

PAST PAPERS

<i>Faculty</i>	<i>Department / Section/Division</i>
<i>Not Applicable</i>	<i>Learning Resource Centre</i>

Past Papers

Faculty of Humanities & social Sciences  
Department of Logistics & Transportation

**Bsc.in International Transportation  
Management and Logistics  
Transportation  
(Year 4 – Semester I)  
2018-2022**

<i>Document Control &amp; Approving Authority</i>	<i>Senior Director – Quality Management &amp; Administration</i>
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<i>1<sup>st</sup> Issue Date: 2017.011.30</i>	<i>Revision No.00</i>	<i>Revision Date: 12.01.2022</i>	<i>Validated by: Librarian</i>
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 Department of Logistics & Transport  
 BSc in International Transportation Management and Logistics  
 Course CODE: COM550



Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance – FTIN320335

- 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: 2022.03.20

Pass mark: 50%

Time: 03 Hours

### Question 01 (Compulsory)

- (a) Explain what is meant by "Subject matter of insurance"? (05 Marks)
- (b) What is meant by Insurable interest? (05 Marks)
- (c) What is the purpose of Principle of Indemnity? (05 Marks)
- (d) Explain the importance of the Subrogation Principle? (05 Marks)

### Question 02

- (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
  - FCA



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### Question 03

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) Cattle
- (c) Fresh flowers
- (d) Cement
- (e) Newsprint

### Question 04

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) Actual Total Loss
- (d) Constructive Total Loss
- (e) General average Loss

### Question 05

- (a) Explain the scope of cover under a Products Liability Insurance. (10 Marks)
- (b) Discuss the Commercial and Non- Commercial risks covered under Export credit Insurance. (10 Marks)



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### Question 06

- (a) Explain what is meant by 'Underwriting', in insurance. (05 marks)
- (b) Describe five (5) factors that an insurer will take into consideration when underwriting cargo risks. (10 marks)
- (c) Discuss why Containerization is an important factor. (05 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-----



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Year 4 Semester I

SEMESTER END EXAMINATION

Strategic Management – STMG410263

- This paper consists of EIGHT questions on FOUR (04) 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: 2022.03.19

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

You are working as a strategist for a conglomerate that operates across 07 sectors with a range of SBAs. The board of directors has approached you to analyze each SBU/sector and comment on future implications.

- Instant Noodle - This is also one of the fast-growing industries due to changing lifestyles, and the company recently entered this segment with a new brand. Two multinational companies dominate this market with two global brands.
- Healthcare - This is one of the fast-growing industries of the country, and the company is a new entrant with a fully equipped hospital in Colombo.
- Toothpaste - Overall market for dental care is increasing, and the company owns two leading toothpaste brands in the country.
- Retailing- The overall market growth rate has decreased (low) due to reduced consumption. The company recently acquired the leading supermarket chain in the country.



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- Construction - This is also one of the fast-growing industries that grew rapidly after the war. However, the industry growth rate has decreased rapidly in recent years. The company is the undisputed market leader in the industry and is involved in a range of construction projects.
- Footwear - Sri Lankan footwear industry is becoming highly fragmented with the influx of small manufacturers and importers. However, the company is the leading footwear manufacturer, and the overall market growth rate is still increasing.
- IT - This is also a fast-growing industry, and the company owns two leading IT companies in the country.
- Hotel - The growth of this industry has slowed down due to COVID19, and the company is a new entrant with two small boutique hotels.

(a) Select an appropriate portfolio model and place the above Strategic Business Units (SBUs). Comment on the market position of each of these SBUS.

(10 Marks)

(b) Do you think this has a balanced portfolio? Justify your answer.

(10 Marks)

## Question 02

"Most large corporations are diversified today due to many reasons. It considers that diversified companies really perform better than undiversified companies".

(a) Identify and explain 04 reasons for diversification. (10 Marks)

(b) What are the main limitation of related diversification? Explain 03 main

limitations with appropriate examples. (10 Marks)



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### Question 03

Business strategy is a clear set of plans, actions and goals that outlines how a business will compete in a particular market, or markets, with a product or number of products or services. Strategies can be applied at different levels of the organization.

- (a) Explain the different levels of strategy with appropriate examples. (10 Marks)
- (b) What are the different modes of strategic decision making? Explain your answer with example. (10 Marks)

### Question 04

- (a) What is meant by National Advantage? How it is different from competitive advantage? (10 Marks)
- (b) Explain the key determinants of National Advantage (Porter's Diamond Model) with appropriate global examples. (10 Marks)

### Question 05

Critically assess the bases of achieving competitive advantage for a business unit in terms of 'routes' on the Bowman's strategy clock.

(20 Marks)

### Question 06

Critically explain key growth strategies/ options available for a business organization using Ansoff matrix with appropriate examples.

(20 Marks)



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**Question 07**

Explain the application of Balanced Score Card model to an organization of choice by developing appropriate goals, measures, targets/ KPIs and actions for each perspective.

(20 Marks)

**Question 08**

"Structure follows strategy". Elaborate this statement with relevant concepts and hypothetical examples of your choice.

(20 Marks)

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



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Year 4 Semester I

## SEMESTER END EXAMINATION

### Strategic Supply Chain Management – SCMG3203492

- This paper consists of EIGHT questions on SEVEN (07) 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: 2022.03.12

Pass mark: 50%

Time:03Hours

### Question 01 (Compulsory)

- (a) "ABC" analysis is an inventory prioritizing technique used by many of the companies. If a company has three items X, Y and Z, whereas the respective annual demands for the three items are 2000 units, 500 units and 100 units respectively (Assume that the forecasted demands are 100 percent accurate), and the three products yield a per unit profit of Rs.80, Rs.50 and Rs.20 respectively, explain in detail how ABC analysis could be utilized for the given scenario. (10Marks)
- (b) Company "ABC" has three key suppliers, delivering products to three key customers in three destinations via direct shipping (Assume, that all three customers, require products from all three suppliers in different quantities). However, due to direct shipping, the company has identified a large



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transportation cost associated with the distribution of products to the customers. Accordingly, explain a suitable distribution strategy which could be utilized to reduce this transportation cost associated with the given scenario. (10 Marks)

### Question 02

- (a) "Rootuas" is a renowned company in Sri Lanka, operating in the production of "Batik" products, catering to a vast market of young women, targeting an age group between 16 years to 30 years. Considering the production of batik sarees, the key raw material "Batik Paint" is bought from an Indian supplier, while ample amount of local suppliers are available at close proximity to the company for the provision of the same raw material. The company recently ordered a LCL shipment of "Batik Paint" from India, however the shipment got delayed to enter Sri Lanka due to a port strike, which resulted damage to the shipment, wasting an entire shipment. 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 CEO 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.

(10Marks)



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- (b) Any supply chain is always subjected to impacts from the fluctuating consumer demands, which results in unnecessary costs to the overall supply chains, from scenarios such as Bull-Whip effect. This can be minimized if the supply chains are capable to be responsive, in real time to customer demands. Suggest a strategy, which helps supply chains in minimizing impacts from such variations in customer demands, by being real time responsive to changes of demand.

(10Marks)

### Question 03

- (a) "Ecorex" is a renowned electrical item manufacturer in Sri Lanka. The company currently purchased a land to setup a warehouse in Negambo area. During the manufacturing process of electrical items, the warehouse disposes day to day leftovers of the manufacturing process directly to a nearby water body. Furthermore, the company employees are required to travel to work in the warehouse using their own transport vehicle, which highly discourages public transportation. Moreover, the warehouse produce their own pallets as per required dimensions, by cutting down trees located in the close proximity of the warehouse building. Accordingly, if you are a supply chain manager of this company, explain how you would create an Environmental Management System for this company, to minimize the environmental impact from the operations of the warehouse.

(10 Marks)

- (b) A supply chain comprises of different activities. When managing such activities, greening supply chain activities would minimize the environmental impact from a supply chain. Accordingly, explain three green supply chain activities that could be implemented in a supply chain, while stating sub



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activities possible in greening a supply chain as well

(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) As a strategic manager in a renowned company, assume that you are supposed to develop a strategy for a market segment of customers expecting low prices of the products as a major priority. Explain the application of supply chain strategy development steps for the aforesaid scenario.

(10 Marks)

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

(10 Marks)



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### Question 06

(a) "Jeewantha" is the new warehouse manager of "ABC" company, who is under six months' probation. To complete the probation period successfully, "Jeewantha" is supposed to come up with a strategy to minimize the annual adjustments of inventory, as much as possible, due to the warehouse shutdowns and high costs. However, the "ABC" company is unable to invest too much in inventory management thus unable to maintain a perpetual inventory management system. Accordingly, explain a strategy for "Jeewantha", ensuring that the annual inventory adjustments are low, while still not investing in 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)



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### Question 07

- (a) Assuming a company which measures the supplier performance using three criteria, quality, delivery time, environmental stewardship, develop a weighted criteria evaluation system, considering the order of importance of each criteria is environmental stewardship, quality and delivery time. (Assume that the allocation of marks for the performance of each supplier can be given at your discretion, while limiting the number of suppliers in the company for three)

(10 Marks)

- (b) "Ronald Brothers" is a company operating in the FMCG industry, while "Curator" is another company providing raw materials for "Ronald Brothers". Considering the fluctuations of customer demands "Ronald Brothers" have identified the importance of having a close relationship with suppliers, in order to be more responsive to the customer demands. Considering the given scenario, suggest a possible supply chain integration strategy, for "Ronald" brothers, while explaining the advantages of the suggested integration strategy

(10 Marks)

### Question 08

- (a) Explain the concept of strategic sourcing (05Marks)
- (b) Manufacturer Y manufactures a rare product serving a niche market with higher demand. Thus, the dependency of manufacturer Y on its suppliers of raw materials is very high, and at the same time due to the high lead time associated with the raw materials of the product, manufacturer Y is currently unable to serve its customers well. However, it was evident that there is one sole raw material supplier who is of high importance for the manufacturer due



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to the provision of the key raw material of the manufacturing. According suggest a strategy, to maintain the sole supplier for a long term relationship with the manufacturer, while helping the supplier to serve well for the manufacturer.

(15Marks)

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



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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: 2020.07.30

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

Sri Lankan airline industry has been subject to a range of macro environmental changes over the last two decades. Nevertheless, it is still considered as a very attractive industry amidst the tough competition among national carrier and international airlines.

- (a) Analyse its macro environment changes and challenges that affect Sri Lankan airline industry with an appropriate model or framework (10 Marks)
- (b) Based on your analysis, identify and explain 02 key macro environmental challenges and their implications on Sri Lankan Airlines (10 Marks)
- (Total 20 Marks)

### Question 02

“The term ‘Strategy’ has been defined by different scholars in different ways. However, it is one of the key words used in the business terminology and its key characteristics remain same.

- a. Identify and briefly explain the three levels of strategy with examples. (10 marks)
- b. Explain the modes of strategic decision-making. (10 marks)





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(Total 20 marks)

### Question 03

The term strategic management is used to refer to the entire scope of strategic-decision making activity in an organization.

- a. Identify and explain the key elements of strategic management? (08 marks)
  - b. Explain the differences between strategic management and operational management with examples. (12 marks)
- (Total 20 marks)

### Question 04

- (a) Are Porter's five forces still appropriate for managing today's competitive business environment? Explain your stance with justifications (10 Marks)
  - (b) What do you understand by the term 'Globalisation'? Why is it considered as one of the key challenges of strategic management? (10 Marks)
- (Total 20 Marks)

### Question 05

You have been appointed as a strategist for a group of company that operates in 04 different areas namely,

Fashion - Sri Lankan fashion industry is becoming highly fragmented with a range of small players. The company recently entered to the market with a small share and the overall market growth rate is still increasing.

Hotel - This is one of the fast growing industries of the country after the war and the company is a new entrant with two small boutique hotels.

Retailing - This is also one of the fast growing industries that grew rapidly and the company is the undisputed market leader in the industry.

IT - The growth of this industry has declined over the years and as a result the company's market share is also low.



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- a. Select an appropriate portfolio model and place the above SBU's. (05 Marks)
  - b. Comment on the market position of each of these segments. (10 Marks)
  - c. Do you think this company has a balanced portfolio? Briefly justify your answer. (05 Marks)
- (Total 20 Marks)

### Question 06

- a. Explain the Porter's Three generic Strategic with practical examples (10 marks)
  - b. What is the difference between 'Competitive Advantage' and 'National Advantage'? Explain your answer with appropriate models and frameworks (10 marks)
- (Total 20 marks)

### Question 07

- (a) Select a business organization of your choice and identify 06 main stakeholder groups and their influences (08 Marks)
  - (b) Assess/ prioritize these stakeholders with an appropriate model or framework (12 Marks)
- (Total 20 marks)

### Question 08

Write short notes on any FOUR of the following:

- (a) Strategic fit
- (b) Strategic wear out
- (c) Resource based view (RBV)
- (d) Reasons for international diversity
- (e) Strategy as a ploy
- (f) Strategy as an idea

(5 marks each – Total 20 marks)

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



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Year 4 Semester I

REPEAT EXAMINATION

Foreign Trade Insurance – FTIN0335

- 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: 2020.07.31

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

Insurance underwriting process involves deciding whether a particular risk is acceptable for insurance, and if it is insurable deciding on what terms and conditions and premium to be applied.

- a) Name six (6) perils which may cause loss / damage to cargo during a sea voyage (06 Marks)
- b) Explain five (5) factors that an insurer will take into consideration when underwriting cargo risks. (10 Marks)
- c) Why “packing” is an important factor? (04 Marks)

### Question 02

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways of mitigation:- (05Marks for each)

1. Machinery
2. Coal



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3. Tea
4. Fresh flowers

### Question 03

Explain in detail the effects of geographical factors and natural phenomenon over foreign trade. (20 Marks)

### Question 04

- a) What are the advantages in using containerized transportation? (08 Marks)
- b) Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (12 Marks)

### Question 05

Write notes on the follows:- (5 Marks for each)

- a) Voyage Policy
- b) Salvage Charges
- c) Airway Ball
- d) Constructive Total Loss

### Question 06

- (a) Why do insurance Policies contain Exclusions? (08 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (12 Marks)

### Question 07

- (a) Discuss the importance of INCO Terms and there relevance to various insurance policies that need to be presented in multi-model transport (10 Marks)



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(b) Explain and state the party responsible to arrange insurance with respect to use of following INCO terms:

- EXW
  - EXW
  - FOB
  - FOB
- (10 Marks)

### Question 08

(a) Explain the scope of cover under the Products Liability Insurance. (10 Marks)

(b) Identify the type of claims that can arise from following products:-

- Electrical appliances
  - Hair dressing preparations
- (10 Marks)

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

*Lidhu*

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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: 2020.08.01

Pass mark: 50%

Time: 03 Hours

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### Question 01: (Compulsory)

#### Avaya

Avaya is a global force in business collaboration and communications technology, and was suffering from supply chain issues as the result of multiple corporate acquisitions over a short space of time. The company was suffering from a range of supply chain maladies, including a long cash-to-cash cycle, an imbalance in supplier terms and conditions, excess inventory, and supply chain processes that were inefficient and wholly manual.

After Avaya purchased Nortel Enterprise Solutions in 2009, the freshly merged company found itself but loosely in control of an unstable and ineffective supply chain operation. The various acquisitions and mergers had transformed Avaya into a different kind of enterprise, and what it needed, rather than a replacement for all the discrete systems, was one solution to tie them all together.



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To that end, the company put its trust in cloud technology, which was relatively immature at the time, and migrated all processes onto one platform, which was designed to automate non-value-added activities and integrate that critical to proactive supply chain management, namely:

- Point of sale analysis
- Procurement analysis
- Supplier communication
- Supply and demand planning
- Inventory planning
- Inbound and outbound logistics planning

Avaya's program of transformation took place over a period of three to four years. The path to cost reduction was a long one, but ultimately successful.

- a) Explain the supply chain challenge faced by Avaya in the case study.  
(04 Marks)
- b) Elaborate on how a Cloud technology enabled the company achieve its objectives.  
(04 Marks)
- c) What are the possible applications of Cloud Technology in distribution management to lower the operating costs?  
(06 Marks)
- d) Elaborate how new technology can help with supply chain optimization with examples.  
(06 Marks)

## Question 02



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Covid-19 has created a new normal for all the business. More and more businesses are rethinking their supply chain strategy & business model.

- a) Explain the importance of getting the supply chain strategy right in order to build sustainable competitive advantage in post covid-19 era. (08 Marks)
- b) Elaborate on to formulate the right Supply Chain Strategy for an apparel company through scenario planning & supplier management to tackle Covid-19 challenge.

(12 Marks)

### Question 03

- a) Explain Agile as a supply chain strategy (04 Marks)
- b) Explain Inventory Positioning in Network Planning. (04 Marks)
- c) What are P-cards in purchasing? (04 Marks)
- d) What is Cross Docking in Logistics? (04 Marks)
- e) What is Vendor Managed Inventory? (04 Marks)

### Question 04

- a) Elaborate on the importance of balancing global & local sources of supply in Strategic Sourcing Process with examples.

(10 Marks)





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- b) Explain the right measurements that should be used to track the progress of Sourcing process with special attention to e-procurement.

(10 Marks)

### Question 05

- a) 'The role of inventory is to strike a balance between inventory investment & customer service levels'.

Elaborate on above statement with examples.

(10 Marks)

- b) Explain the challenges & issues faced by companies getting their last mile distribution (final leg of order delivery to their customers) in Sri Lanka with examples.

(10 Marks)

### Question 06

- a) Explain the new challenges that Covid-19 brought on for online businesses on logistics operations with appropriate examples.

(10 marks)

- b) Compare & contrast the pros & cons of new innovative disruptions that are shaping the retail order fulfillment landscape in Sri Lanka.

(10 Marks)

### Question 07

- a) Discuss the role of social element in sustainability related to logistics with examples.

(10 Marks)

- b) Explain how SCOR model can be used to improve supply chain visibility.

(10 Marks)



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### Question 08

- a) Assess THREE technological trends that are changing the globalized supply chains with examples. (10 marks)
- b) Explain THREE main challenges of digital transformation for logistics with examples. (10 Marks)

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



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Year 4 Semester I

SEMESTER END 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.
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- 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: 2020.03.15

Pass mark: 50%

Time: 03 Hours

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### Question 01: (Compulsory)

#### Supply Chain Optimization at Terex

Headquartered in Westport Connecticut, Terex Corporation manufactures aerial working platform (a scissor-lift or similar). Terex maintained a manual system for yard management at the transfer centre, which generated excessive costs for what should have been a relatively simple process of locating customers' units to prepare them for delivery. A wallboard and sticker system was a low-tech solution for identifying equipment items in the yard at Terex. While inexpensive in itself, the solution cost around six minutes every time an employee had to locate a unit in the yard. It also required a considerable number of hours to be spent each month taking physical inventories and updating the company's ERP platform.



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Terex decided to replace the outdated manual yard management process with a new, digital solution using RFID tracking with Yard Management System (YMS). After a successful pilot, the company approved the solution for full-scale implementation, replacing stickers, yard maps, and wallboard with electronic tracking and digital inventory management. Terex later integrated the yard management solution with its ERP platform to enable even greater functionality. The RFID-based unit identification and location processes have saved the company around 70 weeks per year in labour costs, by cutting the process-time down from six minutes, to a mere 30 seconds per unit.

- (a) Explain the supply chain challenge faced by Terex in the case study. (04 Marks)
- (b) Elaborate on how a digital RFID enabled YMS helped the company achieve its objectives. (04 Marks)
- (c) What are the possible applications of RFID in warehouse management processes to lower the operating costs. (06 Marks)
- (d) Elaborate how new technology can help with supply chain optimization with examples. (06 Marks)

## Question 02

“What would we do if our competitors acquired our suppliers?”

Asked by her CEO at the recently concluded Management Review Meeting, this is the question that keeps on repeating in Gothami Rathnayake’s head, the newly appointed Supply Chain Manager of AgroWill. AgroWill is an agriculture machinery manufacturer



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and it has come under immense market pressure to better as rivals continue to gain market share.

- (a) Explain the importance of getting the supply chain strategy right in order to build sustainable competitive advantage with examples. (08 Marks)
- (b) Elaborate on how Gothami can find answers to formulate the right Supply Chain Strategy for AgroWill through scenario planning & supplier management to tackle above mentioned challenge. (12 Marks)

### Question 03

- (a) Explain Postponement as a supply chain strategy (04 Marks)
- (b) Explain Inventory Positioning in Network Planning. (04 Marks)
- (c) What is outsourcing? (04 Marks)
- (d) What is Milk Run in Logistics? (04 Marks)
- (e) What is the rationale for Vendor Managed Inventory? (04 Marks)

### Question 04

Gothami Rathnayake, the newly appointed Supply Chain Manager of AgroWill, decides to undertake a strategic sourcing initiative to overhaul the entire supplier Management Process.

- (a) Elaborate on success factors that Gothami should focus on in her effort to complete the Strategic Sourcing Process successfully. (10 Marks)



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- (b) Explain the importance of right KPIs in Sourcing process and suggest e-procurement based KPIs that Gothami can deploy to measure the success of her sourcing process. (10 Marks)

### Question 05

Gothami Rathnayake, the newly appointed Supply Chain Manager of AgroWill, was given a goal to improve its order delivery service levels up to 92%. The current centralized order distribution system is totally operated by AgriWill itself and it is inundated with customer complaints of delayed & incomplete orders. On the other hand, she has to deliver on overall distribution cost reduction of 5%.

- (a) Is it possible for Gothami to deliver on both goals of improving service levels & distribution cost reduction at the same time?  
Justify your answer with examples. (10 Marks)
- (b) Elaborate on appropriate alternative distribution strategies that Gothami can consider to revamp AgroWill order delivery with their pros and cons. (10 Marks)

### Question 06

“Collaborative Logistics is the way forward in new on-demand economy”.

- (a) Explain the new challenges brought on by emerging on-demand economy on logistics operations with appropriate examples. (10 marks)
- (b) Compare & contrast the pros & cons of new innovative disruptions that are shaping the retail order fulfillment landscape in Sri Lanka. (10 Marks)



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### Question 07

- (a) Discuss the role of sustainability in supply chain management using triple bottom line approach. (10 Marks)
- (b) Explain how Balanced Scorecard be used to align supply chain strategy and day-to-day execution of plans. (10 Marks)

### Question 08

- (a) Assess THREE sources of risk that can impact on the vulnerability of globalized supply chains with examples. (10 marks)
- (b) Justify FIVE arguments in favor of local sourcing in preference to global sourcing with examples. (10 Marks)

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



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Year 4 Semester I

SEMESTER END EXAMINATION

History and Modern China – HMCH0382

- 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: 2020.03.14

Pass mark: 50%

Time: 03 Hours

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### Question 01(Compulsory)

- (a) Write down thirteen out of five dynasties in order?  
(05 Marks)
- (b) Who is the father of Nation in Republic of China?  
(01 Marks)
- (c) Write a short description on opium war  
(04 Marks)
- (d) What is Long March?  
(05 Marks)
- (e) Briefly explain about "Cultural Revolution" and its impacts in China.  
(05 Marks)





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### Question 02

- (a) Write a description on China communist's party (CCP) establishment and the structure of the CCP. (10 Marks)
- (b) Explain about the Communist party contribution to the growth of China (10 Marks)

### Question 03

Foreign Direct Investment (FDI) has contributed to Chinese economy growth directly through the establishment of Foreign Invested Enterprises (FIEs).

- (a) What are the five stages of FDI development in China? (05 marks)
- (b) Briefly explain two stages of FDI development mentioned above. (08 marks)
- (c) Write a short description on growth of Chinese Economy in the period of Deng Xiaoping? (07 Marks)

### Question 04

Discuss the major development challenges in china after 2000 based on following dimensions

- (a) Economy  
(b) Political  
(c) Social  
(d) Culture (20 Marks)



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### Question 05

Write short description about two of following leaders in China

- (a) Sun Yat Sen
- (b) Mao Zedong
- (c) Deng xiaoping

(20 Marks)

### Question 06

- (a) Explain about China's Special Economic Zones (SEZ) with the appropriate examples. (10 Marks)
- (b) Discuss about the way Urban areas converted to Industrial Zones in China (10 Marks)

### Question 07

- (a) Briefly discuss about the rise of middle class and emergence of working class in modern China (10 Marks)
- (b) How do you analyze the growth in Foreign Trade in China after 1979 (10 Marks)

### Question 08

Analyze the statement of "China is the growth engine of Asia" .your answer should include appropriate example (20 Marks)

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



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Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance – FTIN0335

- 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: 2020.03.08

Pass mark: 50%

Time: 03 Hours

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### Question 01 (Compulsory)

- (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 exit (04 Marks)
  - (iii) Assignment of the policy (04 Marks)

### Question 02

Distinguish between:

- (a) Voyage policy and open policy (10 Marks)
- (b) FOB and CIF (10 Marks)



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### Question 03

Write short notes on the following:-

- |                             |                        |             |
|-----------------------------|------------------------|-------------|
| (a) Constructive Total Loss | (c) Airway Bill        |             |
| (b) Salvage Charges         | (d) Particular average | (5*4 Marks) |

### Question 04

- |   |            |
|---|------------|
| (a) Explain what is meant by "Underwriting" in insurance.   | (05 Marks) |
| (b) List five (5) factors that an insurer will take into consideration when underwriting cargo risks. | (10 Marks) |
| (c) Discuss why containerisation is an important factor   | (05 Marks) |

### Question 05

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways to mitigate them:-

- |                         |             |
|-------------------------|-------------|
| (a) Newsprint           |             |
| (b) Motor vehicle parts |             |
| (c) Fertilizer          |             |
| (d) Fresh flowers       | (5*4 Marks) |

### Question 06

- |   |            |
|---|------------|
| (a) Explain why insurance policies have exclusions.   | (08 Marks) |
| (b) Explain the common "Exclusion clauses" appearing in modern cargo insurance policies issued for foreign trade. | (12 Marks) |



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### Question 07

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

### Question 08

- (a) Explain the scope of cover under the Products Liability Insurance. (10 Marks)
- (b) Identify the type of claims that can arise from following products:-
- Electrical appliances
  - Hair dressing preparations (10 Marks)

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



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Year 4 Semester I

SEMESTER END 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: 2020.03.01

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

You have been appointed as a strategist for a company that operates in 04 different industries with three separate strategic business units.

ICT - This is one of the fast-growing industries in the country and the company is the leader in this industry.

FM Channel - This is also one of the fast-growing industries in the country, and the company recently entered this market by acquiring the leading FM Channel in the country.

Telecommunication - This is one of the fast-growing industries of the country, and the company is the undisputed leader in this market.

Energy - This is one of the most lucrative and growing markets recently opened for the private sector. The company is yet to achieve a unique position in the market.

- (a) Select an appropriate portfolio model and place the above SBUs. 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 the implications. (10 Marks)

### Question 02

The supermarket industry in Sri Lanka is set out for an explosive growth in the recent years this is with the western lifestyle of modern Sri Lankans where convenience is a key benefit sought after.

(a) Analyse the macro environmental changes and challenges that affect Sri Lankan Supermarket Industry with an appropriate model or framework (10 Marks)

(b) Identify and explain 02 key macro environmental challenge and their implications for Sri Lankan/ local Supermarkets chains. (10 Marks)

### Question 03

(a) Explain different level of strategy with an actual example of your choice. (10 Marks)

(b) Explain different types of strategies with examples. (10 Marks)

### Question 04

For the past two decades, Michael Porter's work has significantly shaped the field of competitive strategy.

(a) Explain the Porter's three generic strategic with practical examples. (10 Marks)

(b) What is the main idea behind Porter's Diamond model Explain your answer with practical examples. (10 Marks)



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### Question 05

Sri Lankan Telecommunication Industry is one of the fast-growing industries in the country.

- (a) Select a telecommunication company and analyse its Meso environment with an appropriate model or framework (10 Marks)
- (b) Identify and explain 02 key Meso environmental factors that affect the chosen company. (10 Marks)

### Question 06

- (a) Explain the Porter's Three Generic Strategies with practical examples (10 Marks)
- (b) Explain main growth options available for an organisation with examples of your choice. (10 Marks)

### Question 07

Structure Follows Strategy. Critically evaluate this statement using appropriate examples of your choice. (20 Marks)

### Question 08

- (a) Explain the balanced scorecard technique with a hypothetical example of your choice. (10 Marks)
- (b) What change management attempts often fail? Explain your answer with 04 reasons. (10 Marks)

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





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Year 4 Semester I

REPEAT EXAMINATION

Foreign Trade Insurance – FTIN0335

- 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: 2019.06.22

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

Insurance underwriting process involves deciding whether a particular risk is acceptable for insurance, and if it is insurable deciding on what terms and conditions and premium to be applied.

- (a) Name six (6) perils which may cause loss / damage to cargo during a sea voyage  
(06 Marks)
- (b) Explain five (5) factors that an insurer will take into consideration when underwriting cargo risks.  
(10 Marks)
- (c) Why “packing” is an important factor?  
(04 Marks)

**Question 02**

- (a) Name of six (6) perils which may cause losses / damages to cargo during a sea voyage  
(06 Marks)
- (b) Name six (6) types of dangerous / hazardous cargo  
(06 Marks)



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- (c) List five (5) factors that insurer will take into consideration when underwriting cargo risks. (08 Marks)

### Question 03

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways of mitigation (5\*4 Marks)

- (a) Machinery
- (b) Coal
- (c) Tea
- (d) Fresh flowers

### Question 04

Explain in detail the effects of geographical factors and natural phenomenon over foreign trade. (20 Marks)

### Question 05

- (a) What are the advantages in using containerized transportation? (08 Marks)
- (b) Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (12 Marks)

### Question 06

Write notes on the follows (5\*4 Marks)

- (a) Voyage Policy
- (b) Salvage Charges
- (c) Airway Ball
- (d) Particular Average



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**Question 07**

- (a) Why do insurance Policies contain Exclusions? (08 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (12 Marks)

**Question 08**

- (a) Discuss the importance of INCO Terms and there relevance to various insurance policies that need to be presented in multi-model transport (10 Marks)
- (b) Explain and state the party responsible to arrange insurance with respect to use of following INCO terms:
- EXW
  - FOB

(10 Marks)

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

C, draw



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Year 4 Semester I

SEMESTER END EXAMINATION

History and Modern China – HMCH0382



- This paper consists of EIGHT questions on SEVEN (07) 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: 2019.03.31

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

Underline the correct answer and attach the question paper to the Answer Book.

1) When Terracotta Army discovered?

(A) 1876

(B) 1976

(C) 1974

2) "Lunar" means

(A) Moon

(B) Sun

(C) Star



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3) Who is the founder of Taoism (Daoism)?

- (A) Lao Tzu
- (B) Han Fei
- (C) Confucius

4) Which Dynasty developed Silk?

- (A) Shang Dynasty
- (B) Qin Dynasty
- (C) Han Dynasty

5) Which Dynasty gave the burden for poor peasant?

- (A) Shang Dynasty
- (B) Qin Dynasty
- (C) Han Dynasty

6) One of the important Philosophers

- (A) Confucius
- (B) Mao Zedong
- (C) Xi Jinping

7) Who is the 1<sup>st</sup> Emperor and the leader of the Qin Dynasty?

- (A) Taizong
- (B) Shi Huangdi
- (C) Gaozu



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8) Which period Buddhism spread India to China?

- (A) Qin Dynasty
- (B) Shang Dynasty
- (C) Han Dynasty

9) Who created Chinese Characters?

- (A) Confucius
- (B) Cang Jie
- (C) Deng Xiaping

10) Mao Zedong was died on which year?

- (A) 1934
- (B) 1966
- (C) 1976

11) The Boxer rebellion began from which province in China ?

- (A) Jiangsu Province
- (B) Shandong Province
- (C) Sichuan Province

12) Republic of China was established in which year?

- (A) 1949
- (B) 1912
- (C) 1911



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13) Beginning of the Chinese Civil war

- (A) 1912
- (B) 1839
- (C) 1927

14) The Long March period

- (A) 1958-1961
- (B) 1839-1860
- (C) 1934-1935

15) This is called as Martial Arts

- (A) Wushu
- (B) Calligraphy
- (C) Kuai Zi

16) Longest River in China

- (A) Amazon
- (B) Yangtz
- (C) Nile

17) Who is the Chinese Communist leader and founder of the P.R. China.

- (A) Deng Xiao Ping
- (B) Mao
- (C) Chiang Kai Shek



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18) The 1<sup>st</sup> Portuguese in China

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(A) 1814

(B) 1514

(C) 1681

19) Chinese new year celebrate according to the

(A) Sun

(B) 12 Animals

(C) Moon

20) What is the unlucky number in Chinese culture?

(A) Nine

(B) Four

(C) Thirteen

(1x20 Marks)

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





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## Question 02

Write a brief description regarding the following topics (150 words each)

(a) Long March (10 Marks)

(b) May Fourth Movement (10 Marks)

## Question 03

Write a brief description regarding below topic (150 words each)

(a) Chinese New Year (10 Marks)

(b) Chinese eating Culture (10 Marks)

## Question 04

Answer below questions

(a) Write 10 points about Sun Yat San or Deng Xiaoping (10 Marks)

(b) Write 10 points about Confucianism (10 Marks)

## Question 05

Answer below questions

(a) Write brief description about Chinese Economy growth (150 words) (10 Marks)

(b) Write down 10 out of 13 Dynasties in Order (10 Marks)



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**Question 06**

Write a brief description regarding the following topics ( 150 words each)

- (a) Civil War (10 Marks)  
(b) Opium War (10 Marks)

**Question 07**

Explain about " Story Of Silk Road " (250 words) (20 Marks)

**Question 08**

- (a) Write brief description about Terracotta (100 words) (05 Marks)  
(b) Write small essay about China (100 words) (05 Marks)  
(c) Point out the main things happened in china from 1912 - 1949 (100 words) (05 Marks)  
(d) Write 5 points about China flag (05 Marks)

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

Library



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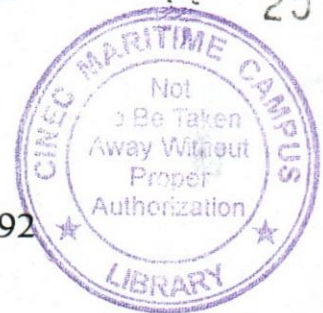


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Year 4 Semester I

SEMESTER END EXAMINATION

Strategic Supply Chain Management – SCMG0392



- This paper consists of EIGHT questions on SEVEN (07) 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: 2019.03.30

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

#### Dynamic Inventory Control

Automotive manufacturing is like a well-planned athletic competition. Every play needs to be designed and executed flawlessly by each member of the team. For one leading international automaker, increasing the efficiency of inbound-to-manufacturing materials flow was the fundamental step in driving peak production performance.

The company needed an integrated solution to manage dynamic inventory levels through each step of the process and effectively coordinate just-in-time deliveries. And with three different production processes, 22 suppliers and 300 part numbers, that was no small task.

A tailor-made, web-based, supplier integration system was introduced to support common manufacturing operations – such as delivery sequencing, metering and replenishments of open-bin supplies – for inbound-to-manufacturing automotive environments. It links all of the company's global supply chain partners into a flexible,



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real-time production schedule that streamlines information flow and reduces waste. With support and training at both the implementation and ongoing operation stages, the system provides much-needed visibility and inventory control.

- (a) Explain the supply chain challenge faced by the automaker in the case study. (05 Marks)
- (b) Elaborate on how a supplier integration system helped the company achieve its objectives. (05 Marks)
- (c) What are the benefits of dynamic inventory control for a manufacturing or assembly operation. (05 Marks)
- (d) Elaborate how 3PL can play a major role in rolling out Supply Chain IT solutions. (05 Marks)

## Question 02

- (a) What is bull-whip effect in supply chain management? (04 Marks)
- (b) Explain end of life disposal under sustainability. (04 Marks)
- (c) What is outsourcing? (04 Marks)
- (d) What is cross docking? (04 Marks)
- (e) What is the rationale for Vendor Managed Inventory? (04 Marks)



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## Question 03

Home Grow is a company that imports indoor plant growing units with the popularity of urban farming in Sri Lanka and estimates demand to be approximately 2,400 units. Buying price of a unit is \$ 35 and the monthly holding cost is 3% of unit's value. It costs approximately \$25 to place an order. Home Grow currently orders 100 units twice a month.

- (a) What is the total cost for the current order quantity?  
(05 Marks)
- (b) What is the economic order quantity (EOQ)?  
(05 Marks)
- (c) How many orders will be placed per year using the EOQ?  
(05 Marks)
- (d) Determine the ordering, holding, and total inventory costs for the EOQ. How has the total cost changed?  
(05 Marks)

## Question 04

Upon closer observation, Home Grow determines that the demand is normally distributed with standard deviation of demand 4 units per day. (Home Grow is open 300 days per year.) It usually takes about 4 days to receive an order through air freight from the factory in China.

- (a) What is the safety stock needed to achieve a service level of 94%? What is the holding cost associated with this safety stock?  
(06 Marks)
- (b) What is the reorder point?  
(06 Marks)



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(c) How would the reorder point change, if the service level changed to 99%?

(08 Marks)

## Question 05

(a) Explain the strategic supply chain challenge with an appropriate example.

(06 Marks)

(b) Discuss three logistics infrastructure related issues in Sri Lanka with examples.

(06 Marks)

(c) Explain the application of total cost of ownership in the context of supplier management with examples.

(08 Marks)

## Question 06

(a) Identify & explain four main technologies that shape today's supply chains with application examples.

(06 Marks)

(b) Explain the phases in supply chain network planning with an appropriate example.

(08 Marks)

(c) "In today's marketplace, the order-winning criteria is more likely to be service based than product-based".

Elaborate on the above statements with an appropriate industry example.

(06 Marks)

## Question 07

(a) Discuss how information technology can help to improve supply chain visibility.

(07 Marks)

(b) The term "supply chain management" does not have a universally agreed definition. Provide your definition of "supply chain management".

(05 Marks)

(c) Discuss the role of sustainability in supply chain management using triple bottom line approach.

(08 Marks)



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## Question 03

Home Grow is a company that imports indoor plant growing units with the popularity of urban farming in Sri Lanka and estimates demand to be approximately 2,400 units. Buying price of a unit is \$ 35 and the monthly holding cost is 3% of unit's value. It costs approximately \$25 to place an order. Home Grow currently orders 100 units twice a month.

- (a) What is the total cost for the current order quantity?  
(05 Marks)
- (b) What is the economic order quantity (EOQ)?  
(05 Marks)
- (c) How many orders will be placed per year using the EOQ?  
(05 Marks)
- (d) Determine the ordering, holding, and total inventory costs for the EOQ. How has the total cost changed?  
(05 Marks)

## Question 04

Upon closer observation, Home Grow determines that the demand is normally distributed with standard deviation of demand 4 units per day. (Home Grow is open 300 days per year.) It usually takes about 4 days to receive an order through air freight from the factory in China.

- (a) What is the safety stock needed to achieve a service level of 94%? What is the holding cost associated with this safety stock?  
(06 Marks)
- (b) What is the reorder point?  
(06 Marks)



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## Question 08

(a) Explain the challenges of reverse supply chain using an appropriate industry example. (06 Marks)

(b) "Sustainability has become a major aspect of business operations".

Give your opinion on the impact of sustainability in logistics operations with examples.

(08 Marks)

(c) Explain how Balanced Scorecard be used to align supply chain strategy and day-to-day execution of plans. (06 Marks)

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





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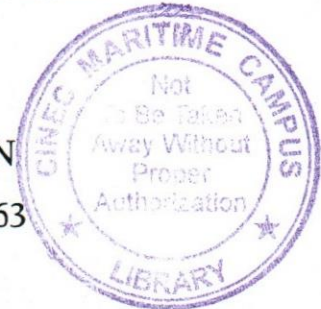


01

Year 4 Semester I

SEMESTER END EXAMINATION

Strategic Management – STMG0263



- This paper consists of EIGHT questions on FOUR (04) 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: 2019.03.24

Pass mark: 50%

Time: 03 Hours

## Question 01: (Compulsory)

You are working as an investment advisor for Piccadilly PLC, a Diversified Conglomerate that operates in 05 different industries with six separate strategic business units. You have been approached by the board of directors to analyse each SBU and comment on future implications.

- Insurance – Overall insurance market in Sri Lanka is increasing and the company recently entered this market with a new company called Piccadilly Insurance.
- Tea Plantation – The growth of the Sri Lanka tea market has decreased over the recent years due to both local and international pressures and company own the biggest tea plantations and factory complex in the country.
- Construction – The growth of the construction industry has decreased due to the recent political and economic changes and challenges. The company is the undisputed market leader in the industry and involved in a range of construction projects.
- Education – This is one of the fast-growing industries in Sri Lanka and the company recently entered the industry with a partnership with a foreign university.



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- Hotel - This is one of the fast-growing industries of the country after the war, and the company is a new entrant with two small boutique hotels.

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

(b) Do you think Piccadilly PLC has a balanced portfolio? Explain your answer highlighting the strategies they need to follow.

(10 Marks)

## Question 02

Even though the year 2017 was a challenging year for the Sri Lankan Economy with a recorded low economic growth rate of 3.1%, Sri Lanka Inductance Industry remained focused on higher sales and profitability. As a result, the Total Gross Written Premium (GWP - The total premium, both direct and assumed, written by all insurance companies) grew by 15.07% to LKR 164,623 million compared to the previous year. The growth in premium was largely driven by the general insurance business, mainly from motor and health insurance sub-classes.

*(Source: Insurance Regulatory Commission of Sri Lanka)*

(a) Analyse the macro environmental changes and challenges that affect the Sri Lankan Insurance Industry with an appropriate model or framework. (10 Marks)

(b) Identify and explain 03 key macro environmental challenge and their implications for insurance companies. (10 Marks)



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01     

## Question 03

The Biscuit Market in Sri Lanka accounts for approximately 55,000 metric tons of snack foods each year. It is valued at around Rs. 9.3 billion annually. The market achieves a growth rate of between 10% and 15% each year. As a result of this growth, it is characterized by an intense competition where two strong local brands and international brands follow different strategies to remain competitive and strong.

*(Source: Various Online Sources)*

You have been employed as an Analyst by a new company that is planning to enter the Sri Lankan Biscuit Market. You have been approached by the senior management to clear following in an attempt to understand the nature of the Sri Lankan Biscuit industry.

(a) Analyse the Meso/ industry environmental changes and challenges that affect Sri Lankan Biscuit Industry with an appropriate model or framework. (10 Marks)

(b) Identify and explain 02 main Meso/ Industry environmental challenge and their implications for the new company.

(10 Marks)

## Question 04

(a) Explain the different levels of strategy and types of strategy with recent industry examples. (10 Marks)

(b) Strategy can be seen in different ways depending on the way it is used/ applied. Evaluate this statement using the concept of five P's of strategy.

(10 Marks)

## Question 05

(a) What are the different growth options strategies available for an organisation? Exemplifying your answer with examples. (10 Marks)

(b) What are the key drivers/ reasons for international diversity? Identify and explain 03 reasons with appropriate examples. (10 Marks)



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## Question 06

Michael Porter can be identified as one of the most significant contributors to the field of strategy. He has introduced a range of concepts, models and frameworks to identify and assess the nature of strategy, competition and advantage.

(a) Explain the ways of achieving Competitive Advantage using Porter's Three Generic Strategy Model with practical examples. (10 marks)

(b) What are key components that make up the National Advantage? Explain your answer with relevant international examples. (10 marks)

## Question 07

(a) Why Change Management attempt often fail? Explain your answer identify 04 reasons for failures. (10 Marks)

(b) Explain the Balanced Score Card Technique and its Key Components using a hypothetical example. (10 Marks)

## Question 08

Write short notes on any FOUR of the following with examples where necessary:

- (a) Barriers to innovation
- (b) Globalization
- (c) Related diversification
- (d) Causes of poor corporate performance
- (e) Prescriptive and Descriptive approaches
- (f) Corporate governance

(5\*4 Marks)

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



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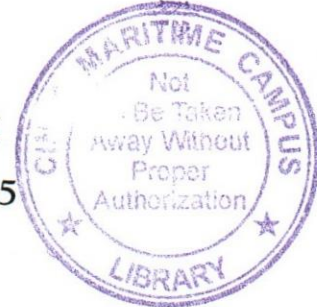
Course CODE: COM550



Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance - FTIN0335



- 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: 2019.03.23

Pass mark: 50%

Time: 03 Hours

## Question 01: (Compulsory)

Insurance underwriting process involves deciding whether a particular risk is acceptable for insurance, and if it is insurable deciding on what terms and conditions and premium to be applied.

- (a) Name six (6) perils which may cause loss / damage to cargo during a sea voyage (06 Marks)
- (b) List five (5) factors that an insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Why "packing" is an important factor? (04 Marks)

## Question 02

- (a) What are the duties imposed by the "Doctrine of Utmost Good Faith" on parties to a contract of Insurance? (12 Marks)
- (b) What are the consequences, should these duties are not fulfilled? (08 Marks)



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## Question 03

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways of mitigation (5\*4 Marks)

- (a) Motor Vehicle parts
- (b) Coal
- (c) News print
- (d) Fresh flowers

## Question 04

Explain in detail the effects of geographical factors and natural phenomenon over foreign trade. (20 Marks)

## Question 05

- (a) What are the advantages in using containerized transportation? (08 Marks)
- (b) Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (12 Marks)

## Question 06

Write notes on the follows (5\*4 Marks)

- (a) Voyage Policy
- (b) Salvage Charges
- (c) Airway Ball
- (d) Constructive Total Loss



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**Question 07**

- (a) Why do insurance Policies contain Exclusions? (08 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (12 Marks)

**Question 08**

"Risk sharing in international trade is always not a fixed deal between the Insurer and Assured." There are conventions covering international carriage of goods.

- (a) Discuss the provisions on limitation of liability under Warsaw and Montreal Conventions in relation to Air Carriage. (10 Marks)
- (b) Explain Three items in terms of Hague- Visby rules, that an ocean carrier is responsible to exercise due diligence. (10 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 SEVEN (07) 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
- Supporting documents are attached to the question paper

Date: 2018.07.01

Pass mark: 50%

Time: 03 Hours

#### Question 01: (Compulsory)

##### Supply Chain pains of Starbucks

The most successful coffee shop brand in the world has been through its periods of supply chain pain. In fact, during 2007 and 2008, Starbucks leadership began to have serious doubts about the company's ability to supply its 16,700 outlets. As in most commercial sectors at that time, sales were falling. At the same time though, supply chain costs rose by more than \$75 million. Fewer than 50% of outlet deliveries were arriving on time, a number of poor outsourcing decisions had led to excessive 3PL expenses and the supply chain had evolved, rather than grown by design, and had hence become unnecessarily complex for Starbucks.

Starbucks management identified three main areas for improvements; reorganize the supply chain, reduce cost to serve & lay the groundwork for future capability in the supply chain. In order to meet these objectives, Starbucks divided all its supply chain





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functions into four key groups, known as “plan” “make” and “deliver”. It also opened a new production facility, bringing the total number of U.S. plants to four. Next, the company set about terminating partnerships with all but its most effective 3PLs. The remaining partners were then managed via a weekly scorecard system, which was aligned with renewed service level agreements. By the time Starbucks’ supply chain transformation program was completed, the company had made savings of more than \$500 million over the course of next 6-7 years, of which a large proportion came out of the supply chain.

- (a) Explain why Starbucks needed to rethink its supply chain management. (05 Marks)
- (b) Elaborate on how supply chain design can be used to improve supply chain effectiveness. (05 Marks)
- (c) Explain how supply chain management can play a vital role in bringing in cost savings. (05 Marks)
- (d) Elaborate how 3PL services can supply chain operations positively with examples. (05 Marks)

## Question 02

- (a) Explain lean as a supply chain strategy. (04 Marks)
- (b) Identify three functions of inventory and explain one of them. (04 Marks)
- (c) What is the rationale for Vendor Managed Inventory? (04 Marks)
- (d) Explain the concept of total cost of ownership. (04 Marks)
- (e) What is milk run in logistics? (04 Marks)



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**Question 03**

- (a) Explain the benefits of reverse supply chain solutions in electronics retailing industry. (06 Marks)
- (b) Explain how sustainability criteria can be embedded successfully in to day-to-day running of supply chain operations with examples. (08 Marks)
- (c) Explain how Balanced Scorecard can help to bridge the gap between corporate goals and execution. (06 Marks)

**Question 04**

Power Plus is a car battery supplier to vehicle accessories dealers and maintenance centers. The annual demand is approximately 1,500 batteries. Power plus pays \$32 for each battery and estimates that the annual holding cost is 25% of battery's value. It costs approximately \$20 to place an order. Power plus currently orders 100 batteries per month.

- (a) Determine the total costs for the current order quantity. (05 Marks)
- (b) Determine the economic order quantity (EOQ). (05 Marks)
- (c) How many orders will be placed per year using the EOQ? (05 Marks)
- (d) Determine the ordering, holding, and total inventory costs for the EOQ. How has the total cost changed? (05 Marks)



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## Question 05

Upon closer observation, Power Plus determines that the demand for batteries is normally distributed with standard deviation of demand 4 batteries per day. (Power Plus is open 300 days per year.) It usually takes about 4 days to receive an order through air freight from the factory in China.

- (a) What is the safety stock needed to achieve a service level of 93%? What is the holding cost associated with this safety stock? (06 Marks)
- (b) Determine the reorder point. (06 Marks)
- (c) How would the reorder point change, if the service level changed to 99%? (08 Marks)

## Question 06

- (a) Explain the strategic supply chain challenge with an appropriate example. (06 Marks)
- (b) Discuss three supply chain issues in Sri Lanka with examples. (06 Marks)
- (c) Explain the application of total cost of ownership in the context of purchasing with examples. (08 Marks)

## Question 07

- (a) Discuss the role of information technology in supply chain management (07 Marks)
- (b) The term "supply chain management" does not have a universally agreed definition. Provide your definition of "supply chain management". (05 Marks)
- (c) Discuss the importance of sustainability in supply chain management using triple bottom line approach. (08 Marks)



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**Question 08**

- (a) Explain external integration in supply chain integration. (05 Marks)
- (b) Explain network design phase in supply chain network planning with an appropriate example. (05 Marks)
- (c) Namal Dias just took over as the supply chain manager at Mintra, which is an apparel manufacturing company with a 15 years existence. Namal sees number of areas to improve in inventory management at Mintra. However, She doesn't wish to make random changes in to the current inventory management practices, but to adopt best practices systematically.

Write a mini report on best practices in inventory management highlighting their benefits for Mintra, assuming you are the supply chain manager.

(10 Marks)

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



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## Attachments

### Equations

$$Q = \sqrt{\frac{2DS}{H}}$$
$$TC_{EOQ} = \left(\frac{D}{Q}S\right) + \left(\frac{Q}{2}H\right)$$

Where

$TC$  = total annual cost

$D$  = annual demand

$Q$  = quantity to be ordered

$H$  = annual holding cost

$S$  = ordering or setup cost

$$R = dL$$

where  $R$  = reorder point in units

$d$  = daily/weekly demand in units

$L$  = lead time in days/weeks

$$R = dL + SS$$

where  $SS$  = safety stock in units



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04

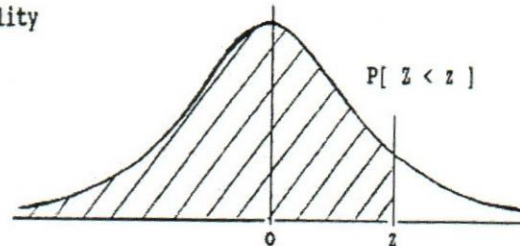
## STANDARD STATISTICAL TABLES

### 1. Areas under the Normal Distribution

The table gives the cumulative probability up to the standardised normal value  $z$

i.e.

$$P[Z < z] = \int_{-\infty}^z \frac{1}{\sqrt{2\pi}} \exp\left(-\frac{1}{2}z^2\right) dz$$



$z$	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5159	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7854
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8804	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9773	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9865	0.9868	0.9871	0.9874	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9980	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
$z$	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
$P$	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000



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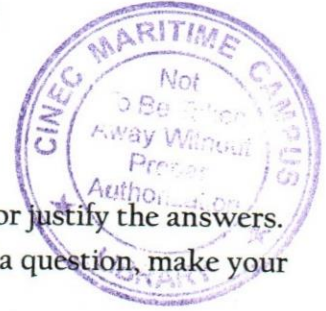
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04

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: 2018.06.30

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

Sri Lankan Telecommunication Industry is one of the fast-growing industries in the country. Around 45-50% of people in Sri Lanka own a mobile phone now. Although this is high in comparison to most of the developing countries in the world, the figures are low in comparison to mature markets which typically see penetration rates between 60-80% of the population. In other words, there is a huge growth potential for the industry mainly due to both macro and meso environmental changes.

- (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 02 key macro environmental challenge and their implications for mobile services providers. (10 Marks)



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## Question 02

- (a) Explain the different modes of strategic decision making with examples. (10 Marks)
- (b) Explain different types of strategies with examples. (10 Marks)

## Question 03

- (a) Explain the concept of strategy highlighting the key characteristics. (10 Marks)
- (b) What is meant by Prescriptive and Descriptive approaches to strategy development. Explain your answer with examples. (10 Marks)

## Question 04

For the past two decades, Michael Porter's work has significantly shaped the field of competitive strategy.

What is the difference between Porter's Diamond Model and Porter's Five Forces Models? Explain your answer, highlighting the key purpose and components of each model.

(20 Marks)

## Question 05

You have been appointed as a strategist for a company that operates in 03 different industries with three separate strategic business units.

Telecommunication - This is one of the fast-growing industries of the country, and the company is the undisputed leader in this market.

Digital TV - This is also one of the fast-growing industries in the country, and the company recently entered this market by acquiring the leading Digital TV Company in the country.

Energy - This is one of the most lucrative and growing markets recently opened for the private sector. The company is yet to achieve a unique position in the market.





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- (a) Select an appropriate portfolio model and place the above SBU's. Comment on the market position of each of these segments. (10 Marks)
- (b) Do you think this company has a balanced portfolio? Explain your answer highlighting the implications. (10 Marks)

**Question 06**

- (a) Explain the Porter's Three Generic Strategies with practical examples (10 Marks)
- (b) What are the reasons for international diversity? Explain your answer with examples. (10 Marks)

**Question 07**

- (a) Explain 04 key problems and challenges associated with strategy implementation. (10 Marks)
- (b) Why change management attempts often fail? Explain your answer highlighting 04 key barriers for innovation. (10 Marks)

**Question 08**

Write short notes on any **FOUR** of the following with examples: (5\*4 Marks)

- (a) Strategic Myopia
- (b) Multi-domestic strategy
- (c) Learning organisation
- (d) Related diversification
- (e) Market penetration
- (f) Competitive advantage

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

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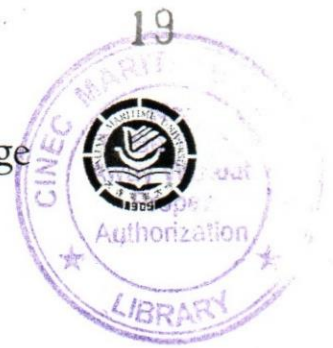
CINEC Campus

Faculty of Management, Humanities & Social Sciences

Department of Logistics & Transport

BSc in International Transportation Management and Logistics

Course CODE: COM550



Year 4 Semester I  
REPEAT EXAMINATION  
Foreign Trade Insurance - FTIN0335

- 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: 2018.06.29

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

Insurance underwriting process involves deciding whether a particular risk is acceptable for insurance, and if it is insurable deciding on what terms and conditions and premium to be applied.

- (a) Name six (6) perils which may cause loss / damage to cargo during a sea voyage (06 Marks)
- (b) List five (5) factors that an insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Why "packing" is an important factor? (04 Marks)

**Question 02**

- (a) Describe the duties imposed by the "Doctrine of Utmost Good Faith", on parties to a contract of Insurance. (10 Marks)
- (b) Explain the consequences should these duties are not fulfilled. (10 Marks)



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## Question 03

- (a) Discuss the importance of INCO Terms and their relevance to various insurance policies that need to be present in multi-model transport. (12 Marks)
- (b) Explain/state the party responsible to arrange insurance with respect of use of following INCO terms.
- EXW
  - CPT
  - FOB
  - CIF
- (08 Marks)

## Question 04

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways of mitigation (5\*4 Marks)

- (a) News Print
- (b) Fertilizer
- (c) Motor Vehicle Parts
- (d) Coal

## Question 05

What are the advantages in using containerized transportation? (08 Marks)

Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (12 Marks)

## Question 06

Write short notes on the follows (5\*4 Marks)

- (a) Constructive Total Loss
- (b) Salvage Charges
- (c) Bill of Lading
- (d) Particular Average



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**Question 07**

- (a) What is Export Credit Insurance? (08 Marks)
- (b) Discuss the Commercial and Non-commercial risks that could be covered under "Export Credit Insurance" (12 Marks)

**Question 08**

Explain how geographical factors and natural phenomenon effect overseas trade.  
(20 Marks)

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



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## Year 4 Semester I SEMESTER END EXAMINATION Strategic Supply Chain Management – SCMG0392

- This paper consists of EIGHT questions on SEVEN (07) 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
- Supporting documents are attached to the question paper

Date: 2018.04.21

Pass mark: 50%

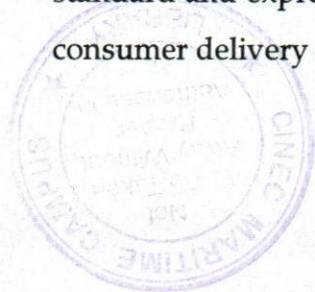
Time: 03 Hours

### Question 01: (Compulsory)

#### An end-to-end e-commerce Supply Chain solution for Escalade Sports

For more than 80 years, Escalade Sports has been committed to providing quality sporting goods and leisure activities products for homes. With the launch of its e-commerce platform, Escalade Sports needed to reduce 'order to delivery' times and to dramatically reduce claims for North America home deliveries, as well as streamlining its inbound logistics from Asia.

The logistics solution included reduction in total landed costs with consolidation set up in Shanghai and Hong Kong and supplier management services training at origin vendor locations in China. MySEKO RFID technology was deployed for simplicity and visibility. Third party distribution services were used at strategic service centers coupled with standard and express national home delivery services. This allowed Escalade to reduce consumer delivery claims by 60% and free to focus on core business of retail





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- (a) Explain why Escalade needed an end-to-end SC solution for e-commerce.  
(05 Marks)
- (b) Elaborate on how consolidation can be used to improve supply chain effectiveness.  
(05 Marks)
- (c) Explain how supplier management can play a vital role in improving lead time & reducing customer claims.  
(05 Marks)
- (d) Elaborate how 3PL services can impact e-commerce operations positively with examples.  
(05 Marks)

## Question 02

Transformer Sri Lanka Company uses 25,000 circuit components at an even rate during a year with 250 working days. Each order placed with the supplier of the components is for 2,000 components, which is the economic order quantity. The company holds a buffer inventory of 100 components. The annual cost of holding one component in inventory is \$2 & ordering cost is \$100 per order.

- (a) What is the total annual cost of holding inventory of the circuit component?  
(06 Marks)
- (b) The company is forecasting an annual demand growth of 10%, what is the new EOQ?  
(07 Marks)



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- (c) Due to frequent delays in shipment clearances at airport, the company has decided to increase the buffer stock up to 150 components in line with increased demand forecast, what is the new total annual cost of holding inventory?

(07 Marks)

## Question 03

It takes about four days to receive an order from China via air freight and the demand has a standard deviation of 50 components per day.

- (a) Comment on the feasibility of 100 strong buffer stocks to provide 94% service level.

(06 Marks)

- (b) What is the reorder point of the new EOQ?

(06 Marks)

- (c) What is the service level that can be achieved with new buffer stock level of 150?

(08 Marks)

## Question 04

- (a) What is bull-whip effect in supply chain management?

(04 Marks)

- (b) Explain end of life disposal under sustainability.

(04 Marks)

- (c) What is outsourcing?

(04 Marks)

- (d) What is cross docking?

(04 Marks)

- (e) What is the rationale for Vendor Managed Inventory?

(04 Marks)



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## Question 05

- (a) Explain the strategic supply chain challenge with an appropriate example. (06 Marks)
- (b) Discuss three supply chain issues in Sri Lanka with examples. (06 Marks)
- (c) Explain the application of total cost of ownership in the context of purchasing with examples. (08 Marks)

## Question 06

- (a) Why change management is critical in supply chain management? (06 Marks)
- (b) List three types of costs in inventory and explain one in detailed with an example. (06 Marks)
- (c) Explain the advantages of using cycle counting to improve record accuracy in a warehouse operation. (08 Marks)

## Question 07

- (a) Ryan is planning on rolling out strategic sourcing in his organization, briefly explain the critical success factors that Ryan should be mindful about when implementing strategic sourcing. (07 Marks)
- (b) Silo mentality is a major hindrance of supply chain integration; identify how an organization can move away from silo mentality with practical solutions (06 Marks)
- (c) Instant gratification is the most important factor in e-commerce that require faster delivery. Propose a suitable distribution option to make e-commerce deliveries in Sri Lanka faster with justifications. (07 Marks)





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## Question 08

- (a) Explain the benefits of reverse supply chain solutions in electronics retailing industry. (06 Marks)
- (b) Explain how sustainability criteria can be embedded successfully in to day-to-day running of supply chain operations with examples. (07 Marks)
- (c) Explain how Balanced Scorecard can help to bridge the gap between corporate goals and execution. (06 Marks)

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



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EXAMINATION  
21 APR 2018  
CINEC

**Attachment 1**  
Equations

$$Q = \sqrt{\frac{2DS}{H}}$$

$$TC_{EOQ} = \left( \frac{D}{Q} S \right) + \left( \frac{Q}{2} H \right)$$

Where

$TC$  = total annual cost

$D$  = annual demand

$Q$  = quantity to be ordered

$H$  = annual holding cost

$S$  = ordering or setup cost

$$R = dL$$

where  $R$  = reorder point in units

$d$  = daily/weekly demand in units

$L$  = lead time in days/weeks

$$R = dL + SS$$

where  $SS$  = safety stock in units



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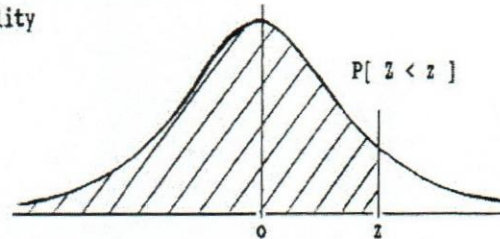
## Attachment 2

### STANDARD STATISTICAL TABLES

#### 1. Areas under the Normal Distribution

The table gives the cumulative probability up to the standardised normal value  $z$  i.e.

$$P[Z < z] = \int_{-\infty}^z \frac{1}{\sqrt{2\pi}} \exp\left(-\frac{1}{2}z^2\right) dz$$

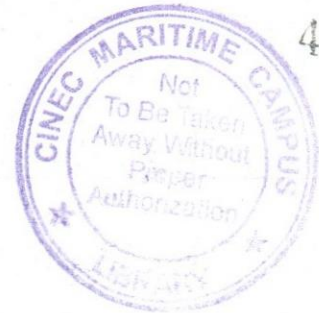


$z$	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5159	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7854
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8804	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9773	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9865	0.9868	0.9871	0.9874	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9980	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
$z$	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
$P$	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000



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Year 4 Semester I  
SEMESTER END EXAMINATION  
Foreign Trade Insurance – FTIN0335



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- 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: 2018.04.01

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

- (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 exit (04 Marks)
  - (iii) Assignment of the Policy (04 Marks)

**Question 02**

Containerization is a system of standardized transportation that uses a common sized steel container to transport goods.

- (a) Discuss the advantages in using containerized transportation (08 Marks)
- (b) Identify the hazards involved in containerized transits. Discuss the insurance covers available. (12 Marks)



### Question 03

- (a) Name of **SIX** (6) perils which may cause losses/ damages to cargo during a sea voyage (06 Marks)
- (b) Name **SIX** (6) types of dangerous/ hazardous cargo (06 Marks)
- (c) List **FIVE** (5) factors that insurer will take into consideration when underwriting cargo risks. (08 Marks)

### Question 04

Write short notes on the followings

- (a) Constructive total loss (05 Marks)
- (b) Sue and labour (05 Marks)
- (c) Salvage charges (05 Marks)
- (d) Particular average (05 Marks)

### Question 05

- (a) Why do insurance Policies contain Exclusions? (08 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (12 Marks)

### Question 06

Apart from liability which may arise from contract of carriage or local legislation there are conventions covering international carriage of goods.

- (a) Discuss the provisions on limitation of liability under Warsaw and Montreal Conventions in relation to Air Carriage. (10 Marks)
- (b) Explain Three items in terms of Hague- Visby rules, that an ocean carrier is responsible to exercise due diligence. (10 Marks)



**Question 07**

State the susceptibility of the following Cargoes to loss or damage during sea voyage and suggest ways to mitigate same,

- (a) Newsprint
  - (b) Coal
  - (c) Fertilizer
  - (d) Motor Vehicle parts
- (05 Marks each)

**Question 08**

(a) "Types of insurances in foreign trade may differ in relation to the terms used in trading between the parties to a carriage contract". Discuss the important INCOTERMS and their relevance to varying insurance policies that need to be present in multi modal transportation.

(12 Marks)

(b) Explain/State the party responsible to arrange insurance with respect of use of following INCO Terms:-

- EXW
  - FOB
  - CIP
  - CIF
- (08 Marks)

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

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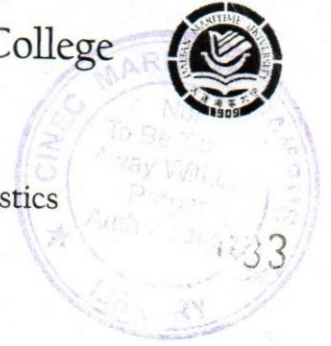
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Department of Logistics & Transport

BSc in International Transportation Management and Logistics

Course CODE: COM550



Year 4 Semester I

SEMESTER END EXAMINATION

History and Modern China - HMCH0382

- This paper consists of EIGHT (08) 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: 2018.04.08

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

Find the correct answer for all below questions

1) Largest Machinery construction in the world

a) Terracotta Army

b) Great Wall

c) The Summer Palace

2) One of the ancient Chinese achievement

a) Mobile

b) Paper

c) Phonograph

3) Who is the founder of Taoism (Daoism)?

a) Lao Tzu

b) Han Fei

c) Confucius



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4) Which Dynasty developed Silk?

- a) Shang Dynasty                      b) Qin Dynasty                      c) Han Dynasty

5) Which Dynasty gave the burden for poor peasant?

- a) Shang Dynasty                      b) Qin Dynasty                      c) Han Dynasty

6) One of the important Philosophers

- a) Confucius                              b) Mao Zedong                      c) Xi Jinping

7) Who is the 1<sup>st</sup> Emperor and the leader of the Qin Dynasty?

- a) Taizong                              b) Shi Huangdi                      c) Gaozu

8) Which period Buddhism spread India to China?

- a) Qin Dynasty                      b) Shang Dynasty                      c) Han Dynasty

9) Who created Chinese Characters?

- a) Confucius                              b) Cang Jie                              c) Deng Xiaping

10) Mao Zedong was died on which year?

- a) 1934                              b) 1966                              c) 1976





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11)What is the currency of China?

- a) Yen                                      b) Yuan(Renminbi)                                      c) Won

12)Republic of China was established in which year?

- a) 1949                                      b) 1912                                      c) 1911

13)Begining of the Chinese Civil war

- a)1912                                      b)1839                                      c)1927

14)The Long March period

- a)1958-1961                                      b)1839-1860                                      c)1934-1935

15)Martial Arts

- a)Wushu                                      b) Calligraphy                                      c)Kuai Zi

16)Longest River in China

- a)Amazon                                      b)Yangtz                                      c)Nile

17)What is the Capital of China

- a)Shanghai                                      b) Nanjing                                      c)Beijing



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18) The 1<sup>st</sup> Portuguese in China

a) 1814

b) 1514

c) 1681

19) When having meals Chinese people use

a) Spoon and Fork

b) Chopstick

c) Hand

20) The flag of China officially adopted which year?

a) 1948

b) 1949

c) 1950

(1x20 Marks)

## Question 02

Write a brief description regarding the following topics (100 words each)

(a) Long March

(10 Marks)

(b) May Fourth Movement

(10 Marks)

## Question 03

Write a brief description regarding below topic (150 words each)

(a) Chinese Society and Culture

(20 Marks)

## Question 04

Select **TWO** leaders from below and write a brief description (100 words each)

(a) Sun Yat San

(b) Mao Ze Dong

(c) Deng Xiaoping

(2x10 Marks)



**Question 05**

Explain about "Chinese New Year" the most important festival in the People's Republic Of China. (200 words)  
(20 Marks)

**Question 06**

Select **TWO** from below and write a brief description ( 100 words each)

- (a) Opium War
- (b) Civil War
- (c) Boxer Rebellion

(2x10 Marks)

**Question 07**

Explain about "Story Of Silk Road " ( 200 words)

(20 Marks)

**Question 08**

Select **TWO** from below and give your answer

- (a) What are the five duties and responsibilities of Confucianism
- (b) Write down 10 out of 13 Dynasties in Order
- (c) Explain about One Dynasty from above (100 words each)

(2x10 Marks)

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



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## Year 4 Semester I SEMESTER END 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: 2018.04.07

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

The Biscuit Market in Sri Lanka accounts for approximately 55,000 metric tons of snack foods each year. It is valued at around Rs. 9.3 billion annually. The market achieves a growth rate of between 10% and 15% each year. As a result of this growth, it is characterized with intense competition where two strong local brands and international brands follow different strategies to remain competitive and strong.

(a) Analyse its macro environment changes and challenges that affect Sri Lanka's Biscuit Market with an appropriate model or framework (12 Marks)

(b) Identify and explain 02 key macro environmental challenges and their implications on the two leading biscuit brands in Sri Lanka.

(08 Marks)



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## Question 02

- (a) Explain the different levels of strategy with examples. (10 Marks)
- (b) Strategy can be seen in different ways. Evaluate this statement using the concept of five P's of strategy. (10 Marks)

## Question 03

Explain the controversial concepts in strategic management regarding how strategy can be formed or formulated with examples, i.e. – how emergent strategy is different from intended strategy and how prescriptive approach is different from descriptive approach of strategy development

(20 Marks)

## Question 04

- (a) What is meant by National Advantage? Explain your answer with examples, highlighting the factors that determine the national advantage. (10 Marks)
- (b) Differences in culture can create issues both within companies and between countries. Identify and briefly explain the 03 social and cultural factors that need to be considered when dealing with international markets. (10 Marks)

## Question 05

You have been appointed as a strategist for a group of companies that operates in 04 different areas namely,

Footwear – This is one of the fast-growing industries of the country and the company is the undisputed leader in this market.

Leisure – This is also one of the fast-growing industries in the country after the war and the company is a niche player with two small boutique hotels

FMCG – This is also one of the fast-growing industries in the county. However, the company recently entered this market by acquiring the leading FMCG brand in the country.



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Energy - This is one of the most lucrative markets recently opened for the private sector. The company is yet to achieve a unique position in the market.

- (a) Select an appropriate portfolio model and place the above SBU's.  
(05 Marks)
- (b) Comment on the market position of each of these segments.  
(10 Marks)
- (c) Do you think this company has a balanced portfolio? Briefly justify your answer.  
(05 Marks)

## Question 06

Strategies should essentially facilitate growth while strengthening organisations' ability to compete effectively.

- (a) Explain the Porter's Three Generic Strategies with practical examples  
(10 Marks)
- (b) What are the reasons for diversification? Explain your answer with examples.  
(10 Marks)

## Question 07

- (a) What are the main reasons for international diversity? Explain your answer with examples  
(10 Marks)
- (b) What is the difference between global and multi-domestic strategy? Explain your answer with example.  
(10 Marks)

## Question 08

Write short notes on any **FOUR (04)** of the following with examples:

- (a) Corporate parenting
- (b) Transnational strategy
- (c) Strategic fit, wear out and strategic drift
- (d) Forward and backward integration
- (e) Strategic lenses
- (f) Globalization

(4\*5 Marks)

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



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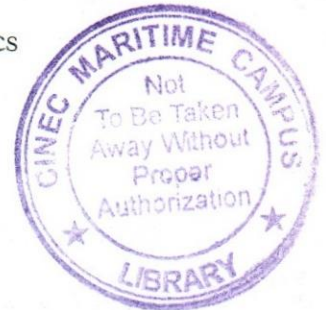
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Year 4 Semester I  
SEMESTER END EXAMINATION  
Strategic Management – STMG0263

- 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: 2017.03.19

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

You have been appointed as a planning manager for multinational company that operates in the FMCG industry. Currently it operates in four markets with 04 different SBUs.

Infant formula - The demand for infant formula is increasing and the company is the leader in this category with two infant formula brands.

Baby food - The demand for baby food is also increasing rapidly and the company owns the leading baby food brands in Sri Lanka

Milk powder - This is one of the fast growing FMCG categories in the country. However, the company is still a small player in this market.

Carbonated soft drinks - The demand for carbonated soft drinks has decreased dramatically due to the increased health consciousness and company is a small player in this category.

- (a) Select an appropriate portfolio model and place the above SBU's. (05 Marks)
- (b) Comment on the market position of each of these segments. (10 Marks)
- (c) Do you think this company has a balanced portfolio? Briefly justify your answer. (05 Marks)



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### Question 02

Sri Lankan automobile industry is one of the most macro-environmentally sensitive industries in the country. In other words, it is subject to a range of local and global economic, social cultural and technological changes and challenges.

- (a) Analyse the macro environment changes and challenges that affect Sri Lankan automobile industry with an appropriate model or framework (10 Marks)
- (b) Identify and explain 03 key macro environmental challenge and their implications on Japanese vehicle importers. (10 Marks)

### Question 03

Even though different scholars have defined strategy in different ways, its key characteristics remain same.

- (a) Briefly explain the key characteristics of strategy with examples. (10 Marks)
- (b) Identify and explain different types of strategies. (10 Marks)

### Question 04

Sri Lankan Airline industry is a very dynamic sector in which a range of players compete in order to order to remain competitive and strong.

- (a) Assess and analyse the attractiveness and competitiveness of Sri Lankan Airline industry using Porter's five forces model. (10 Marks)
- (b) Comment on the nature of each force highlighting their implications. (10 Marks)





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**Question 05**

- (a) Explain the difference between competitive advantage and national advantage using examples. (10 Marks)
- (b) Explain the Porter's Three generic Strategic with practical examples (10 Marks)

**Question 06**

- (a) Explain the difference between related diversification and unrelated diversification using examples. (10 Marks)
- (b) Identify and briefly explain as to why change initiative often fail. (10 Marks)

**Question 07**

- (a) Explain the concept of balanced score card using a hypothetical example. (10 Marks)
- (b) Briefly explain the main barriers for innovation using examples (10 Marks)

**Question 08**

Write short notes on **Any Four (04)** of the following: (4\*5 Marks)

- (a) Strategic wear out and drift  
(b) Transnational strategy  
(c) Resource based view (RBV)  
(d) Reasons for international diversity  
(e) Strategy as a pattern  
(f) Strategic lenses

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



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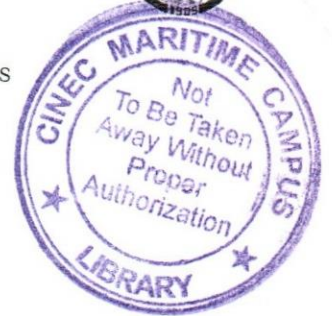
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Year 4 Semester I  
SEMESTER END EXAMINATION  
History and Modern China – HMCH0382

- 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: 2017.03.26

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

Answer the below questions about "Silk Road"

- (a) What were some dangerous on Silk Road? (02 Marks)
- (b) Write down another two trade products were traded on the Silk Road  
(besides Silk ) (02 Marks)
- (c) Write two countries which are closed by the Silk Road? (02 Marks)
- (d) What Ancient Chinese Dynasty significantly expanded the silk trade during their  
rule from 206 BC to 220 AD? (02 Marks)
- (e) What famous explorer is thought to have traveled along the Silk Road on his way to  
China? (02 Marks)
- (f) How did the Silk Road gets its name and why? (02 Marks)
- (g) What are the three main routes describe in Silk Road? (06 Marks)
- (h) Write down two religions entered China via Silk Road? (02 Marks)



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## Question 02

Write a brief description regarding the following topics ( 100 words each)

- (a) Long March (10 Marks)  
(b) Chinese Society & Culture (10 Marks)

## Question 03

Write a brief description regarding the following Leaders ( 100 words each)

- (a) Sun Yat San (10 Marks)  
(b) Mao Ze Dong (10 Marks)

## Question 04

Explain about " Chinese New Year" the most important festival in the People's Republic Of China. ( 200 words) (20 Marks)

## Question 05

Write a brief description regarding the following topics ( 100 words each)

- (a) Opium War (10 Marks)  
(b) Civil War (10 Marks)

## Question 06

Write about " The reason which caused the May 4<sup>th</sup> Movement & why is it important in Modern China" ( 200 words) (20 Marks)



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### Question 07

Give Answers for below

(a) Why below periods are important

(i) 1912

(ii) 1927

(iii) 1934 - 1935

(iv) 1937 - 1945

(v) 1976

(10 Marks)

(b) What are the five duties and responsibilities of Confucianism

(10 Marks)

### Question 08

Write a brief description regarding the following topics ( 100 words each)

(a) Qin Dynasty

(10 Marks)

(b) Tang Dynasty

(10 Marks)

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



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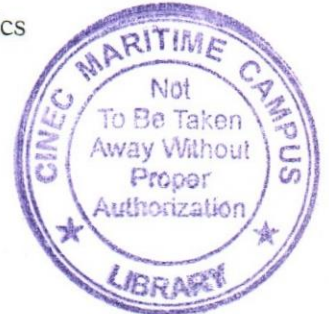


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Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance – FTIN0335



- 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: 2017.03.18

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

- (a) What is "Subject matter of Insurance"? (06 Marks)
- (b) Explain "Insurance Interest", in relation to Main Cargo Insurance. (14 Marks)

**Question 02**

- (a) List five (5) factors that an insurer will take into consideration when Underwriting Cargo Risks. (12 Marks)
- (b) Name eight perils which may cause losses/ damages to cargo during a sea voyage. (08 Marks)

**Question 03**

- (a) Identify the advantages in using containerized transportation. (10 Marks)
- (b) Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (10 Marks)



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**Question 04**

- (a) What are the duties imposed by the "Doctrine of Utmost Good faith" on parties to a contract of insurance? (12 Marks)
- (b) What are the consequences, should these duties are not fulfilled (08 Marks)

**Question 05**

Write Short Notes on following topics

(5\*4 Marks)

- (a) Salvage Charges
- (b) Airway Bill
- (c) Constructive Total Loss
- (d) Open Policy

**Question 06**

- (a) Discuss the importance of INCO Terms and their relevance to varying insurance policies that need to be present in multi-model transport. (12 Marks)
- (b) Explain/ state the party responsible to arrange insurance with respect of use of following INCO terms. (08 Marks)
- EXW
  - CPT
  - FOB
  - CIF



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**Question 07**

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways to mitigate them:- (5\*4 Marks)

- (a) Fresh Fruits
- (b) Liquor
- (c) Fertilizer
- (d) Motor Vehicle parts

**Question 08**

(a) Explain :

(i) Export Credit (05 Marks)

(ii) Export Credit Insurance (05 Marks)

(b) Discuss the Commercial and Non-Commercial risks covered under "Export Credit Insurance". (10 Marks)

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

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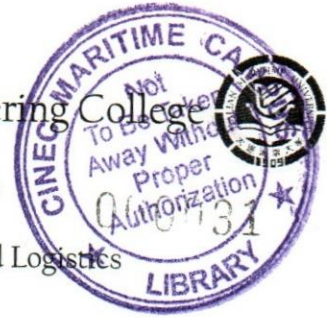
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Year 4 Semester I  
SEMESTER END EXAMINATION  
**Modeling in Logistics and Transport MOTL310310**

- This paper consists of EIGHT questions on Seven (07) pages.
- Answer ANY 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.

Date: 2017.01.15

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

- a) A model is a simplified representation of a part of the real world—the system of interest—which focuses on certain elements considered important from a particular point of view. State two advantages in these models. (04 Marks)
- b) State three elements of transport system. (06 Marks)
- c) Describe the difference between transport modeling and transport planning. (04 Marks)
- d) Compare and contrast the characteristics of the demand for transport and supply for transport. (03 Marks)
- e) Describe the instance for the equilibrium that could happen for demand and supply for transport. (03 Marks)

**Question 02**

- a) State two difficulties in using the data in order to make correct inferences about the population taken into study. (02 Marks)
- b) Compare and contrast simple random sampling, stratified random sampling and choice based sampling used in modeling transport. (09 Marks)
- c) Describe briefly sampling error and sampling bias. (04 Marks)
- d) Explain the role of central limit theorem in sample size estimation. (03 Marks)
- e) Describe a data collection method commonly used in transportation researches. (02 Marks)





### Question 03

- State the four interconnected processes generally accepted in planning transport.  
(04 Marks)
- Describe three factors that could affect the trip generation of a residential area.  
(09 Marks)
- Consider the following trip attraction models estimated using a standard computing package (t-ratios are given in parentheses);

$$Y = 123.2 + 0.89X_1 \quad R^2 = 0.90$$

(5.2)    (7.3)

$$Y = 40.1 + 0.14X_2 + 0.61X_3 + 0.25X_4 \quad R^2 = 0.925$$

(6.4)    (1.9)    (2.4)    (1.8)

$$Y = -1.7 + 2.57X_1 - 1.78X_2 \quad R^2 = 0.996$$

(-0.6)    (9.9)    (-9.3)

Where Y are work trips attracted to the zone,  $X_1$  is total employment in the zone,  $X_2$  is industrial employment in the zone,  $X_3$  is commercial employment in the zone and  $X_4$  is service employment.

Choose the most appropriate model, explaining clearly why (i.e. considering all its pros and cons).

(07 Marks)

### Question 04

- If the generalized cost is measured in money units then is sometimes interpreted as the value of time (or more precisely the value of in-vehicle time) as its units are Rupees/time.

Briefly describe about the methodology that you would carry out to estimate the value of time of the passengers in the Galle road between Fort and Moratuwa .



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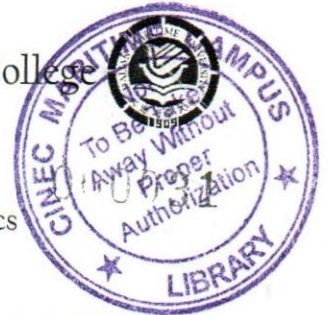
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Hint - assume that you have collected data to represent monthly travel behaviours of the passengers,  
Only procedures need to be discussed

(08 Marks)

- b) Consider the simple four-by-four base-year trip matrix of Table Q4-b. If the growth in traffic in the study area is expected to be of 20% in the next three years, develop the new trip distribution matrix.

Table Q4-b: Initial trip distribution matrix

	1	2	3	4	$\Sigma_j$
1	5	50	100	200	355
2	50	5	100	300	455
3	50	100	5	100	255
4	100	200	250	20	570
$\Sigma_i$	205	355	455	620	1635

(06 Marks)

- c.) Briefly explain how gravity model can be applied for trip distribution.

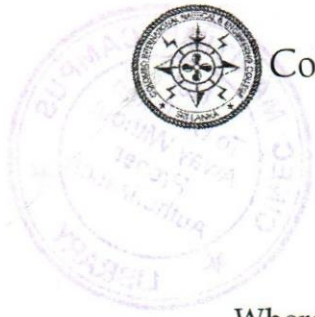
(06 Marks)

**Question 05**

- a) State three factors that could influence the choice of mode of travel for passengers. (03 Marks)
- b) Briefly explain the utility function that could be used in modal split logit model assuming the possible variables for a selected mode. (06 Marks)
- c.) For a particular zone pair, three modes of travel between the zones exist. They are as follows:  
Private transport like automobiles (PT)  
Bus (B)  
Urban rapid transit like local trains (RT)

It is given that all trip-makers have access to private transport and that the perceived utility of a mode  $m$ ,  $v(m)$  is given by;

$$V(m) = -0.004t_m - 0.005c_m - 0.003w_m + 0.15d_m$$



Where;

$t_m$  - is the in-vehicle travel time in minutes for mode  $m$

$c_m$  - is the out-of-pocket cost in rupees for mode  $m$

$w_m$  - is the waiting time in minutes for mode  $m$

$d_m$  - is a dummy variable which is 1 when the mode is private transport, 0 otherwise.

Assuming that the variable values are as shown below in table Q5-c and those 1000 trips are made from the origin zone to the destination zone; **determine the number of trips made by the different modes.**

Table Q5-c: Variables values

Mode	Variables values			
	$t_m$ (mins)	$c_m$ (Rs.)	$w_m$ (mins)	$d_m$
PT	65	60	0	1
B	75	5	5	0
RT	25	8	20	0

(Hint - use logit model)

(11 Marks)

**Question 06)**

- a) Assign the vehicle trips shown in the following O-D trip table (Q6-a) to the network shown in figure Q6-a, using the all-or-nothing assignment technique.

Table Q6-a: Origin-Destination Trip table

From/to	Trips between Zones				
	1	2	3	4	5
1	-	100	100	200	150
2	400	-	200	100	500
3	200	100	-	100	150
4	250	150	300	-	400
5	200	100	50	350	-



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Highway Network:

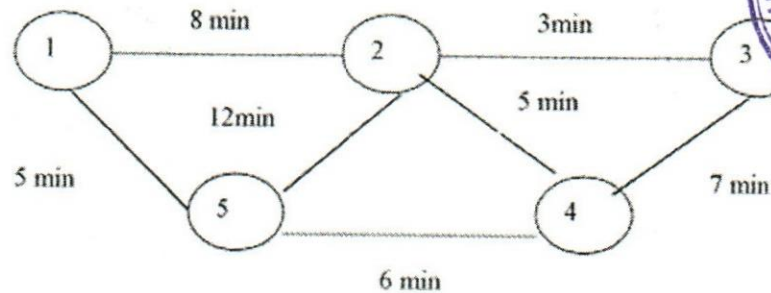


Figure Q6-a: Highway network

(14 Marks)

- b) Assume that for the purposes of a transport study the population of a certain area has been classified according to two income categories, and that there are only two modes of transport available (car and bus) for the journey to work. Let us also assume that the ratio of population distribution is given by table Q6-b.

Table Q6-b: Population distribution ratio

	Low income	High income	Total
Bus user	0.45	0.15	0.60
Car user	0.20	0.20	0.40
Total	0.65	0.35	1.00

- I. Calculate the probability of a low-income traveler using bus when a sample is of 75% low income and 25% high income travelers. (03 Marks)
- II. Calculate the probability of a bus user having low income when a sample is of 75% bus users and 25% car users. (03 Marks)



**Question 07**

a) Develop a trip generation model using simple linear regression analysis for the number of trips generated weekly by the 20 household versus their monthly income as shown in table Q7.

(14 Marks)

b) Test whether there is a linear relationship between number of trip generated and monthly income.

(06 Marks)

Table Q7: Weekly trip generation and monthly income

Household no	Trips generated weekly	Monthly income (Rs)
1	2	4000
2	4	6000
3	10	17000
4	5	11000
5	5	4500
6	15	17000
7	7	9500
8	4	9000
9	6	7000
10	13	19000
11	8	18000
12	9	21000
13	9	7000
14	11	11000
15	10	11000
16	11	13000
17	12	15000
18	8	11000
19	8	13000
20	9	15000



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### Question 08

Write short notes for the following:

- a) Definition of a model
- b) Traffic congestion' in terms of traffic flow and travel time
- c) Factors affecting freight trip generation of a manufacturing plant.
- d) Quality improvements in public transport

(05 Marks Each X 04 = 20 Marks)

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



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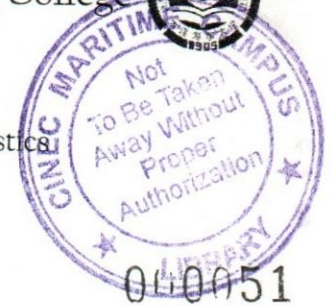
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Year 4 Semester I  
REPEAT EXAMINATION  
History and Modern China HMCH410382

- This paper consists of EIGHT questions on Two (02) 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.

Date: 2016.12.18

Pass mark: 50%

Time: 03 Hours

**Question 01 (Compulsory)**

Explain important incidents which happened during 1912 - 1927 in China.

- (a) Transfer of the leadership of KMT Party. (10 Marks)
- (b) How leaders at that time defeated Imperialism of China. (10 Marks)

**Question 02**

Write a brief description regarding the following topics.

- (a) Silk Road (10 Marks)
- (b) Long March (10 Marks)

**Question 03**

Write a brief description regarding the following Leaders.

- (a) Sun Yat Sen (10 Marks)
- (b) Deng Xiaoping (10 Marks)

**Question 04**

Explain reason and phenomenon of "May fourth Movement" in Chinese History.

(20 Marks)



**Question 05**

Explain about " Mao Ze Dong ".

- (a) Describe his childhood, later how he established People's Republic of China. (10 Marks)
- (b) Explain why he failed in "Cultural Revolution" , how he regained the power. (10 Marks)

**Question 06**

Describe Civil war and the establishment of People's Republic of China.

(20 Marks)

**Question 07**

Explain "Cultural Revolution" which took place during 1965 - 1968 in China.

(20 Marks)

**Question 08**

Write a brief description regarding the following Incidents.

- (a) Opium War (10 Marks)
- (b) Boxer Rebellion (10 Marks)

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





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046

Year 4 Semester I  
REPEAT EXAMINATION  
Strategic Management- STMG410263

- This paper consists of EIGHT questions on Two (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.

Date: 2016.12.17

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

Sri Lankan telecommunication industry has been subject to a range of macro environmental changes over the last two decades. It is characterized with intense competition where both local and international firms follow different strategies to remain competitive and strong.

- (a) Analyse its macro environment changes and challenges that affect Sri Lankan telecommunication industry with an appropriate model or framework (12 Marks)
- (b) Identify and explain 02 key macro environmental challenges and their implications on telecommunication companies such as SLT, Dialog et. (08 Marks)

**Question 02**

- (a) Explain the different modes of strategic decision making with examples (10 Marks)
- (b) Identify and explain the three levels of strategy with examples. (10 Marks)

**Question 03**

- (a) What is meant by strategic fit? Explain your answer with examples. (10 Marks)
- (b) Explain as to how strategic wear out and drift situation can be avoided. (10 Marks)



### Question 04

- (a) Are Porter's five forces still appropriate for managing today's competitive business environment? Explain your stance with justifications (10 Marks)
- (b) What do you understand by the term 'Globalisation'? Why is it considered as one of the key aspects of strategic management? (10 Marks)

### Question 05

You have been appointed as a strategist for a group of companies that operates in 04 different areas namely,

Fashion - Sri Lankan fashion industry is highly fragmented with a range of local firms. The company recently opened its store in Colombo and is yet to achieve a unique position in the market.

Hotel - This is one of the fast growing industries of the country after the war and the company own the leading hotel chain in Sri Lanka.

Education - This is also one of the fast growing industries in the country. The company recently tied up with a foreign university and started a campus in Malabe.

Retailing- This is one of the most lucrative markets and few companies like Arpico and Cargill's dominate this market. The company is yet to achieve a unique position in the market.

- (a) Select an appropriate portfolio model and place the above SBU's. (05 Marks)
- (b) Comment on the market position of each of these segments. (10 Marks)
- (c) Do you think this has a balanced portfolio? Briefly justify your answer. (05 Marks)

### Question 06

- (a) Explain the Porter's Three generic Strategic with practical examples (10 Marks)
- (b) What is meant by National Advantage? How does it differ from Comparative advantage? (10 Marks)



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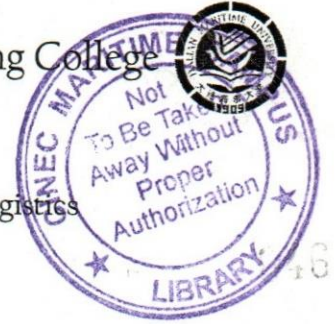
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### Question 07

- (a) Select a business organisation of your choice and identify 06 main stakeholder groups and their influences (10 Marks)
- (b) Assess/ prioritize these stakeholders with an appropriate model or framework (10 Marks)

### Question 08

Write short notes on any **FOUR (04)** of the following with examples (20 Marks)

- (a) Organisational vision and mission  
(b) Transnational strategy  
(c) Resource based view (MBV)  
(d) Reasons for diversification  
(e) Strategy as a plan  
(f) Change management

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

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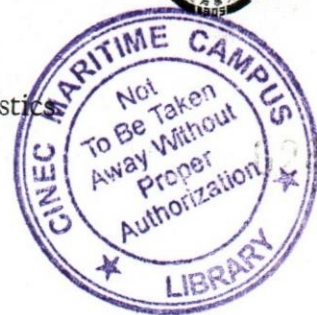
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Department of Logistics & Transport

BSc in International Transportation Management and Logistics

Course CODE: COM550



Year 4 Semester I  
REPEAT EXAMINATION  
Foreign Trade Insurance – FTIN320335

- This paper consists of EIGHT questions on Two (02) 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.

Date: 2016.12.17

Pass mark: 50%

Time: 03 Hours

**Question 01**

- (a) A Marine Insurance Policy is a contract of indemnity". Explain. (12 marks)
- (b) What is a Valued Policy? (08 marks)

**Question 02**

List five factors that an insurer will take into consideration when underwriting a cargo risks. Discuss why "Packing" is an important factor. (20 marks)

**Question 03**

- (a) What is Export Credit Insurance? (08 marks)
- (b) Discuss the commercial and non-commercial risks covered under Export Credit Insurance. (12 marks)

**Question 04**

- (a) Name eight (8) perils which may cause losses/ damages to cargo during a voyage? (08 marks)
- (b) Select three INCO terms and discuss their relevance to insurance. (12 marks)

**Question 05**

- (a) Why "Exclusions" are incorporated in insurance policies? (05 marks)
- (b) Explain the common "Exclusion Clauses" that appear in Modern Cargo Insurance Policies. (15 marks)



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BSc in International Transportation Management and Logistics

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**Question 06**

- (a) Identify the advantages in using containerized transportation (08 marks)
- (b) Name eight hazards involved in containerized transits (08 marks)
- (c) What insurance covers available for containerized cargo? (04 marks)

**Question 07**

Write Short Notes :-

(20 marks)

- (a) Constructive Total Loss
- (b) Particular Average
- (c) Salvage Charges
- (d) Sue and Labour

**Question 08**

State the susceptibility of the following cargoes to loss or damage during sea voyage and suggest ways to mitigate same :-

(20 marks)

- (a) Newsprint
- (b) Coal
- (c) Fertilizer
- (d) Motor vehicle parts

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



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Year 4 Semester I  
SEMESTER END EXAMINATION  
History and Modern China – HMCH410382

- This paper consists of SEVEN questions on One (01) page.
- 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: 2013.07.27

Pass mark: 50%

Time: 03 Hours

**Question 01**

Examine how "Peoples' Republic of China" was established (20 Marks)

**Question 02**

Discuss, what factors led to the rise of 'communism' in China (20 Marks)

**Question 03**

Examine the emergence of the "Republican Revolution" in 1911 (20 Marks)

**Question 04**

- (a) Discuss how China influences the World Economy (10 Marks)
- (b) Describe how this influence has resulted Sri Lanka (10 Marks)

**Question 05**

Discuss how the "Silk Road" affected the World through Chinese influence (20 Marks)

**Question 06**

Examine the emergence of China and the four (04) modernizations (20 Marks)

**Question 07**

Discuss how China stood against the western imperialism (20 Marks)

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



Year 4 Semester I

SEMESTER END EXAMINATION

History and Modern China HMCH410382

- This paper consists of EIGHT questions on Two (02) 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.

Date: 2016.07.24

Pass mark: 50%

Time: 03 Hours

**Question 01 (Compulsory)**

Explain "May fourth Movement" including the following topics.

- (a) The reason which caused the May 4<sup>th</sup> Movement.
- (b) Phenomenon which happened during May 4<sup>th</sup> Movement.
- (c) Why is it so important in Modern China?

(20 Marks)

**Question 02**

Describe the story of opening up of Silk Road to China.

(20 Marks)

**Question 03**

Write a brief description regarding the following topics.

- (a) Long March (10 Marks)
- (b) Boxer Rebellion (10 Marks)



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**Question 04**

Describe "Opium War" with regard to the Western Imperialism in China.

(20 Marks)

**Question 05**

Explain history of China from 1912 to 1927 including the following topics.

- (a) Transfer of the leadership of KMT Party.
- (b) Step taken by the leaders at that time to defeat imperialism.

(20 Marks)

**Question 06**

Describe Civil war and the establishment of People's Republic of China.

(20 Marks)

**Question 07**

Explain "Cultural Revolution" that took place in the People's Republic of China.

(20 Marks)

**Question 08**

Write a brief description regarding the following Leaders.

- (a) Mao Ze Dong (10 Marks)
- (b) Deng Xiaoping (10 Marks)

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





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Course CODE: COM550



01  
*[Signature]*

Year 4 Semester I  
SEMESTER END EXAMINATION  
**Strategic Supply Chain Management- SCMG3203492**

- This paper consists of EIGHT questions on Six (06) 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.

Date: 2015.07.23

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

One of the challenges of supply-chain management is developing ways to effectively integrate activities across organizations on the supply chain. Hyundai Motor Company developed mechanisms to coordinate production planning and scheduling activities among supply-chain members. Hyundai Motor's production-and-sales-control (P/SC) department uses regularly scheduled cross-functional meetings and scheduling policies to coordinate supply-chain activities.

When implementing this process, the P/SC department overcame structural, environmental, and behavioral problems. Although Hyundai management concedes that the process is not perfect, communication among supply-chain members has improved, and the P/SC group has successfully promoted mutual understanding and respect among functional areas. The primary benefit, ultimately, is improved customer satisfaction through better integration of functional activities.

a) Explain the importance of integration of activities in supply chain.

(04 Marks)

b) What is the model adopted by Hyundai to improve supply chain integration?

(04 Marks)



- c) Suggest how Hyundai might increase its supply chain integration. Discuss the people, process, system and scheduling challenges of supply chain integration.

(06 Marks)

- d) Explain how change management in supply chain can be made effective using different roles in the process.

(06 Marks)

### Question 02

- a) What is bull-whip effect in supply chain management? (04 Marks)

- b) Explain end of life disposal under sustainability. (04 Marks)

- c) What is outsourcing? (04 Marks)

- d) What is cross docking? (04 Marks)

- e) What is the rationale for Vendor Managed Inventory? (04 Marks)

### Question 03

Home Grow is a company that imports indoor plant growing units with the popularity of urban farming in Sri Lanka and estimates demand to be approximately 2,400 units. Buying price of a unit is \$ 35 and the monthly holding cost is 3% of unit's value. It costs approximately \$25 to place an order. Home Grow currently orders 100 units twice a month.

- a) What is the total cost for the current order quantity? (05 Marks)

- b) What is the economic order quantity (EOQ)? (05 Marks)

- c) How many orders will be placed per year using the EOQ? (05 Marks)

- d) Determine the ordering, holding, and total inventory costs for the EOQ. How has the total cost changed? (05 Marks)

(05 Marks)



### Question 04

Upon closer observation, Home Grow determines that the demand is normally distributed with standard deviation of demand 4 units per day. (Home Grow is open 300 days per year.) It usually takes about 4 days to receive an order through air freight from the factory in China.

- a) What is the safety stock needed to achieve a service level of 94%? What is the holding cost associated with this safety stock?  
(06 Marks)
- b) What is the reorder point?  
(06 Marks)
- c) How would the reorder point change, if the service level changed to 99%?  
(08 Marks)

### Question 05

- (a) Identify & explain four global supply chain challenges with examples.  
(06 Marks)
- (b) "Collaboration will change the future supply chain landscape".  
Support above statement with examples.  
(06 Marks)
- (a) Chamil Peiris is the supply chain manager at Pharmalogics, which manufactures energy boosting Ayurveda supplements and believes that more can be achieved, if Pharmalogics can enhance its global supply chain footprint. However, Director Supply Chain is not convinced of the idea and asked Chamil to report more on the matter.  
Prepare a summary report on rationale & benefits of global supply chain management.  
(08 Marks)



### Question 06

- a) Identify & explain four main technologies that shape today's supply chains with application examples. (06 Marks)
- b) Explain the phases in supply chain network planning with an appropriate example. (08 Marks)
- c) "In today's marketplace the order-winning criteria is more likely to be service based than product-based".  
Elaborate on the above statements with an appropriate industry example. (06 Marks)

### Question 07

- (a) Discuss how information technology can help to improve supply chain management. (07 Marks)
- (b) The term "supply chain management" does not have a universally agreed definition. Provide your definition of "supply chain management". (05 Marks)
- (c) Discuss the role of sustainability in supply chain management using triple bottom line approach. (08 Marks)

### Question 08

Today strategic sourcing is a widely-used method for organizations to face the problem of a more and more competitive business world. Nevertheless, significant percentage of companies fail in accomplishing the high gains they hoped for. One reason for this is the miscalculation of the efforts required in strategic sourcing on the long run. Hence, a better understanding is crucial for the success of strategic sourcing.

- (a) List four reasons why organizations should venture into strategic sourcing. (05 Marks)
- (b) Explain the process of strategic sourcing. (07 Marks)
- (c) Write a mini report on critical success factors of strategic sourcing. (08 Marks)



### Equations

$$Q = \sqrt{\frac{2DS}{H}}$$

$$TC_{EOQ} = \left( \frac{D}{Q} S \right) + \left( \frac{Q}{2} H \right)$$

Where

$TC$  = total annual cost

$D$  = annual demand

$Q$  = quantity to be ordered

$H$  = annual holding cost

$S$  = ordering or setup cost

$$R = dL$$

where  $R$  = reorder point in units

$d$  = daily/weekly demand in units

$L$  = lead time in days/weeks

$$R = dL + SS$$

where  $SS$  = safety stock in units

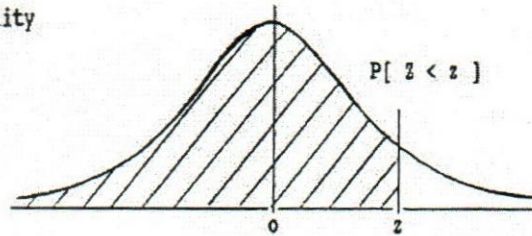


**STANDARD STATISTICAL TABLES**

**1. Areas under the Normal Distribution**

The table gives the cumulative probability up to the standardised normal value  $z$  i.e.

$$P[ Z < z ] = \int_{-\infty}^z \frac{1}{\sqrt{2\pi}} \exp(-\frac{1}{2}z^2) dz$$



z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5159	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7854
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8804	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9773	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9865	0.9868	0.9871	0.9874	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9980	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
z	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
P	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000

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



Year 4 Semester I  
SEMESTER END EXAMINATION  
Strategic Management- STMG410263

- This paper consists of EIGHT questions on Two (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.

Date: 2016.07.17

Pass mark: 50%

Time: 03 Hours

**Question 01 (Compulsory)**

Tourism has been one of the fastest-growing sectors of the post-war Sri Lankan economy. In addition to the local factors, a range of global factors such as post-recession, international employment opportunities, etc. have also contributed positively for this growth.

- (a) Analyse its macro environment changes and challenges that affect Sri Lankan Tourism sector with an appropriate model or framework (10 Marks)
- (b) Based on your analysis, identify and explain 02 key macro environmental trends and their implications on the Sri Lankan Tourism industry (10 Marks)

**Question 02**

Accordingly Henry Mintzberg, strategy can be viewed/ approached in different ways.

- (a) Identify and explain five P's of strategy (10 Marks)
- (b) What are the different modes of strategic decision making? Explain your answer with examples (10 Marks)

**Question 03**

Organizations' are complex entities, and therefore they must address several levels, types, areas and challenges of strategic management.

- (a) What is the difference between intended strategy and emergent strategy? Explain your answer with examples (10 Marks)
- (b) Briefly, explain the key challenges of strategic management (10 Marks)



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## Question 04

The Strategies should essentially facilitate growth while strengthening organisations' ability to compete effectively.

- (a) What are the reasons for diversification? Explain your answer with examples. (10 Marks)
- (b) Explain the Porter's Three Generic Strategies with practical examples (10 Marks)

## Question 05

Global Education Hub (OEH) is a leading education institute that owns three businesses operating in the education industry.

International schools - The demand for international schools has been increasing over the years, and OEH owns the largest international school chain in the country.

Professional qualification - The demand for professional qualifications is declining in the country mainly due to the availability of international degrees offered by foreign universities. OEH market share is low in these areas primarily due to the strong payers such as Wisdom, SLIM, and Synergy.

Technical education - This is new business area, OEH invested recently and as the overall demand for technical education is increasing and promising.

- (a) Select an appropriate portfolio model and place the above SBU's. (05 Marks)
- (b) Comment on the market position of each of these segments. (10 Marks)
- (c) Do you think OEH has a balanced portfolio? Briefly, justify your answer. (05 Marks)

## Question 06

- (a) Explain the Porter's Three generic Strategic with practical examples (10 Marks)
- (b) Briefly, explain the determinants of National Advantage with practical examples (10 Marks)





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**Question 07**

(a) Identify and describe 05 strategy implementation barriers. (10 Marks)

(b) What are the key elements of Balanced score card? How it differs from traditional controlling methods (10 Marks)

**Question 08**

Write short notes on any **FOUR** (04) of the following; (20 Marks)

- (a) Resource based view (RBV)
- (b) Strategic wear out and drift
- (c) Strategy as a position
- (d) Entrepreneurial decision making mode
- (e) Logical Incrementalism
- (f) Forward and backward integration

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



Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance – FTIN320335

- This paper consists of EIGHT questions on Two (02) 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.

Date: 2016.07.16

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

- (a) What is meant by "Insurable Interest"? (08 marks)
- (b) Explain the principle of "Insurable Interest" in relation to Marine Cargo Insurance (12 marks)

**Question 02**

"Geographical factors and Natural Phenomenon effects overseas trade". Explain this statement. (20 marks)

**Question 03**

- (a) Identify the advantages in using containerized transportation (08 marks)
- (b) Name eight hazards involved in containerized transits (08 marks)
- (c) What insurance covers available for containerized cargo? (04 marks)

**Question 04**

Distinguish between:-

- (a) Total Loss and Constructive Total Loss (10 marks)
- (b) Voyage Policy and Open Policy (10 marks)

**Question 05**

- (a) What is Export Credit Insurance? (08 marks)
- (b) Discuss the commercial and non-commercial risk covered under Export Credit Insurance. (12 marks)



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### Question 06

- (a) Name eight (8) perils which may cause losses/ damages to cargo during a voyage? (08 marks)
- (b) Select three INCO terms and discuss their relevance to insurance. (12 marks)

### Question 07

Write Short Notes :- (20 marks)

- (a) Airway Bill
- (b) Particular Average
- (c) Salvage Charges
- (d) Freight

### Question 08

- (a) Why "Exclusions" are incorporated in insurance policies? (05 marks)
- (b) Explain the common "Exclusion Clauses" that appear in Modern Cargo Insurance Policies. (15 marks)

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



Colombo International Nautical and Engineering College



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BSc in International Transportation Management and Logistics

Course CODE: COM550

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Year 4 Semester I

RE-REPEAT EXAMINATION

Strategic Supply Chain Management SCMG3203492

- 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.

Date: 2016.02.14

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

When Adidas, one of the global leaders in the sporting goods industry, took over sporting brands Reebok and Rockport, the company wanted to take advantage of the synergies and efficiencies that could be achieved by consolidating inventory from five key brands - Adidas, Reebok, TaylorMade, Rockport and Ashworth.

At this time, Adidas's Northern European operations, serving leading retailers in the UK, Ireland and Benelux, was split between four conventional warehouses, each using different systems and processes, with the overspill being handled by third parties.

An analysis of the merged company's distribution network highlighted that an initial investment in supply chain optimization would achieve economies of scale, providing benefits which could shape the Adidas distribution strategy for Europe and wider markets. The solution was a 30,000 m<sup>2</sup> fully automated facility. This was implemented in just 18 months, including the implementation of a new warehouse management system. The procedures took into account the current requirements of all five brands,



the new facility layout and requirements this brought, as well as the overarching Adidas warehouse management system requirements.

- (a) Explain the supply chain challenge faced by Adidas in this case study?  
(04 Marks)
- (b) What is the model adopted by Adidas for inventory management?  
(04 Marks)
- (c) Suggest how Adidas might increase its supply chain optimization. Discuss the system, capacity, and scheduling and inventory challenges of supply chain optimization.  
(06 Marks)
- (d) Explain how supply chain optimization can be achieved with economies of scale. Support your answer with Adidas and other examples.  
(06 Marks)

### Question 02

- (a) Identify three functions of inventory and explain one of them. (04 Marks)
- (b) Explain the concept of total cost of ownership. (04 Marks)
- (c) What is milk run in logistics? (04 Marks)
- (d) Explain agility as a supply chain strategy. (04 Marks)
- (e) What is the rationale for Vendor Managed Inventory? (04 Marks)

### Question 03

Battery Plus is a battery supplier that sells car batteries to auto dealers and printers. The annual demand is approximately 1,200 batteries. Battery Plus pays \$28 for each



battery and estimates that the annual holding cost is 30% of battery's value. It costs approximately \$20 to place an order. Battery Plus currently orders 100 batteries per month.

(a) Determine the total costs for the current order quantity.

(05 Marks)

(b) Determine the economic order quantity (EOQ).

(05 Marks)

(c) How many orders will be placed per year using the EOQ?

(05 Marks)

(d) Determine the ordering, holding, and total inventory costs for the EOQ. How has the total cost changed?

(05 Marks)

#### Question 04

Upon closer observation, Battery Plus determines that the demand for batteries is normally distributed with standard deviation of demand 6 batteries per day. (Battery Plus is open 300 days per year.) It usually takes about 4 days to receive an order through air freight from the factory in China.

(a) What is the safety stock needed to achieve a service level of 93%? What is the holding cost associated with this safety stock?

(06 Marks)

(b) Determine the reorder point.

(06 Marks)

(c) How would the reorder point change, if the service level changed to 99%?

(08 Marks)



**Question 05**

(a) Explain how ABC analysis can be used in the context of procurement.

(03 Marks)

(b) Discuss how collaborative forecasting can be used to minimize the effects of bull-whip effect & enhance supply chain performance with an example.

(07 Marks)

(c) Suneth Perera is the purchasing manager at Lanka Steel and planning on implementing strategic sourcing process. The first step of the process is to win the support of the top management for the initiative.

Prepare a summary report on benefits of strategic sourcing assuming you are the purchasing manager of Lanka Steel.

(10 Marks)

**Question 06**

(a) Compare & contrast the terms "logistics management" & "supply chain management".

(05 Marks)

(b) Discuss how RFID can be used in warehouse management to improve operational efficiency.

(07 Marks)

(c) Discuss the importance of sustainable purchasing in supply chain management in the context of an apparel manufacturing firm in Sri Lanka.

(08 Marks)



### Question 07

- a) Explain internal integration in supply chain integration. (05 Marks)
- b) Explain network design phase in supply chain network planning with an appropriate example. (05 Marks)
- c) Write a mini report on issues of outsourcing. (10 Marks)

### Question 08

"On-shelf availability (OSA)" is a major cause of concern for Family Plus retail supermarket chain in Sri Lanka.

- (a) Explain the potential impact of out of stock in the context of Family Plus. (05 Marks)
- (b) Explain why OSA is a complex supply chain challenge. (07 Marks)
- (c) Write a mini report to Family Plus management on how they can improve OSA through better supply chain management. (08 Marks)

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





### Equations

$$Q = \sqrt{\frac{2DS}{H}}$$

$$TC_{EOQ} = \left(\frac{D}{Q}S\right) + \left(\frac{Q}{2}H\right)$$

Where

$TC$  = total annual cost

$D$  = annual demand

$Q$  = quantity to be ordered

$H$  = annual holding cost

$S$  = ordering or setup cost

$$R = dL$$

where  $R$  = reorder point in units

$d$  = daily/weekly demand in units

$L$  = lead time in days/weeks

$$R = dL + SS$$

where  $SS$  = safety stock in units



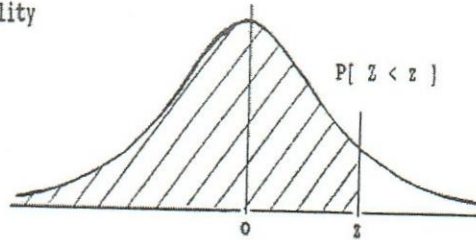
STANDARD STATISTICAL TABLES

1. Areas under the Normal Distribution

The table gives the cumulative probability up to the standardised normal value  $z$

i.e.

$$P[Z < z] = \int_{-\infty}^z \frac{1}{\sqrt{2\pi}} \exp(-\frac{1}{2}z^2) dz$$



z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5159	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7854
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8804	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9773	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9865	0.9868	0.9871	0.9874	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9980	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
z	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
P	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000



Year 4 Semester I

RE-REPEAT EXAMINATION

Foreign Trade Insurance FTING320335

- 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.

Date: 2016.02.13

Pass mark: 50%

Time: 03 Hours

**Question 01: (Compulsory)**

- (a) What is Insurable Interest? Explain briefly. (8 Marks)
- (b) Discuss the concept of Insurable Interest applicable to Marine Cargo Insurance in relation to:-
- i. Subject Matter of Insurance (4 Marks)
  - ii. When Insurable Interest must exit (4 Marks)
  - iii. Assignment of the Policy (4 Marks)

**Question 02**

- (a) Discuss the advantages in using containerized transportation. (8 Marks)
- (b) Identify the hazards involved in containerized transits. Discuss the insurance covers available. (12 Marks)

**Question 03**

- (a) What are INCO terms? (8 Marks)
- (b) Explain type of risks involved in Multi Model Transportation of goods with special reference to types of carriage under relevant INCO Terms that need to be considered at the time of entering into insurance contracts. (12 Marks)



### Question 04

- (a) Name of six (6) perils which may cause losses/ damages to cargo during a sea voyage (6 Marks)
- (b) Name six (6) types of dangerous/ hazardous cargo (6 Marks)
- (c) List five (5) factors that insurer will take into consideration when underwriting cargo risks. (8 Marks)

### Question 05

Write short notes on the following:-

- (a) Constructive total loss
- (b) Sue and labour
- (c) Salvage charges
- (d) Particular average (20 Marks)

### Question 06

State the susceptibility of the following Cargoes to loss or damage during sea voyage and suggest ways to mitigate same;

- (a) Newsprint
- (b) Coal
- (c) Fertilizer
- (d) Motor Vehicle Parts (20 Marks)

### Question 07

- (a) Discuss the provisions on limitation of liability under the Warsaw and Montreal Conventions in relation to Air Carriage, and matters that need to be considered when insuring goods which are transported using such mode. (12 Marks)
- (b) "An ocean carrier will not be able to exercise the right to limit liability in all circumstances". Explain this statement and state in which circumstances that an ocean carrier is unable to exercise such right. (08 Marks)



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07

**Question 08**

(a) Explain the purpose of having "Exclusion Clauses" in an Insurance Policy.

(08 Marks)

(c) Discuss the Exclusion Clauses appearing in standard Marine Cargo Insurance Clauses (Policies).

(12 Marks)

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



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Year 4 Semester I

RE-REPEAT EXAMINATION

17

Strategic Management SCMG410263

- This paper consists of EIGHT questions on Two (02) 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.

Date: 2016.02.13

Pass mark: 50%

Time: 03 Hours

### Question 01: (Compulsory)

Sri Lankan retail industry has been subject to a range of macro environmental changes over the last two decades. Nevertheless, it is still considered as a very attractive industry amidst the tough competition among a set of strong local competitors.

- Analyse its macro environment changes and challenges that affect Sri Lankan retail industry with an appropriate model or framework (10 Marks)
- Based on your analysis, identify and explain 02 key macro environmental trends and their implications on Arpico Supermarket Chain. (10 Marks)

### Question 02

- Identify and briefly explain different types of strategies (10 Marks)
- What is meant by strategic fit? Explain with examples (10 Marks)

### Question 03

- Select an industry of your own and carry out a meso environmental analysis using an appropriate model/ framework of your choice. (10 Marks)
- Based on the analysis, comment on the overall attractiveness of the industry. (10 Marks)

### Question 04

- What is meant by Globalisation? What are the key factors that contribute to this concept? (10 Marks)



- (b) What do you understand by the term 'Innovation'? How does it differ from creativity? (10 Marks)

### Question 05

- (a) What is meant by a portfolio? Why it is important to manage portfolio? (10 Marks)
- (b) Why it is important to build or maintain stars (BCG Matrix)/ winners (GE Matrix). Explain your answer using Industry Life cycle. (10 Marks)

### Question 06

- (a) Explain the Porter's Three generic Strategic with practical examples (10 Marks)
- (b) What is the difference between 'Competitive Advantage' and 'National Advantage'? Explain your answer with appropriate models and frameworks (10 Marks)

### Question 07

- (a) Who are the stakeholders of an organisation? (06 Marks)
- (b) Select a business organisation of your choice and identify 06 main stakeholder groups and their influences (06 Marks)
- (c) Assess/ prioritize these stakeholders with an appropriate model or framework (08 Marks)

### Question 08

Write short notes on any FOUR of the following:

- (a) Strategic drift (20 Marks)
- (b) Strategy clock
- (c) Market based view (MBV)
- (d) Reasons for standardization
- (e) Strategy as a pattern
- (f) Strategy as an idea

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