



Faculty of Management and Social Sciences
 Department of Logistics & Transport
 BSc Hons in Logistics and Transportation
 COURSE CODE: COM 551



Year 4 Semester II
 SEMESTER END EXAMINATION
 Risk Management – LTRM4207

- This paper consists of SEVEN questions on THREE (03) pages.
- Answer FOUR 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 2023.03.26

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

(a) Define the below terms with examples.

(3*5 Marks)

- I. Risk
- II. Hazard
- III. Uncertainty
- IV. Strategic Risk
- V. Business Risk

(b) Identify the three (05) type of risk and explain the two (02) of them.

(10 marks)

Question 02

(a) "Different businesses will have different attitudes towards taking risk". Briefly explain the different attitudes of risk taking.

(10 Marks)

(b) "Only risk manager has the responsibility for risk management". Do you agree? Comment.

(05 Marks)

(c) Explain the meaning of "Risk Policy Statement" and identify the three (03) general areas need to be address in risk policy statement.

(10 Marks)

Question 03

- (a) Explain how internal audit function help to external audit activities and what are the criteria need to be consider when using internal audit works to external audit function. (10 marks)
- (b) Define the concept of risk management and explain the risk management process by highlighting the main steps in risk management process. (15 marks)

Question 04

- (a) "Risk assessment is very important in the risk management process". Explain the importance of risk assessment in risk management. (10 Marks)
- (b) "Likelihood and consequences are main features in risk assessment". Explain the risk assessment by using the likelihood and consequences matrix. (15 Marks)

Question 05

- (a) Define the concept of "Risk Response". (05 Marks)
- (b) Explain the risk responses strategies with suitable examples. (10 Marks)
- (c) "Communication of risk is essential part of risk response". Explain. (10 Marks)

Question 06

- (a) What is internal control? (05 Marks)
- (b) Explain the components of internal controls. (10 Marks)
- (c) Identify and briefly explain the five (05) limitation of internal controls. (10 Marks)

Question 07

- (a) Differentiate the term of Error and Fraud. (05 Marks)
- (b) Explain the fraud triangle with suitable examples. (10 Marks)
- (c) Discuss the reasons for poor control system. (10 Marks)

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

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Faculty of Management and Social Sciences
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Year 4 Semester II

SEMESTER END EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on SEVEN (07) pages.
- Answer FOUR (04) 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: 2023.03.18

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

“ABC Plc” is a soft drink manufacturing organization who incurred a significant procurement cost in last three years as the raw material purchase was not organized by considering a strategic approach. The Procurement Head of the organization plans to implement a strategic sourcing approach by focusing on the defined procurement categories.

- (a) As a newly hired Supply Chain process specialist, you are required to provide the top management of the organization, an understanding on strategic sourcing.
- (i) Briefly define the term “strategic sourcing” by highlighting on the procurement cycle. (02 Marks)
 - (ii) Give an understanding to the top management of ABC Plc, highlighting two ways to maintain a partnership’s equilibrium in managing strategic sourcing partnerships. (02 Marks)
 - (iii) Provide your explanation how both the companies in the relationship; supplier and ABC Plc can gain benefits from a strategic sourcing relationship. (04 Marks)

- (iv) Highlight the three prevailing principles in formulating and executing strategic sourcing. (02 Marks)
- (b) The procurement head of the organization requires you to formulate a strategic sourcing model for ABC Plc. As the process specialist you are expected to provide details on the below areas.
- (i) Name four strategic sourcing options in the context of Supply chain management. (02 Marks)
- (ii) Briefly explain two strategic sourcing options that the company can use with respect to their below product types with advantages. (04 Marks)
- Plastic bottles
 - Fruits
- (iii) Briefly explain the usage of a strategic sourcing model and strategy implications for the 4 quadrants in the model. (04 Marks)
- (iv) Briefly explain the key elements of supply chain management. (05 Marks)

Question 02

When a customer orders a PC from Dell along with a Sony monitor, the package carrier picks up the PC at the Dell factory, the monitor at the Sony factory and merges the two together at a hub before making a single delivery to the customer. In-transit merge allows Dell and Sony to aggregate all their inventories at the factory.

- (a) Critically evaluate the distribution option practiced by Dell with applicable advantages. (05 Marks)
- (b) Name four distribution strategy attributes that you have identified with respect to supply chain management. (02 Marks)
- (c) Name four measures that are influenced by the structure of the distribution network. (02 Marks)
- (d) "Readers Point" books store serve their customers via multiple stores and provide books on the same day to achieve customer satisfaction while Amzon only use about 5 locations to store its books.
- (i) Distinguish the customer focused distribution strategies of the two organizations. (03 Marks)

- (ii) "Readers Point" wants to change its distribution network design. Highlight four supply chain costs that could be impacted due to the decision. (02 Marks)
- (iii) State the two key decision-making questions associated with designing a distribution network. (02 Marks)
- (iv) "Readers Point" is planning to source packing materials from "Paper Mate" who uses **Manufacturer Storage with Direct Shipping** as the distribution option. Briefly evaluate this option with advantages. (04 Marks)
- (e) Explain supply chain management with a high-level flow diagram. (05 Marks)

Question 03

- (a) Testa and Iraldo (2010) examined the determinants and motivations for the implementation of green practices at facilities owned by large multinational enterprises in OECD countries. They also determined that although these practices are corresponding to advanced management practices their impact on the bottom line is unclear.
- (i) Define the term "Sustainable supply chain management". (02 Marks)
- (ii) Name sustainable supply chain practices with the use of triple bottom line approach (you need to mention at least two practices for each aspect in the triple bottom line). (04 Marks)
- (iii) Formulate a decision-making framework to implement sustainable supply chain practices in an organization. (04 Marks)
- (b) The following section needs to be answered by considering the knowledge on green supply chain management practices.
- (i) State two external and internal motivating drivers impact on implementing green supply chain management. (02 Marks)
- (ii) Define reverse logistics by using the necessary flow diagram. (03 Marks)
- (iii) Briefly define the involvement of information systems in implementing green supply chain management practices. (05 Marks)

(c) Explain the push and pull strategies in supply chain management. (05 Marks)

Question 04

The below diagram provides details on an amalgamated analysis on ABC and FMS that was performed for CY Lighting PLC. This analysis has been conducted by considering the dispatch volumes and order frequencies of the SKUs by considering a period of one year.

ABC Analysis: dispatch volumes

FMS Analysis: order frequencies

ABC Vs FMS					
Category	F	M	S	Infrequent	Total
A	45	6	1		52
B	4	10	6	1	21
C	2	7	125	423	557
Total	51	23	132	424	630

(a) You will be required to provide answers for this section by considering the above analysis

- (i) Provide your interpretation on the above analysis by highlighting on the critical categories to be focused. (04 Marks)
- (ii) Briefly explain the inventory strategies the organization should follow to manage the A, B and C category items. (03 Marks)
- (iii) Briefly explain the importance of performing inventory analysis in the field of supply chain management. (03 Marks)

(b) Briefly explain four factors that give rise to **current stock** in a typical store.

(04 Marks)

(c) Briefly explain four inventory counting methods practiced by organizations.

(04 Marks)

(d) Explain the view of purchasing department of an organization with respect to inventory control.

(02 Marks)

(e) Briefly explain a supply chain network designing framework.

(05 Marks)

Question 05

- 00091
- (a) Briefly explain the concept agile supply chain with the applicable illustrations. (05 Marks)
- (b) Explain the concepts upstream and downstream supply chains. (05 Marks)
- (c) State four advantages of implementing agility in supply chains. (04 Marks)
- (d) Please provide answers for the below section by using your knowledge in lean supply chain management.
- (i) Briefly explain the term "Lean supply chain management". (03 Marks)
 - (ii) Critically evaluate the statement "Hybrid approaches are more appropriate and effective". (04 Marks)
 - (iii) Name four lean technologies. (02 Marks)
 - (iv) Explain the concept "Vendor Managed Inventory". (02 Marks)

Question 06

- (a) Measuring and evaluating suppliers is an important part of strategic sourcing. It has been estimated that supplier non-performance is more costly than supplier performance management. Best practices in performance measurement call for the buyer to measure a supplier's performance from the total cost perspective, consistently measuring suppliers across expenditure category and geographies.
- (i) State four best practices in supplier performance measurements. (02 Marks)
 - (ii) When a supplier is the buyer's strategic partner, certain performance measures should be used to assess the supplier's contributions. Name four such performance measures. (02 Marks)
 - (iii) Briefly explain the supplier selection and evaluation procedure in reference to strategic sourcing. (06 Marks)
- (b) SCOR is used to capture a consensus view of supply chain management. It is a unique framework that integrates business processes, metrics, best practices, and technology to a uniform structure to facilitate communication among the partners

in supply chain. The below questions need to be answered considering the SCOR model.

- (i) Name the four key sections of the SCOR reference model.
(02 Marks)
- (ii) Briefly explain the performance attributes of the SCOR model.
(04 Marks)
- (iii) ABC (pvt) Ltd. delivered 1200 orders in full in January 2023, and the company communicated the customers of the dates that they can deliver the pending 2400 orders that they delivered partially. Calculate the % of orders delivered in full by ABC (pvt) Ltd. in January 2023.
(02 Marks)
- (iv) Briefly explain the importance of supply chain performance management.
(02 Marks)
- (c) Briefly explain the value of using Information Technology in supply chain management.
(05 Marks)

Question 07

- (a) Provide answers for the below area by considering your knowledge on formulating strategies for supply chain management.
- (i) State the key elements of supply chain strategy. (03 Marks)
- (ii) State four supply chain strategies with examples from global firms.
(04 Marks)
- (iii) Managers should consider organizational structure as an element of strategy formulation, as a resource, which can help to improve performance (Pertusa-Ortega et al., 2010). Interpret how organizational structure influences on formulating supply chain strategies.
(05 Marks)
- (b) Integration of supply chain processes provide effective means by which costs can be reduced and customer service levels can be improved.

(i) State four recommendations from organization's change perspective for making collaborative relationships among supply chain partners.

(05 Marks)

(ii) Explain the resource/structure -capability performance relationship with the illustration of the model.

(05 Marks)

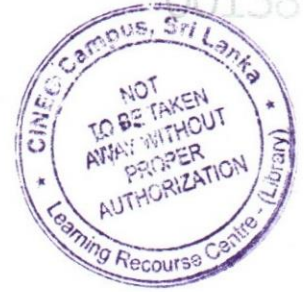
(iii) Name three concepts that underpin strategic supply chain management and explain one concept briefly.

(03 Marks)

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

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Year 4 Semester II

SEMESTER END EXAMINATION

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Pass mark: 50%

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

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COURSE CODE: COM 551

Year 4 Semester II

SEMESTER END EXAMINATION

Foreign Trade Insurance – LTFI4206

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

Date: 2023.03.12

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

- (a) Describe six (6) perils which may cause losses / damages to cargo during a sea voyage. (09 Marks)
- (b) What is meant by "Underwriting" in insurance? (06 Marks)
- (c) Explain five (5) factors that an insurer will consider when underwriting cargo risks (10 Marks)

Question 02

Explain following.

(5*5 Marks)

- (a) Particular Average
- (b) Constructive total loss
- (c) Bill of Lading

- (d) Open Policy
- (e) Salvage Charges

Question 03

- (a) What is Export Credit Insurance? Explain. (08 Marks)
- (b) Discuss the importance of Export Credit Insurance to an exporter venturing into new overseas markets. (07 Marks)
- (c) What are the Commercial and Non Commercial risks covered under Export Credit Insurance (10 Marks)

Question 04

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

- (a) Fresh flowers
- (b) Motor vehicle spare parts
- (c) Coal
- (d) Paper
- (e) Cattle (5*5 Marks)

Question 05

- (a) Name six (6) important sea routes. (06 Marks)
- (b) Discuss the effect Geographical Factors in transporting goods by sea (12 Marks)
- (c) What Natural Phenomena effect global trade. (07 Marks)

Question 06

Containerization is a system of standardized transportation that use common sized steel boxes to transport goods.

- (a) Explain the advantages in using containers in transportation of goods from one country to another. (09 Marks)
- (b) Describe eight (8) hazards involved in containerized transits (08 Marks)

- (c) Discuss the availability of insurance covers for the containers and the containerized cargo. (08 Marks)

Question 07

- (a) Discuss the purpose and importance of INCO terms in global trade (10 Marks)
(b) Describe following INCO terms and state the party responsible to arrange insurance cover: (3*5 Marks)

- EXW
- CIF
- FOB
- CPT
- C&F

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