



Faculty of Management and Social Sciences  
Department of Logistics & Transport  
BSc in International Transportation Management and Logistics  
Course CODE: COM550



Year 4 Semester I

REPEAT EXAMINATION

Strategic Management – STMG0263

- This paper consists of EIGHT questions on THREE (03) pages.
- Answer FIVE 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.
- Write legibly.

Date: 2022.08.21

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

You are working as a Planning Manager for an FMCG company that operates across 04 FMCG categories with a range of brands. You have been approached by the board of directors to analyse each category and comment on future implications.

- Biscuit – This is a high growth market in Sri Lanka that is dominated by two local brands, The Company recently entered this industry with a new biscuit brand.
- Toothpaste – Overall market for dental care is increasing and the company owns two leading toothpaste brands of the country.
- Instant Noodle – This is also one of the fast-growing industries due to changing lifestyle and the company recently entered this segment with a new brand. Two multinational companies dominate this market with two global brands.
- Detergent - This market is also maturing with a reducing market growth rate. The company owns the leading detergent brand of the country.

(a) Select an appropriate portfolio model and place the above SBU's. Comment on the market position of each of these segments. (10 Marks)



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(b) Do you think this company has a balanced portfolio? Explain your answer highlighting future implications for the portfolio.

(10 Marks)

(Total 20 Marks)

### Question 02

Sri Lankan telecommunication industry has undergone a number of reform efforts and changes over the past 2-3 decades. Currently, it is characterized by intense competition between few but large local and global competitors.

(a) Analyse the macro environmental changes and challenges that affect Sri Lankan Telecommunication Industry with an appropriate model or framework.

(10 Marks)

(b) Identify and explain 03 key macro environmental challenges and their implications for the local companies operating in the industry.

(10 Marks)

(Total 20 Marks)

### Question 03

(a) Explain four growth strategies available for a business organization using Ansoff's matrix with appropriate examples.

(10 Marks)

(b) Identify and explain 04 main reasons for diversifications with appropriate examples.

(10 Marks)

(Total 20 Marks)

### Question 04

Strategies can be applied at different levels of the organisation.

(a) Explain the different types of strategy.

(10 Marks)

(b) What are the different modes of strategic decision making? Explain your answer with example.

(10 Marks)

(Total 20 Marks)



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### Question 05

- (a) Critically assess the bases of achieving competitive advantage for a company/ business unit using Porters Three Generic Strategy Model with appropriate examples.  
(20 Marks)  
(Total 20 marks)

### Question 06

- 'Structure follows strategy' Elaborate this statement with relevant industry examples.  
(20 Marks)  
(Total 20 marks)

### Question 07

- (a) What is meant by National Advantage? Explain the key determinants of National Advantage (Porter's Diamond Model) with appropriate global examples.  
(20 Marks)  
(Total 20 marks)

### Question 08

- Explain the Balanced Score Card framework and its application using an example of your choice  
(20 Marks)  
(Total 20 marks)

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

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Year 4 Semester I

REPEAT EXAMINATION

Strategic Supply Chain Management – SCMG0392

- This paper consists of EIGHT questions on FIVE (05) pages.
- Answer FIVE 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.
- Write legibly

Date: 2022.08.20

Pass mark: 50%

Time: 03 Hours

### Question 01 (Compulsory)

(a) "ABC" analysis is an inventory prioritizing technique used by many of the companies. A company has three items X, Y and Z, whereas the three items come from suppliers in three different locations. Supplier 01, which is the supplier of item "X", is situated 500km from the warehouse, supplier 02, of item "Y", is situated 200km from the warehouse, while supplier 03, of item "Z", is situated 1000km from the warehouse. Considering the distance of the suppliers as the key criteria to perform "ABC" analysis, explain in detail how ABC analysis could be utilized for the given scenario.

(10 Marks)



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- (b) 'Hub and Spoke' distribution strategy, helps to reduce transportation costs associated with "direct shipping". Explain this statement in your own words.

(10 Marks)

### Question 02

- (a) "Heley" is a renowned company in Sri Lanka, operating in the production of "Handloom cloths. Considering the production of handloom sarees, the key raw material "dyed thread" is bought from a supplier in Singapore, while ample amount of local suppliers are available at close proximity to the company for the provision of the same raw material. Moreover, the company is highly invested to maintain a large supply of products to the market, thus occupies an unnecessary amount of employees, as well as maintain an unnecessary warehouse space spending large sums from profits to day to day operation bills. After, all the aforementioned incidents the company logistics manager has identified a drop in the profits of the company. Accordingly, explain on a possible supply chain strategy for the aforesaid company, to minimize the wastages and thrive back in terms of profits.

(10 Marks)

- (b) Explain the importance of the "Agile Supply Chain Management" strategy, for a company operating in the apparel industry, with vast demand changes over days and weeks, due to customers always requesting new styles of cloths.

(10 Marks)



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### Question 03

- (a) Explain in detail, the “FOUR” key steps of implementing an “Environmental Management System”, in an organization. (10 Marks)
- (b) “Greening supply chain activities would minimize the environmental impact from a supply chain”. Explain this statement using and FOUR green supply chain management practices of your choice.

(10 Marks)

### Question 04

- (a) “RFID” technology is a novel technology aiding companies in easy transfer of information related to a product across the entire supply chain. However, Bullwhip effect is a scenario, which occurs due to improper transfer of information across a Supply Chain. Explain how RFID technology can be utilized to minimize the impact of Bull Whip effect in a Supply Chain. (10 Marks)
- (b) Assume that you are a Supply Chain Manager of a renowned company which is into manufacturing operations. Accordingly, explain the Resource, Output and Flexibility approach of developing performance measures for a supply chain, with the suggestion of sample measures for each category. (10 Marks)

### Question 05

- (a) Explain the application of supply chain strategy development steps for a set of customers in a given market, who expect “Quality” of the products, as the main criteria of expected value. (10 Marks)



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- (b) Explain how change management can be integrated for a Supply Chain, through the three steps of unfreezing, change and refreezing. (10 Marks)

### Question 06

- (a) Explain the advantages associated with implementing "cycle counting" strategy to manage stocks of a warehouse, when a company is unable to invest highly on a perpetual inventory management system. (10 Marks)
- (b) Assume that you are the Supply Chain Manager of a retail company. Some of the key activities required to be completed in the retail company include maintenance of daily inventory (Inventory Management), selection of best wholesalers to acquire products (Suppliers Performance Measures), maintenance of the retail outlet building premises (Performance Measures related to facilities), delivering of the products to the end customers (Performance Measures related to customers). Considering the aforesaid activities, use any Supply Chain Performance Measurement System development approach of your choice and explain how to develop performance measures according to your choice of the approach using examples. (10 Marks)

### Question 07

- (a) Assuming a company which measures the supplier performance using three criteria, lead time, offered price of the products, environmental stewardship, develop a weighted criteria evaluation system, considering the order of importance of each criteria is environmental stewardship, offered price of the product and the lead time. (Assume that the allocation of marks for the



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performance of each supplier can be given at your discretion, while limiting the number of suppliers in the company for two)

(10 Marks)

- (b) "Givenchy" is a company operating in the FMCG industry, while "Soltip" is another company distributing the products offered by the company "Givenchy". If "Givenchy" company decides to speed up the distribution process of its products to the customers, explain a suitable supply chain integration strategy, which can be performed by "Givenchy" with the company "Soltip", while explaining the advantages of the suggested integration strategy (10 Marks)

### Question 08

- (a) Explain how "Just in Time Inventory" strategy helps an organization to maintain zero to minimal storage cost for an organization. (10 Marks)
- (b) Explain in detail the concept of "Total cost of ownership", considered as a part of the concept of "Strategic Sourcing". (10 Marks)

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



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Year 4 Semester I

REEPAT EXAMINATION

Foreign Trade Insurance – FTIN0335

- This paper consists of EIGHT questions on THREE (03) pages.
- Answer FIVE Questions including Question 01.
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- Write legibly

Date: 2022.08.22

Pass mark: 50%

Time: 03 Hours

### Question 01 (Compulsory)

- (a) Explain five factors that an insurer will take into consideration when underwriting cargo insurance (10 Marks)
- (b) Identify five hazards involved in containerized transits (05 Marks)
- (c) Name five types of dangerous cargo, explaining why they are considered dangerous. (05 Marks)

### Question 02

- (a) What is Insurable Interest? Explain briefly. (08 Marks)
- (b) Discuss the concept of Insurable Interest applicable to Marine Cargo Insurance in relation to:-
  - (i) Subject Matter of Insurance (04 Marks)
  - (ii) When insurable interest must exist (04 Marks)



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(iii) Assignment of policy (04 Marks)

### Question 03

- (a) Explain the purpose of INCO terms. (08 Marks)
- (b) Describe following INCO terms and state the party responsible to arrange insurance cover: (3\*4 Marks)

EXW	FOB
CIF	CPT

### Question 04

Explain susceptibility of following cargo to loss or damage during sea voyage and suggest ways to mitigate them;- (4\*5 Marks)

- |                         |          |
|-------------------------|----------|
| (a) Vehicle spare parts | (b) Tea  |
| (c) Fresh flowers       | (d) Coal |
| (e) News print          |          |

### Question 05

Briefly describe the following and state whether covered by the usual Marine Cargo Insurance? (4\*5 Marks)

- (a) Particular Average Loss
- (b) Salvage Charges
- (c) Voyage Policy
- (d) Constructive Total Loss
- (e) Airway Bill



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### Question 05

- (a) (i) Explain the scope of cover under a Products Liability Insurance. (06 Marks)  
 (ii) Identify the types of claims that can arise from Hair Dressing Preparations (04 Marks)
- (b) Discuss the Commercial and Non- Commercial risks covered under Export credit Insurance. (10 Marks)

### Question 06

- (a) Discuss the effects of following factors in transporting of goods by sea:  
 (i) Geographical factors (06 marks)  
 (ii) Natural Phenomenon (08 Marks)
- (b) Name SIX (6) important sea routes. (06 Marks)

### Question 07

- (a) Describe eight (8) perils which may cause losses / damages to cargo during a sea voyage. (12 Marks)
- (b) Explain three items, in terms of Hague -Visby Rules that an ocean carrier is responsible to exercise due diligence. (08 Marks)

### Question 08

Protection and indemnity insurance, more commonly known as P&I Insurance is a form of mutual maritime insurance provided by a P&I Club.

- (a) What is a P&I Club? (05 Marks)
- (b) Explain the role played by P&I Insurance in covering risks which are not covered by the traditional insurance market (15 Marks)

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