & Russell, D. (2007). Building supply chain collaboration: a typology of collaborative approaches. International Journal of Logistics Strategy, 18(2), 174- 196.

World Bank and McKinsey Quarterly (2004) Logistical Strategy. Hwan-Tai Bookstore Ltd., Taiwan. [4] Cooper, M.C.,

**APPENDICES**

**APPENDIX I**

**QUESTIONNAIRE**

Dear Respondent,

I, Bernard Hassan Msuya, a student of Kampala International University pursuing a Bachelors Degree of Procurement and Logistics carrying out research on logistics Strategy and performance of organizations.

This questionnaire is mainly for data collection and has been designed for academic reasons and as a partial fulfillment of Bachelors of Procurement and Logistics of Kampala International University. The researcher will hold confidential any information given and under no circumstance will any one's name appear as an individual. I kindly therefore request that you fill in the questions as instructed respectively.

Tick the appropriate box according to you where applicable. Fill in the information in the space provided.

) BIO- DATA:

1. Age bracket

20-30  31-40  41-50  51+

2. Sex:

Male  Female

3. For how long have you worked in Civil Aviation Authority?

Less than one year  1-2 years  3-5 years  6 and above

4. Marital status:

Single  Married  Divorced  Widowed



4. What is your qualification?

Certificate  Diploma  Degree  Masters  Other

**SECTION B**

1. a) Are there challenges encountered in logistics management in civil aviation authority?

Yes  No  Not sure

b). The following are the challenges encountered in logistics management?

There is delayed and inaccurate information in civil aviation authority

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

There are incomplete services

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

There are slow and inefficient operations

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

There is High product damage rate

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Normally in civil aviation authority, there is High operating costs

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

We are faced with Lack of flexibility in responding to changing demand

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

We are faced with Poor infrastructures

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. a) Are there strategies to improve logistics management?

Yes  Not Sure  No

b) If yes, the following are the logistics management strategies in Civil Aviation Authority?

Establishment of good infrastructures

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Changing government policies on taxation

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Assessing stock status

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

**3. Relationship between logistic management and performance**

Increase effectiveness and efficiency

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Training of personnel

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Reduce procurement costs

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Satisfy customers' demands.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Reduce lead time.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Increase both the competitiveness

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Quality products

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

**Thank you for your response and time.**

**May God Bless You**

**APPENDIX III:**

**ESTIMATED TIME FRAME:**

<b>NO</b>	<b>ACTIVITY</b>	<b>TIME</b>
1	Reconnaissance and contacts making	April
2	Proposal write up	May
3	Field data collection	June
4	Data analysis	June
5	Compilation of report	June
6	Printing and submission of report	June

**APPENDIX IV**

**ESTIMATED RESEARCH BUDGET**

<b>Item</b>	<b>Units</b>	<b>Unit Cost</b>	<b>Total Cost</b>
Transport fares	60 days	2,000	120,000
Welfare in the field	60 days	2,500	150,000
Secretarial services			60,000
Stationery			20,000
Miscellaneous			60,000
<b>Total</b>			<b>420,000</b>