



Faculty of Management and Social Sciences
Department of Management and Business Studies
BMgt. (Hons) in Business Administration
Course CODE: BMgt 558



Year 3 Semester I

END SEMESTER EXAMINATION

Supply Chain Management – MGBM 3421

- This paper consists of EIGHT (08) questions on THIRTEEN (13) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- Formula sheet has been attached to the paper.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.10.13

Pass mark: 40%

Time: 03 Hours

Question 01 - Compulsory

- The Question consists of ten (10) Multiple Choice Questions (MCQs) and five (05) True or False questions
- All questions must be answered
- For MCQ, chose the most appropriate answer and write the option in your answer booklet. For True or False questions, write if each statement given is 'True' or 'False'
- 1.5 mark for each MCQ question and 1 mark for each True or False Question is allocated
- No marks will be deducted for incorrect answers

Part A - Multiple Choice Questions (MCQs)

(1.5*10 Marks)

01. Which of the following is the most accurate statement for Supply Chain Management?
- (a) The three main flows of a Supply Chain include: Flow of product, Flow of finance and Flow of data.



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- (b) The demand for products that is being manufactured in a firm, and of a push view is initiated by actual customer orders.
- (c) Depending on the timing of the order execution: pull view can be termed as a reactive process whereas push view can be termed as a speculative process.
- (d) A firm's Supply Chain Macro processes doesn't include Supplier and Customer Relationship Management

02. Which of the below statement/s is /are incorrect in terms of Operations Resource Planning?

- I. Production of 'Newdale Yoghurt' in the manufacturing plant of Fontera Brands Lanka can considered to be having a Level Strategy of Production
- II. Master Production Schedules are highly associated with Short Term Planning

- (a) I only
- (b) II only
- (c) All of the above
- (d) None of the above

03. Which of the below statement/s is/are correct?

- I. Bull whip effect is the amalgamation of inventories at the point of each supply chain channel partner in a multiplicative manner.
- II. Bull Whip Effect is used to Mitigate Vendor Managed Inventory

- (a) I only
- (b) II only



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- (c) All of the above
 (d) None of the above

04. Which of the below statement/s is/are incorrect in terms of Warehouses?

- I. When the time duration of holding the goods at a premise is less than 24 hours, the storage facility can be named as a Distribution Centre
 II. When designing a warehouse, 'Nearness to the labor market' is an important factor to consider.

- (a) I only
 (b) II only
 (c) All of the above
 (d) None of the above

05. Which of the below combination of Demand Pattern and the example is incorrect?

Option	Demand Pattern	Example
(a)	Seasonal Variation	Increasing the demand for Rail Transportation to Kandy during Esela Perahara
(b)	Cyclic Variation	Increasing the demand for Higher Education
(c)	Trend	Increasing the demand for Smart Mobile phones
(d)	Irregular Variation	Increasing the demand for water bottles in a drought period



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06. The performance measurement system of 'Balanced Score Card' includes measuring of :

- (a) Customer Satisfaction
- (b) Employee Turn Over
- (c) Process Automation
- (d) All of the Above

07. Logistics Relationships doesn't Include:

- (a) Vertical Collaboration
- (b) Horizontal Collaboration
- (c) Strategic Collaboration
- (d) Full Collaboration

08. Fill in the blanks of the below statement appropriately in sequence.

'A large scale hardware owner comes to a cement factory at Galle to collect the cement bags is Logistics, and Loader trucks from the Cement Factory at Galle go to the core at Puttalam to collect limestone as a raw material is Logistics'

- (a) Inbound , Outbound
- (b) Outbound , Inbound
- (c) Outbound , Process
- (d) Process , Inbound

09. The two process views of supply chain include:

- (a) Cycle View, Supply View



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- (b) Push/Pull View, Cycle View
- (c) Push View , Replenishment View
- (d) Cycle View, Speculative View

10. Which is the most accurate answer that complies with the Inventory cycle below?

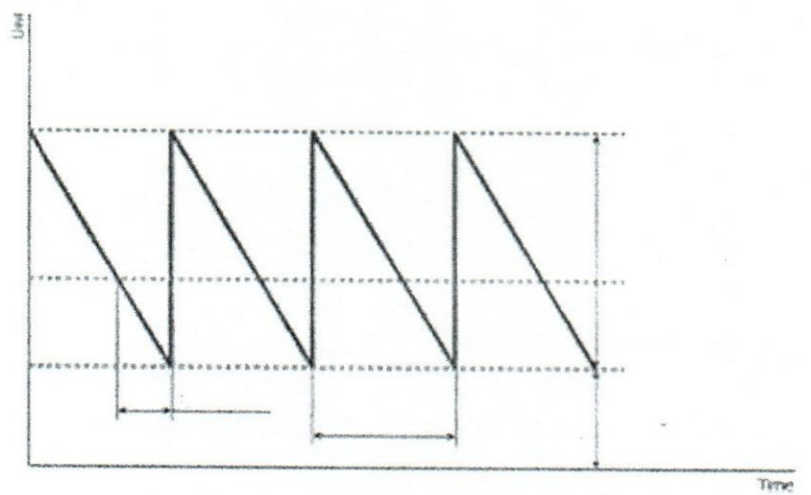


Figure 1.1 : Inventory Cycle

- (a) The graph depicts Inventory Cycle with a safety stock.
- (b) The graph depicts a demand rate which is higher than that of the common demand rate.
- (c) The graph Depicts a Stock out.
- (d) None of the above



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11. Which of the following combination of the i^{th} Party Logistics Provider and the example is the most accurate?

Option	i^{th} Party Logistics Provider	Real World Example
(a)	3PL	Nethin hiring a Kangaroo Cab to go to Airport
(b)	3PL	Emirates Airplanes Chartered by Sri Lankan Airlines
(c)	1PL	Priyath using 'Family Movers Trucks' to shift his home from Kuliypitiya to Pannipitiya
(d)	4PL	FCL logistics negotiating with Evergreen Shipping company to have a reduced freight rate

12. The main branches of Operations plan don't include:

- (a) Aggregate Production Plan
- (b) Materials Requirement Plan
- (c) Master Materials Plan
- (d) None of the above

13. Which of the below scenario correctly corresponds with the respective Warehouse Type:

- (a) Dialog Axiata having a small warehouse space to store their routers, telecommunication fiber and Dialogue TV discs → Multi Client Warehouse



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- (b) Rohana, who is in aboard sending a TV to his family and that is kept in a Warehouse in Colombo Port → Contract Warehouse
- (c) ABC company renting a 3rd party warehouse for a period of 1 year and with a written agreement → Private Warehouse
- (d) Containers stored in the Colombo Port Jaya Container Terminal Yard → Public Warehouse

14. To fill the blank in the passage which is the most appropriate word?

' A plan is a well-structured, written plan in a company, that strategically derives the goals and objective to be achieved.'

- (a) Short Term
- (b) Standing
- (c) Formal
- (d) Operational

15. Which of the below statement/s is / are incorrect in terms of Design considerations of a warehouse

- I. Two dock facilities in a warehouse will create a ' U' shaped product flow
 - II. Conventional Aisle storage can accommodate more storage space than narrow Aisle
- (a) I only
 - (b) II only
 - (c) All of the above
 - (d) None of the above



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Part B - State if each of the below statement is 'True' or 'False' (01*05 Marks)

16. Introducing a New product Blend of Cement to the Market, by a leading Cement Manufacturing Company can be most appropriately determined by 'Jury of Executive Opinion' method (.....)
17. Renting a public warehouse to stock the finished products of a company is categorized as a Carrying Cost of Inventory. (.....)
18. When the demand rate decreases from the common demand, the ROP is decreased. (when all other variables are constant) (.....)
19. No external parties are allowed to be accessed to a company's ERP system. (.....)
20. Under Inventory Classification, Speculative stocks are the stocks which are kept to be used during variations in Leadtime (.....)

Question 02

- (a) List down four (04) Qualitative Techniques used in forecasting with an appropriate example for each (04 Marks)
- (b) The Logistics Manager at St. Clairs Group which produce 'hard hats' want to forecast the sales for the year 2024. The actual data of sales is as follows: (08 Marks)



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Table 2.1 : Actual Sales for the year 2023 and 2024

Year	Month	Actual Sales '000
2023	September	56.68
	October	63.65
	November	59.68
	December	69.25
2024	January	71.05
	February	52.59

Based on the above data, answer the following questions, and get the appropriate forecasts

- (i) The Naïve forecast for the month of March 2024
 - (ii) The four- month Simple Moving Average forecast for March 2024
 - (iii) The Weighted Moving Average forecast for March 2024 using the weights 0.27, 0.23, 0.39
 - (iv) The Exponential Smoothing forecast for March 2024 with $\alpha = 0.52$ (Assume the forecast for January 2024 is 61,250 units)
- (c) Calculate the Forecasting error, RSFE (with interpretation), MAD, MSE, MAPE and TS using the below data. (08 Marks)

Table 2.2 : Forecast and actual demand data

Month	Jan.	Feb	March	Apr.	May	June	July	Aug.
Forecast	517	514	515	516	510	519	513	512
Actual	516	512	516	513	512	518	515	510



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Question 03

(a) Warehouses are important for every industry, irrespective of their size and nature.

Briefly explain the importance of warehousing for any one of the below industries:

- I. Pharmaceutical manufacturing industry
- II. Fast Moving Consumer Goods
- III. Electronic home compliances

(06 Marks)

(b) List down all the activities of warehousing in the sequential order (06 Marks)

(c) Explain the four (04) categories of warehousing with suitable examples. (08 Marks)

Question 04

(a) Distinguish between the two types of Demand considered in Demand Management with suitable examples (05 Marks)

(b) Explain the objective of a supply chain and what strategies are taken to achieve those objectives. (05 Marks)

(c) Briefly explain four (04) reasons as to why organizations/ firms keep inventory. (05 Marks)

(d) Briefly explain the Vendor Managed Inventory System (05 Marks)

Question 05

(a) Briefly describe the below type of inventories in your own words.

- I. Buffer stock.
- II. Pipeline stock.
- III. Speculative stock.
- IV. Base stock.

(1.5*4 Marks)



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(b) Write a brief report to the General Manager (of a Large Scale FMCG production company) on Total Inventory Costs, by using the below data and appropriate calculations (12 Marks)

- Current order quantity = 450 units
- Ordering cost per order = 115 LKR
- Holding cost per unit per annum = 12.5% of the total
- Total cost of production = 165 LKR
- Monthly Demand = 1260 Units
- Number of days in operations = 352 days
- Write all the assumptions of EOQ
- Hint - write the report based on the loss or profit obtained with EOQ

(c) State two (02) issues of keeping Inventory (02 Marks)

Question 06

(a) Explain 1PL to 5PL using suitable examples (10 Marks)

(b) The General Manager, Operations, at Hemas Baby care products manufacturing suggests using a 3PL to manage its transportation and warehousing activities at Welisara, which is currently undertaken by the company of its own at their manufacturing premises at Nattandiya. Critically comment on the above suggestion by explaining the :

- I. Advantages and Disadvantages
- II. Risks and Uncertainties
- III. Possible strategies to overcome the risks.

(10 Marks)



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Question 07

- (a) 'Business Administration is the function of managing an organizations' resources, time, and people. It includes all aspects of overseeing and supervising the business operations of an organization.'

Briefly explain how Business Administration relates with Supply Chain Management and how the collaboration of these two functions makes developments in the Organizations (07 Marks)

- (b) Distinguish between cycle view and push pull view using a real-life example.

(06 Marks)

- (c) Briefly Explain the three (03) Macroprocesses in a Supply Chain with relation to a medium scale automobile manufacturing company. (07 Marks)

Question 08

Write short notes on any four (04) of the following.

(04*05 Marks)

- (a) General and Specific Flows of Supply Chain
- (b) Material Handling Equipment
- (c) Types of Logistics Relationships
- (d) Four Branches of Operations Planning
- (e) ERP and CRM

-----END OF THE PAPER-----



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Formulae Sheet

Use the appropriate formulae for the calculations.

$$e_t = A_t - F_t$$

$$\text{Mean Absolute Deviation} = \frac{|A_t - F_t|}{n}$$

$$\text{Mean Squared Error} = \frac{[A_t - F_t]^2}{(n - 1)}$$

$$\text{Run Sum of Forecast Error} = \sum e_t$$

$$\text{Mean Absolute Percentage Error} = \frac{\frac{|A_t - F_t|}{A_t} * 100\%}{(n)}$$

$$\text{Tracking Signal} = \frac{\text{Run Sum of Forecast Error}}{\text{Mean Absolute Deviation}}$$

$$\text{Exponential Smoothing } F_t = \{F_{t-1} + \alpha [A_{t-1} - F_{t-1}]\}$$



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END SEMESTER EXAMINATION
Operations Management- MGBM 3325

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Date: 2023.10.10

Pass mark: 40%

Time: 03 Hours

Question 01 (Compulsory)

SELECT THE MOST APPROPRIATE ANSWER OUT OF THE GIVEN CHOICES.

1. Example for goods producing operation
 - (a) Farming
 - (b) Warehousing
 - (c) Trucking
 - (d) Retailing

2. System Operations functions are
 - (a) Decisions concerning capacity, inventory, scheduling, project management and quality assurance
 - (b) Decisions concerning personnel, inventory, scheduling, project management and quality assurance



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- (c) Decisions concerning personnel, location, scheduling, project management and quality assurance
 - (d) Decisions concerning personnel, inventory, arrangement of departments, project management and quality assurance
3. Operations manager's responsibilities in planning
- (a) Capacity, Location, Degree of Centralization
 - (b) Capacity, Location, Products and Services
 - (c) Capacity, Location, Hiring/ Laying off
 - (d) Capacity, Location, Inventory
4. Manufacturing operations
- (a) transform some inputs or raw materials into some outputs with systems
 - (b) transform some inputs or raw materials into some outputs with effective and efficient systems
 - (c) transform some inputs or raw materials into some outputs effectively and efficiently
 - (d) transform some tangible input or raw materials into some tangible output
5. Characteristic of a manufacturing operation
- (a) Output is intangible
 - (b) A process of guessing a future event
 - (c) Labor content is high
 - (d) Uniformity of output is low



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6. Short range forecast is for
 - (a) Purchasing, job scheduling, workforce levels, job assignments, production levels
 - (b) Sales and production planning, budgeting
 - (c) New product planning, facility location, research and development
 - (d) workforce levels, facility location

7. Forecasting is critical in
 - (a) Maturity
 - (b) Decline
 - (c) Introduction
 - (d) Growth

8. Four stages of Product Life Cycle
 - (a) Introducing, Entering, Maturity, Decline
 - (b) Introduction, Growth, Maturity, Decline
 - (c) Introducing, Entering, Stable, Decline
 - (d) Introduction, Growth, Competition, Decline

9. Strategic importance of forecasting related to Human Resource Management
 - (a) Hiring and Training
 - (b) Hiring and Job Designing
 - (c) Hiring and Job Analysis
 - (d) Hiring and Disciplinary Management



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10. First step in forecasting process

- (a) Establish a time horizon
- (b) Determine the purpose of the forecast
- (c) Select a forecasting technique
- (d) Obtain clean data

11. Reasons for product and service design

- (a) Be competitive
- (b) Development of new product
- (c) Be comparative
- (d) Change the existing product

12. Quality Function Deployment is

- (a) a structured approach for integrating the "voice of customer" into the product development process.
- (b) an approach for integrating the "voice of consumer" into the product development process.
- (c) a structured approach for integrating the "voice of customer" into the production process.
- (d) a structured approach for integrating the "voice of the consumer" into the product development process.

13. Sources of ideas for product and service design

- (a) Employees, Marketing, Management Information System
- (b) Employees, Customers, Competitors
- (c) Marketing, Management Information System, Customers



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(d) Competitors, Suppliers, Management information System

14. Importance of Capacity Decision

- (a) Impacts ability to make future requirements
- (b) Involves short term commitment
- (c) Affects operating cost
- (d) Increase competitiveness

15. Utilization is

- (a) the percent of planned capacity achieved
- (b) the percent of effective capacity achieved
- (c) the percent of design capacity achieved
- (d) the percent of actual capacity achieved

16. Effective capacity is;

- (a) the capacity a firm always achieve with given current operating constraints
- (b) the capacity a firm actually achieve with given current operating constraints
- (c) the capacity a firm planned to achieve given current operating constraints
- (d) the capacity a firm expects to achieve given current operating constraints

17. When capacity exceeds demand

- (a) need to produce more products
- (b) need to higher temporary employees
- (c) need to stimulate the market



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(d) need to add more facilities

18. When you modify the capacity

- (a) Facilities can be added
- (b) People can be added
- (c) Jobs can be scheduled
- (d) Machines can be allocated

19. Process selection is needed for

- (a) forecasting
- (b) product and service design
- (c) technological changes
- (d) Capacity planning

20. A group of machines designed to handle intermittent processing requirements and produce a variety of similar products is

- (a) Cellular Production
- (b) Flexible Manufacturing System
- (c) Process Oriented Manufacturing
- (d) Product Oriented Manufacturing

(01 Mark*20 = 20 Marks)

Question 02

- (a) Define the term "Production and Operations Management." (02 Marks)
- (b) Identify three characteristics of Service Operation and briefly explain one. (06 Marks)
- (c) Identify one example for a manufacturing process and explain inputs, processes and outputs related to it. (12 Marks)



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Question 03

- a) The table below shows the movement of the price of a commodity over 12 months.

Month	1	2	3	4	5	6	7	8	9	10	11	12
Price	25	30	32	33	32	31	30	29	28	28	29	31

- Calculate a 6 month moving average for month 7 to 12. What is the forecast for month 13? (06 Marks)
 - Apply exponential smoothing with smoothing constants of 0.7 and 0.8 to derive forecasts for month 13. (06 Marks)
1. "PQR" Company has accumulated the following historical sales data with some missing information, as shown below.

Month	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Actual Sales	320		360			350	
Forecast Sales			380		350	340	

Use exponential smoothing with $\alpha = 0.5$ for answering the following questions.

- Find the sales forecasts for March and June. (04 Marks)
- Find the actual values for March and April. (04 Marks)

Question 04

- a) Sales of new houses and three-month lagged unemployment are shown in the following table. If unemployment levels can be used to predict demand for new houses, derive a predictive equation for sales of new houses. (10 Marks)



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Period	Units Sold	Unemployment % (three-month lag)
1	20	7.2
2	41	4
3	17	7.3
4	35	5.5
5	25	6.8
6	31	6
7	38	5.4
8	50	3.6
9	15	8.4
10	19	7
11	14	9

- b) A tourist center is open on weekends (Friday, Saturday, and Sunday). The owner-manager hopes to improve scheduling of part-time employees by determining seasonal relatives for each of these days. Data on recent traffic at the center have been tabulated and are shown in the following table:

Week	1	2	3	4	5	6
Friday	149	154	152	150	159	163
Saturday	250	255	260	268	273	276
Sunday	166	162	171	173	176	183

- i. Develop seasonal relatives for the shop. (05 Marks)
- ii. Use a naïve approach to predict sales transactions for the following week. (05 Marks)



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Question 05

- a) Identify three trends in product and service design. (03 Marks)
- b) Briefly explain "Reverse Engineering" in product and service design. (07 Marks)
- c) Briefly explain legal, environment and ethical issues of product and service design. (10 Marks)

Question 06

- a) A firm's manager must decide whether to make or buy a certain item used in the production of vending machines. Making the item would involve annual lease costs of \$150,000. Cost and volume estimates are as follows;

	Make	Buy
Annual fixed cost	\$150,000	None
Variable cost/unit	\$60	\$80
Annual volume (Units)	12,000	12,000

- i. Given these numbers, should the firm buy or make this item? (03 Marks)
 - ii. There is a possibility that volume could change in the future. At what volume would the manager be indifferent between making and buying? (03 Marks)
- b) A producer of felt-tip pens has received a forecast of demand of 30,000 pens for the coming month from its marketing department. Fixed costs of \$25,000 per month are allocated to the felt-tip operation, and variable costs are 37 cents per pen.
 - i. Find the brek-even quantity if pens sell for \$1 each. (03 Marks)



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- ii. At what price must pens be sold to obtain a monthly profit of \$15,000, assuming that estimated demand materialises? (04 Marks)
- c) A manager must decide to size of a video arcade to construct. The manager has to make a decision base on below inforamtion. Prepare a decision tree and identify the decision that manger should be taken based on the given information. (07 Marks)

Options	Payoffs with Market Favourable (Probability 0.4) (\$)	Payoffs with Market Unfavourable (Probability 0.6) (\$)
Large arcade	100,000	-90,000
Medium arcade	60,000	-10,000
Small arcade	40,000	-50,000
Do nothing	0	0

Question 07

Twelve tasks, with times and precedence requirements as shown in the following table, are to be assigned to workstations using a cycle time of 1.2 minutes. Two heuristic rules will be tried:

- 1) Greatest positional weight, and 2) greatest number of following tasks.

In each case, the tiebreaker will be shortest task time.

Task	Length (minutes)	Follows Task
a	0.1	–
b	0.2	a
c	0.9	b
d	0.6	c



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e	0.1	-
f	0.2	d, e
g	0.4	f
h	0.1	g
i	0.2	h
j	0.7	i
k	0.3	j
l	0.2	k

- a) Draw the precedence diagram for this line. (03 Marks)
- b) Assign tasks to stations under each of the two rules. (14 Marks)
- c) Compute the percentage of idle time for each rule. (03 Marks)

Question 08

Now juice, Inc., produces bottled pickle juice. A planner has developed an aggregate forecast for demand (in cases) for the next six months.

Month	May	Jun	Jul	Aug	Sep	Oct
Forecast	4000	4800	5600	7200	6400	5000

Use the following information to develop aggregate plan

Regular Production cost Rs. 10per case Regular Production capacity 5, 000 cases
 Overtime Production cost Rs. 16 per case Subcontracting cost Rs. 20 per case
 Holding cost Rs. 10 per case per nth Beginning Inventory 0 units

Develop an aggregate plan and compute the total cost for each plan. Use level production. Use a combination of overtime (500 cases per period maximum), inventory, and subcontracting (500 cases per period maximum) to handle variations in demand.

(20 Marks)

-----END OF THE QUESTION PAPER-----



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Formula Sheet

Simple Moving Average

$$F_{t+1} = \frac{D_t + D_{t-1} + \dots + D_{t-n+1}}{n}$$

D_t : actual demand in period t

n : number of periods in the average

1. Weighted Moving Average

$$T_{t+1} = W_1 D_1 + W_2 D_{t-1} + \dots + W_n D_{t-n+1}$$

2. Exponential Smoothing

$$F_t = F_{t-1} + \alpha(A_{t-1} - F_{t-1})$$

F_t = new forecast

F_{t-1} = previous forecast

α = smoothing (or weighting) constant ($0 \leq \alpha \leq 1$)

4. Trend Projections

$$y = a + bx$$

y = computed value of the variable to be predicted

a = y-axis intercept

b = slope of the regression line

x = the independent variable

$$b = \frac{\Sigma xy - n\bar{x}\bar{y}}{\Sigma x^2 - n\bar{x}^2} \quad a = \bar{y} - b\bar{x}$$

5. Exponential Smoothing with Trend Adjustment

$$F_t = \alpha (A_{t-1}) + (1-\alpha) (F_{t-1} + T_{t-1})$$

$$T_t = \beta (F_t - F_{t-1}) + (1-\beta) T_{t-1}$$

$$FIT_t = F_t + T_t$$



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Year 3 Semester I

END SEMESTER EXAMINATION

International Business Strategy – MGBM 3422

- This paper consists of EIGHT (08) questions on FIVE (05) pages.
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Date: 2023.10.06

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

1. Which of the following is NOT a factor that can affect the success of an international business strategy?
 - a) Cultural differences
 - b) Economic conditions
 - c) Political stability
 - d) The weather

2. Globalization refers to,
 - a) Lower income worldwide
 - b) Less foreign trade investments
 - c) Global warming and its effects
 - d) A more integrated and interdependent world

3. Which of the following is an example of a global strategy?
- a) A company that produces its products in one country and sells them in all countries.
 - b) A company that customizes its products for each country that it sells to.
 - c) A company that has a subsidiary in each country that it sells to.
 - d) A company that uses a mix of global and local strategies.
4. Which of the following is an advantage of a global strategy?
- a) It can help to achieve economies of scale.
 - b) It can help to reduce costs.
 - c) It can help to improve efficiency.
 - d) All the above.
5. Which of the following is a disadvantage of a local strategy?
- a) It can be more expensive to produce products in multiple countries.
 - b) It can be more difficult to manage a complex supply chain.
 - c) It can be more difficult to coordinate marketing and sales efforts.
 - d) All the above.
6. Globalization is economical, social, cultural, ecological, political, and legal phenomenon. What do you mean by ecological phenomenon? Find the correct answer.
- a) Global finance and economy
 - b) Interaction among various populations
 - c) Exchange of ideas, values, and artistic expression among cultures
 - d) Sustainable globalization

7. What is it called when a country specializes in a particular good and then trades the good with other countries?
- Agreement
 - Interdependence
 - Correlation
 - Dependence
8. What are "Strategic Capabilities"?
- The collective and shared experience accumulated through systems, routines, and activities of sharing across the organization.
 - Resources and competencies of an organization that are needed for it to survive and prosper.
 - Strategy that allows the firm to leverage a distinctive competence in one market to strengthen its competitiveness in others.
 - Strategy that increases the firm's vulnerability to its competition and to changes in the external environment.
9. FDI has increased significantly in the past few decades. Because of this,
- Higher transport costs
 - Improved technology has helped increase low capital-intensive startups.
 - Increased global trade and higher tariff costs.
 - Decreased global trade and higher tariff costs.
10. An ----- is an investment made by a firm or individual in one country into business interests located in another country.
- FDI
 - CRR
 - SEZ
 - None of the above

(02 marks*10 = Total 20 marks)

Question 02

- a) A weak nation's economy might benefit from outsourcing by creating much-needed employment. Rationally discuss with examples. (10 marks)
- b) "Usually, people are used to their own cultures yet some of them are not able to accept others' cultures". Rationally discuss the statement with examples in an international context. (10 marks)

Question 03

Discuss competitive strategy in an evolving industry with a special focus on international strategy. (20 marks)

Question 04

- a) Rationally discuss the ethical behavior of doing business internationally. (10 marks)
- b) Explain the role of trade and FDI in the internationalization process. (10 marks)

Question 05

- a) Foreign direct investment (FDI) theories are a means to understand the environment of international investment in different countries. Explain the Monopoly Theory of Advantage with an example. (10 marks)
- b) Discuss with the Sri Lankan government the role of trade and FDI. (10 marks)

Question 06

- a) In an international context, the choice between being a first mover or a later move to a new market is critical. Discuss with examples. (10 marks)

b) Explain foreign market entry mode according to greater control and greater risk.

(10 marks)

Question 07

Some of the top computer software businesses in the world are based in the United States but most of them frequently outsource software development to different countries like Egypt, Malaysia, India, Ireland, Hungary, and the Philippines. Choose India and the Philippines as a group, and then discuss each country's growth as a supplier of computer software business. Do you believe that American businesses are at risk from the growth of the industry in your preferred country? Were or not. Rationally discuss.

(20 marks)

Question 08

Write short notes on any **five** of the below.

1. International Strategic Management
2. Stages of Internationalization
3. Anti-globalization
4. Inward foreign direct investment
5. Conglomerate FDI
6. Joint venture

(04 marks*5 = 20 marks)

-----END OF THE QUESTION PAPER-----



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BMgt (Hons) in Business Administration
Course CODE: BMgt 558

Year 3 Semester I
SEMESTER END EXAMINATION
Strategic Marketing Management - MGBM 3420

- This paper consists of EIGHT (08) questions on THREE (03) pages.
- Answer FIVE (05) Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.10.04

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

You are a marketing manager for a well-established company in ONE of the following sectors in Sri Lanka. The company has been facing declining sales of its flagship product line in recent years. Conduct a comprehensive analysis on the macro environment to assess how FOUR major selected factors are affecting your product line's performance.

- a) Consumer electronics
- b) Fashion Retailing
- c) Apparel
- d) Tourism

(20 Marks)



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Question 02

Discuss the significant role played by marketing in the overall organizational planning process, and what specific functions and strategies can the marketing team employ to align with and contribute to the achievement of broader corporate objectives and goals?

(20 Marks)

Question 03

You are a marketing manager for a tech company planning to launch a new smartphone model in a highly competitive market. You are required to draft an email to your team explaining the content that should be included in the strategic plan that needs to be developed for this purpose?

(20 Marks)

Question 04

You've recently been appointed as the Chief Strategy Officer of a tech startup that specializes in developing artificial intelligence (AI) solutions. The company is at a critical juncture, with ambitious growth aspirations.

- a) Explain the use of Porter's diamond model for strategic analysis stage of the company. (10 Marks)
- b) Develop a vision and mission for the company. (10 Marks)

Question 05

You are the CEO of a well-established automobile manufacturing company facing increasing competition from new entrants in the electric vehicle (EV) market. Your market share is declining, and your company's traditional combustion engine vehicles are becoming less popular. Discuss four (4) defensive strategies you would implement to protect your market position. (20 Marks)



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Question 06

You are the business development manager for a medium-sized software company that specializes in productivity tools for businesses. The company has been successful in its home market but is now seeking to expand internationally. Evaluate the strategic options available for the company for growth and recommend two (2) most suitable growth strategies for the company for achieving global expansion. (20 Marks)

Question 07

You are a senior manager in a multinational corporation, and your team has recently implemented a new strategic plan aimed at expanding the company's global market presence. Describe two most appropriate tools that you would establish to monitor and ensure the effective implementation of this strategic plan. How would you use these tools to track progress, identify deviations, and make necessary adjustments to stay aligned with your strategic objectives? (20 Marks)

Question 08

You are the CFO of a manufacturing company considering a significant capital investment in new machinery to improve production efficiency, where the company has two options. The cost of this machinery is substantial, and it's critical to make an informed decision. Machine A has an NPV of Rs. 500,000,000 and an IRR of 15%, while Machine B has an NPV of Rs. 600,000,000 and an IRR of 13%. Your company's required rate of return is 10%. The initial cost of both machines is the same.

Given the NPV and IRR figures, which investment opportunity would you recommend, Machine A or Machine B, and why? You need to justify your decision based on financial metrics and the implications for the company's profitability and growth. (20 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I

END SEMESTER EXAMINATION

Development Economics –MGBM 3419



- This paper consists of EIGHT (08) questions on FOUR (04) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.09.26

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

- a) Define what is development and why it is important to study development economics? (05 Marks)
- b) What do you mean by development indicators and why the indicators are important? (05 Marks)
- c) Provide four indicators that can be used to measure the development of a country. (04 Marks)
- d) Explain the relationship between Economic Growth and Economic Development; briefly discuss why both of components are important to the economy. (06 Marks)

Question 02

- a) How do you define poverty? (03 Marks)



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- b) **'Many of under develop countries and developing countries in the world are struggling to come out from poverty'-A news from BBC'**
 According to your knowledge what are the major reasons for poverty in the world.
 (04 Marks)
- c) Briefly discuss the concept of inequality and the reasons for unequal income distribution in the economy (05 Marks)
- d) **'Sri Lanka as a developing country in the south Asian region, still struggling with poverty and income inequality related issues.'** (World Bank report)
 Examine about the strategies and programs introduced to eradicate poverty in Sri Lanka during past few decades. (08 Marks)

Question 03

- a) What is the strategy of introducing sustainable development goals(SDGs); briefly explain **four** components(four goals) included in SDGs.
 (05 Marks)
- b) Why Millenium development goals (MDGs) fail to achive the goals ? briefly discuss the issues and failiers of MDGs
 (06 Marks)
- c) What are the importand development indicators to mesure the Living standerd of a contry
 (04 Marks)
- d) Briefly discuss the current sri Lankan development situation with few major development indicators.
 (05 Marks)



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Question 04

- a) What do you mean by international trade? (03 Marks)
- b) Briefly discuss about the importance of international trade for economic development (05 Marks)
- c) How do you define economic growth and economic development? (04 Marks)
- d) Developing countries are still having some higher GDP growth rates and developed countries are not. Why do you think that the difference in GDP growth rates. Discuss the point using suitable experiences from the other economies (08 Marks)

Question 05

- a) Briefly examine the Sri Lankan experience in development and current status of economic development in the economy. (08 Marks)
- b) How we can use the other developed countries experiences to develop the Sri Lankan economy? Discuss the possibilities based on the other countries practices and with your arguments (12 Marks)

Question 06

- a) Explain the determinants of HDI (Human development index). (05 Marks)
- b) Briefly discuss about why human development is important to the economy. (05 Marks)
- c) What do you mean by sustainable development? Discuss the concept and importance of the sustainable development for the better development process. Use suitable examples to prove your statements. (10 Marks)



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Question 07

- a) Select any developed country and discuss about the development history and the success and failiessr of their development. Use suitable examples and data to prove your statements. (10 Marks)
- b) What are the lessons and experinces that we can use to Sri Lankan development from other developed nations;Brifly discuss some of them and provide your suggestions to future development. (10 Marks)

Question 08

Write short notes on any FIVE (05) of the following

- (a) Economic Growth
- (b) SDGs and MDGs
- (c) Urbanization
- (d) Income inequality
- (e) Unemployment in Sri Lanka
- (f) International Finance
- (g) World Bank
- (h) Balance of payment
- (i) Exchange rate

(04 Marks * 5 = 20 Marks)

-----END OF THE QUESTION PAPER-----



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Year 3 Semester I

END SEMESTER EXAMINATION

MGBM 3422-International Business Strategy

- This paper consists of EIGHT (08) questions on FIVE (05) pages.
- Answer FIVE (05) Questions including Question No: 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2023.03.20

Pass mark: 40%

Time: 03 Hours

Question 01: (Compulsory)

Select the most appropriate answer.

1. Which of the following is not a force in Porter's Five Forces Model?

- (a) Buyers
- (b) Suppliers
- (c) Complementary products
- (d) Industry rivalry

2. Companies that offer a standardized product worldwide and have the goal to maximize efficiencies in order to reduce costs as much as possible are called,

- (e) Global
- (a) International

- (b) Multi Domestic
- (c) Transnational

3. Globalization refers to,

- (a) Lower income worldwide
- (b) Less foreign trade investments
- (c) Global warming and their effects
- (d) A more integrated and interdependent world

4. Technology has a tremendous impact on international business in all of the following ways except,

- (a) The number of new products and services has increased.
- (b) The number of international business transactions has increased.
- (c) The managers' ability to control foreign operations has been improved.
- (d) It has raised the cost of doing business abroad.

5. What are "Strategic Capabilities"?

- (a) The collective and shared experience accumulated through systems, routines, and activities of sharing across the organization.
- (b) Resources and competencies of an organization that are needed for it to survive and prosper.
- (c) Strategy that allows the firm to leverage a distinctive competence in one market to strengthen its competitiveness in others.
- (d) Strategy that increases the firm's vulnerability to its competition and to changes in the external environment.

6. Globalization is economical. Social, cultural, ecological, political, and legal phenomenon. What do you mean by ecological phenomenon? Find the correct answer.

- (a) Global finance and economy
- (b) Interaction among various populations

- (c) Exchange of ideas, values, and artistic expression among cultures
(d) Sustainable globalization
7. Foreign direct investment includes _____
- (a) Intellectual properties
 - (b) Human resources
 - (c) Tangible goods
 - (d) Intangible goods
8. FDI has increased significantly in the past few decades. Because of this,
- (a) Higher transport costs
 - (b) Improved technology which has helped increase low capital-intensive startups.
 - (c) Increased global trade and higher tariff costs.
 - (d) Decreased global trade and higher tariff costs.
9. What is it called when a country specialized in a particular good and then trades the good with other countries?
- (a) Agreement
 - (b) Interdependence
 - (c) Correlation
 - (d) Dependence
10. An ----- is an investment made by a firm or individual in one country into business interests located in another country.
- (a) FDI
 - (b) CRR
 - (c) SEZ
 - (d) None of above

(02 Marks*10 = 20 Marks)

Question 02

1. What are the three main layers of International Business? Explain each Layer using appropriate examples. (10 Marks)
2. Business faces many challenges internationally Economically, Politically, and Financially. Discuss. (Use appropriate examples) (10 Marks)

Question 03

1. "International business has grown so rapidly in the past decade that many experts believe we are living in the era of globalization." What is globalization and what are the main motives of globalization? Explain. (10 Marks)
2. Explain five International Trade Theories. (10 Marks)

Question 04

1. Explain the three main levels of International Strategies. (10 Marks)
2. Explain the Theory of Porter's National Sources of advantage with reference to international business. (10 Marks)

Question 05

1. Rationally discuss the ethical behavior of doing business internationally. (10 Marks)
2. Explain the role of trade and FDI in the internationalization process. (10 Marks)

Question 06

Foreign direct investment (FDI) theories are means to understand the environment of international investment in different countries.

1. What are the FDI theories? (10 Marks)
2. Select one FDI theory and explain with suitable examples. (10 Marks)

Question 07

As per Lumpkin and Dess, (1996) "the essential act of entrepreneurship is a new entry. A new entry can be accomplished by entering new or established markets with new or existing goods or services. A new entry is an act of launching a new venture, either by a start-up firm, through an existing firm, or via internal corporate venturing ". Rationally discuss the statement with suitable examples. (20 Marks)

Question 08

Write short notes on any **five** of the below.

1. Franchising
2. Licensing
3. Internationalization
4. Anti-globalization
5. Inward foreign direct investment
6. Conglomerate FDI

(04 Marks*5 = 20 Marks)

-----END OF THE QUESTION PAPER-----