

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.(Hons) Logistic & Transportation
(Year 4 – Semester II)
2018 - 2022

<i>Document Control & Approving Authority</i>	<i>Senior Director – Quality Management & Administration</i>
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Faculty of Management and Social Sciences
 Department of Logistics & Transport
 BSc Hons in Logistics and Transportation
 Course CODE: COM551



Year 4 Semester II
 REPEAT EXAMINATION

Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on TWO (02) 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: 2023.09.10

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) Explain how organizational culture impact to the risk. (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) "Every level of the employees in the organization has responsibilities to manage the risk". Do you agree? Comment. (10 Marks)

(c) What are the factors influencing risk appetite of manager? (05 Marks)



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Question 03

- (a) Explain the concept of Risk Consolidation (10 Marks)
- (b) Explain available three (03) types of risk assessment techniques. (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) Define the concept of internal control? (05 Marks)
- (b) Identify the five (05) control activities. (10 Marks)
- (c) Identify 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) Explain the concept of "Whistleblowing" with an example. (10 Marks)

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



Faculty of Management and Social Sciences
Department of Logistics & Transport
BSc Hons in Logistics and Transportation
Course CODE: COM551

Year 4 Semester II

REPEAT EXAMINATION

Foreign Trade Insurance – LTFI4206

- This paper consists of SEVEN (07) questions on THREE (03) 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: 2023.09.09

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

- (a) Explain what is meant by "Subject matter of insurance"? (06 Marks)
- (b) What is meant by "Insurable interest"? (07 Marks)
- (c) When should Insurable Interest exist in marine insurance? (05 Marks)
- (d) What is the purpose of the "Principal of Indemnity"? (07 Marks)

Question 02

Write short notes on the following:

(05 * 05 Marks)

- (a) Particular Average
- (b) Export Credit Insurance



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- (c) Bill of Lading
- (d) Open Policy
- (e) Salvage Charges

Question 03

- (a) Explain what is meant by "Underwriting", in insurance. (05 Marks)
- (b) List and explain five factors that an insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Name five perils which may cause losses / damages to cargo during a sea voyage. (05 Marks)
- (d) Name five types of dangerous/ hazardous cargo. (05 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) Vehicle spare parts
- (c) Tea
- (d) Cement
- (e) Cattle (05 * 05 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)



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Question 06

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

- (a) Identify the advantages in using containers in transportation of goods from one country to another. (07 Marks)
- (b) Name eight (8) hazards involved in containerized transits (08 Marks)
- (c) Discuss the availability of insurance covers for the containers and the containerized cargo. (10 Marks)

Question 07

- (a) Explain the purpose of INCO terms ,and their relevance to various insurance policies covering multi-model transport. (10 Marks)
- (b) Describe following INCO terms and state the party responsible to arrange insurance cover: (03* 05 Marks)
 - EXW
 - CIF
 - FOB
 - CPT
 - C&F

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



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Department of Logistics & Transport
BSc Hons in Logistics and Transportation
Course CODE: COM551

Year 4 Semester II

REPEAT EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on EIGHT (08) 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: 2023.09.09

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

“Juiceez” 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 Juiceez, highlighting two ways to maintain a partnership’s equilibrium in managing strategic sourcing partnerships. (02 Marks)



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- (iii) Provide your explanation how both the companies in the relationship; supplier and Juiceez 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 Juiceez. 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) Name four distribution strategy attributes that you have identified with respect to supply chain management. (02 Marks)
- (b) Critically evaluate the distribution option practiced by Dell with applicable advantages. (05 Marks)



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- (c) Name four measures that are influenced by the structure of the distribution network. (02 Marks)
- (d) "Book Hub" 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) "Book Hub" 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) "Book Hub" 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)



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- (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



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- (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 using Information systems in 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

- (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)



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- (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)



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- (iii) XYZ (pvt) Ltd. delivered 3600 orders in full in January 2023, and the company communicated the customers of the dates that they can deliver the pending 7200 orders that they delivered partially. Calculate the % of orders delivered in full by XYZ (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) 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)
- (ii) State four supply chain strategies with examples from global firms. (04 Marks)
- (iii) State the key elements of supply chain strategy. (03 Marks)



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- (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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 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
Department of Logistics & Transport
BSc Hons in Logistics and Transportation
Course CODE: COM551



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
- Provide your interpretation on the above analysis by highlighting on the critical categories to be focused. (04 Marks)
 - Briefly explain the inventory strategies the organization should follow to manage the A, B and C category items. (03 Marks)
 - 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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BSc Hons in Logistics and Transportation
Course CODE: COM551

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.
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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: 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
- Provide your interpretation on the above analysis by highlighting on the critical categories to be focused. (04 Marks)
 - Briefly explain the inventory strategies the organization should follow to manage the A, B and C category items. (03 Marks)
 - 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

- (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-----



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

Foreign Trade Insurance – LTFI4206

- This paper consists of SEVEN 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: 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-----

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Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences

Department of Logistics and Transport

BSc. (Hons) in Logistics and Transport

Course CODE: COM551

Year 4 Semester II

REPEAT EXAMINATION

Risk Management

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

Date: 2022.10.31

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

- a) Identify the major categories of risk facing by an organization (Explain minimum of 05 risks) (25 Marks)

Question 02

- a) Define risk management using your own words. (05 marks)
- b) What is mean by risk as hazard, risk as uncertainty and risk as opportunity? Explain with examples. (10 marks)
- c) "An effective risk culture is one that enables and rewards individuals and groups for taking the right risks in an informed manner". Do you agree with this statement? Justify your answer. (10 marks)



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Course CODE: COM551

Question 03

- a) Identify why managers are taking risks in their day to day business operation?
(05 marks)
- b) Enterprise Risk Management Framework (ERM) consists of eight components interrelated with each other. Briefly discuss these eight interrelated components in the ERM framework.
(10 marks)
- c) Explain the benefits of Risk Management.
(10 marks)

Question 04

- a) With the use of risk matrix illustrate the relationship between four types of internal control and dominant four risk responses.
(10 marks)
- b) "Risk management protects and adds value to the organization and its stakeholders through supporting the organization's objectives." Do you agree with this statement? Justify your answer
(15 marks)

Question 05

- a) Why Risk Management fails? Provide reasons.
(05 marks)
- b) Identify and explain the importance of developing a risk matrix for project management point of view.
(05 Marks)
- c) What is Risk Register?
(05 marks)
- d) Develop a Risk register for a project familiar to you.
(10 marks)



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Question 06

- a) A risk management strategy provides a structured and clear approach to identifying, assessing and managing risk. List down the components that should be included in a risk management strategy of an organization. (05 marks)
- b) Identify four main parties, who are responsible for risk management in an organization with their role. (10 Marks)
- c) Describe two types of negative risks and positive risks faced by business organizations due to COVID 19 pandemic. (10 Marks)

Question 07

Write short notes.

(05 Marks*05=25 Marks)

- a) PESTEL analysis
- b) Risk Management Process
- c) SWOT analysis
- d) Internal controls
- e) Risk appetite

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

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Faculty of Management and Social Sciences
Department of Logistics & Transport
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Course CODE: COM551

Year 4 Semester II

REPEAT EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on FOUR (04) 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: 2022.09.16

Pass mark: 50%

Time: 02 Hours

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 1500 units, 800 units and 5000 units respectively (Assume that the forecasted demands are 100 percent accurate), and the three products yield a per unit profit of Rs.100, Rs.5 and Rs.10 respectively, explain in detail how ABC analysis could be utilized for the given scenario.

(15 Marks)

(b) "Cross Docking" is a distribution strategy, which will help to drastically reduce the material handling cost, due to the maintenance of a low level of inventory at the cross-docking center, as well as cross-docking helps in gaining a cost



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advantage due to the avoidance of distribution of LCL shipments to the end customers". Explain this statement in your own words. (10 Marks)

Question 02

(a) "Nelasis" is a renowned company operating as a soap manufacturer since year 1998. However, with the time passing by a drastic drop in the annual profits were noted by the board members of the company in year 2022. When a research team was appointed to evaluate the reasons behind this drop in profits, it was found, even though the actual sales remained more or less the same in every year to date, there were extra costs done by the company, due to a production failure which resulted in large batches of defected items. Therefore, if the company wants to eliminate such unnecessary costs due to product defects, explain a suitable supply chain management strategy to avoid such scenarios in future. Justify your answer.

(15 Marks)

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

(10 Marks)

Question 03

(a) "Jehan and Brothers" is a renowned furniture manufacturer in Sri Lanka. The company currently purchased a land to setup a warehouse in Kurunegala area. During the manufacturing process of furniture, the company involves in cutting down enormous amounts of trees from a nearby forest. Moreover, the paints utilized to color the furniture are released directly to a water body upon expiry.



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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.

(15 Marks)

- (b) "Greening supply chain activities would minimize the environmental impact from a supply chain". Explain this statement using and TWO green supply chain management practices of your choice.

(10 Marks)

Question 04

- (a) Explain in detail how bull-whip effect is generated and suggest a suitable strategy to avoid the bull-whip effect. (15 Marks)

- (b) Explain how "Performance of Activity" approach can be used in developing performance measures for a supply chain. (10 Marks)

Question 05

- (a) Explain the application of supply chain strategy development steps for a set of customers in a given market, who expect "Health Benefits" of the products, as the main criteria of expected value. (15 Marks)

- (b) "Covid 19" outbreak in Sri Lanka was a massive impact on majority of the profit earning company's, despite the industry. However, some companies took a positive approach in embracing this change, which made them thrive back in terms of profits. Explain how, the outbreak of "Covid 19" virus in Sri Lanka, can be positively adapted by a company, using the three steps of change management, unfreezing, change and refreezing. (10 Marks)



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Question 06

- (a) "Cycle Counting" is a major inventory management strategy which would reduce the discrepancies associated with stocks during annual inventory adjustments". Explain this statement from your own words. (15 Marks)
- (b) Explain how "Just in Time Inventory" strategy helps an organization to maintain zero to minimal storage cost for an organization. (10 Marks)

Question 07

- (a) Explain in detail the concept of "Total cost of ownership", considered as a part of the concept of "Strategic Sourcing". (15 Marks)
- (b) "Nodias" is a supplier of tires for car manufacturers in Japan. Moreover, "Lokey" is another supplier delivering finished seat sets to be added into the cars manufactured by "Japan". Considering this scenario, if the Japanese car manufacturers want to make the delivery of tires as well as finished seat sets to take place to the premises at the same time with proper coordination among the two suppliers, explain a supply chain integration strategy which could be suggested by the Japanese car manufacturer for the above two suppliers. (10 Marks)

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



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Year 4 Semester II
 REPEAT EXAMINATION
 Foreign Trade Insurance – LTFI4206

- This paper consists of SEVEN (07) questions on THREE (03) 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: 2022.09.16

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

(a) What is Insurable Interest? Explain briefly. (10 Marks)

(b) Discuss the concept of Insurable Interest as applicable to Marine Cargo Insurance in relation to:

- (i) Subject Matter of Insurance (05 Marks)
- (ii) When Insurable Interest must exist? (05 Marks)
- (iii) Assignment of the Policy (05 marks)

Question 02

Write short notes on the following (5*5 Marks)

- (a) Particular Average
- (b) Export Credit Insurance



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- (c) Bill of Lading
- (d) Open Policy
- (e) Salvage Charges

Question 03

- (a) Explain what is meant by "Underwriting", in insurance. (05 Marks)
- (b) List and explain five factors that an insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Name five perils which may cause losses / damages to cargo during a sea voyage. (05 Marks)
- (d) Name five types of dangerous/ hazardous cargo. (05 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) Machinery
- (c) Tea
- (d) Paper
- (e) Cattle

(5*5 Marks)



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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) Identify the advantages in using containers in transportation of goods from one country to another. (07 Marks)
- (b) Name eight (8) hazards involved in containerized transits (08 Marks)
- (c) Discuss the availability of insurance covers for the containers and the containerized cargo. (10 Marks)

Question 07

- (a) Explain the purpose of INCO terms. (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-----



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Year 4 Semester II
REPEAT EXAMINATION
Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on FOUR (04) 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: 2022.09.17

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

XYZ Textiles Ltd. is a textile company operating in India. It has comprehensive risk management policy. The risk management provides for review of the risk assessment and mitigation procedure, laying down procedure to inform/ report the Board in the matter and for periodical review of the procedure to ensure that executive management controls risks through a properly defined framework.

During the year, the Audit Committee, which has been designated by the Board for the purpose, reviews the adequacy of the risk management framework of the company, the key risks associated with the business of the company and the measures and steps in place to mitigate the same.



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If you are asked to present a report at the Board Meeting in respect of the key risks affecting the XYZ Textile Ltd. What details would you present? (Explain minimum of 05 risks to XYZ Textile Ltd.). (25 Marks)

Question 02

- a) Define risk management using your own words. (05 marks)
- b) What is mean by risk as hazard, risk as uncertainty and risk as opportunity? Explain with examples. (10 marks)
- c) "An effective risk culture is one that enables and rewards individuals and groups for taking the right risks in an informed manner". Do you agree with this statement? Justify your answer. (10 marks)

Question 03

- a) Identify why managers are taking risks in their day to day business operation? (05 marks)
- b) Enterprise Risk Management Framework (ERM) consists of eight components interrelated with each other. Briefly discuss these eight interrelated components in the ERM framework. (10 marks)
- c) Explain the benefits of Risk Management. (10 marks)

Question 04

- a) Why Risk Management fails? Provide reasons. (05 marks)
- b) Identify and explain the importance of developing a risk matrix for project management point of view. (05 Marks)
- c) What is Risk Register? (05 marks)



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- d) Develop a Risk register for a project familiar to you. (10 marks)

Question 05

- a) A risk management strategy provides a structured and clear approach to identifying, assessing and managing risk. List down the components that should be included in a risk management strategy of an organization. (05 marks)
- b) Identify four main parties, who are responsible for risk management in an organization with their role. (10 Marks)
- c) Describe two types of negative risks and positive risks faced by business organizations due to COVID 19 pandemic. (10 Marks)

Question 06

- a) With the use of risk matrix illustrate the relationship between four types of internal control and dominant four risk responses. (10 marks)
- b) "Risk management protects and adds value to the organization and its stakeholders through supporting the organization's objectives." Do you agree with this statement? Justify your answer (15 marks)



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Question 07

Select any five and write short notes.

(05 Marks*05=25 Marks)

- a) Internal controls
- b) Risk responses
- c) Risk Management Process
- d) SWOT analysis
- e) Effective Risk Culture
- f) Risk appetite
- g) PESTEL analysis

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



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Year 4 Semester II

SEMESTER END EXAMINATION

Foreign Trade Insurance – LTFI4206

- This paper consists of SEVEN (07) questions on THREE (03) 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: 2022.03.20

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

- | | |
|---|------------|
| (a) Explain what is meant by "Subject matter of insurance"? | (05 Marks) |
| (b) What is meant by Insurable interest? | (07 Marks) |
| (c) What is the purpose of Principle of Indemnity? | (07 Marks) |
| (d) Explain the importance of the Subrogation Principle? | (06 Marks) |

Question 02

- | | |
|--|------------|
| (a) Explain the purpose of INCO terms. | (10 Marks) |
| (b) What is "Freight"? Explain. | (05 Marks) |
| (c) Distinguish between CIF and FOB sales contracts and their effect on insurance cover. | (10 Marks) |



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Question 03

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

- (a) Vehicle spare parts
- (b) Cattle
- (c) Fresh flowers
- (d) Cement
- (e) News print

Question 04

Briefly describe the following and state whether covered by the usual Marine Cargo Insurance? (5*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) What is "Export Credit Insurance"? Explain. (05 Marks)
- (c) 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. (07 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. (08 Marks)

Question 07

- (a) Describe eight (8) perils which may cause losses / damages to cargo during a sea voyage. (12 Marks)
- (b) Give examples of five (5) types of dangerous/ hazardous cargo. (05 Marks)
- (c) Explain three items, in terms of Hague -Visby Rules that an ocean carrier is responsible to exercise due diligence. (08Marks)

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

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Course CODE: COM551



Year 4 Semester II

SEMESTER END EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on SIX (06) 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: 2022.03.12

Pass mark: 50%

Time: 02 Hours

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.

(15 Marks)

(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 transportation cost associated with the distribution of products to the

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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.

(15Marks)

(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

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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.

(15 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 activities possible in greening a supply chain as well

(10 Marks)

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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.

(15 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.

(15 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.

(15 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)

(15Marks)

- (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)

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



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Year 4 Semester II

REPEAT EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on FOUR (04) 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: 2020.08.10

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

'Covid1-19 has changed the entire supply chain landscape with unprecedented levels of uncertainty'

- a) Could COVID-19 be the black swan event that finally forces many companies, and entire industries, to rethink and transform their global supply chain model?
Justify your answer with examples. (12 marks)

- b) Elaborate on the supply chain vulnerabilities that were exposed with Covid-19 of organizations, especially those who have a high dependence on China to fulfil their need for raw materials or finished products with examples.

(13 Marks)



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Question 02

'Many organizations are now moving towards local supply sources opposed to global supply sources with Covid-19 pandemic.'

- a) Explain the impact of using local and global supply sources for supply chain strategy with examples. (12 Marks)
- b) Elaborate on how an organization can find answers to formulate the right Supply Chain Strategy for their business through scenario planning & supplier management to manage local & global supply sourcing challenge. (13 Marks)

Question 03

- c) Explain Lean as a supply chain strategy (05 Marks)
- d) Explain Network Planning in supply chain? (05 Marks)
- e) What is outsourcing? (05 Marks)
- f) What is Direct Distribution in Logistics? (05 Marks)
- g) What is the rationale for Safety stock? (05 Marks)

Question 04

- a) Elaborate on the challenges when managing supplier development under Strategic Sourcing Process with examples



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(12 Marks)

- b) Elaborate on the key performance matrices that can be deployed to enhance supply chain visibility & responsiveness with justification.

(13 Marks)

Question 05

Amazing INC. currently operates with 88% service level and the supply manager, Shakyana plans to benchmark their competitor Awesome INC, who offers 90% service level for the same market segment. However, Marketing manager, Nataliya disagrees with Shakyana, and proposed to enhance the service levels up to 92%.

- a) Assume that you are Shakyana and write your business case for aiming to achieve 90% service level. (9 marks)
- b) Assume that you are Nataliya and write your business case for aiming to achieve 92% service level. (9 Marks)
- c) With whom do you side with, Shakyana or Nataliya? Justify your answer

(7 Marks)

Question 06

- a) Explain why collaborative distribution will be key for future supply chain with appropriate examples. (12 marks)
- b) Compare & contrast the pros & cons of new innovative technology in supply chain operations.

(13 Marks)



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Question 07

a) Discuss the importance of sustainability in supply chain in post-Covid 19 era.
(12 Marks)

b) Explain the role of Balanced Scorecard aligning Supply chain strategy with
organizational objectives.

(13 Marks)

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



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Year 4 Semester II

REPEAT EXAMINATION

Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on THREE (03) 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: 2020.08.09

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

- (a) How can you define risk management using your own words? (4 marks)
- (b) Describe four types of risk face by a business organization due to COVID-19 pandemic. (8 marks)
- (c) Describe two types of positive risk raised due to COVID-19 epidemic situation. (4 marks)
- (d) Explain the three motivations for risk taking by managers (6 marks)
- (e) Describe the following concepts;
- I. Risk as hazard or threat
 - II. Risk as uncertainty
 - III. Risk as opportunity (6 marks)
- (f) What is the difference between risk and uncertainty? (4 marks)
- (g) What is an effective risk culture (4 marks)
- (h) Why risk management is important for a business organization? (4 marks)



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Question 02

- (a) What are the four types of objectives of an organization that an Enterprise Risk Management Framework is focusing on? (4 Marks)
- (b) What is mean by risk appetite and what factors determine the risk appetite of an organization. (8 Marks)
- (c) "Risk Management in the full sense is about seeking the upside while managing the downside". Discuss this statement. (8 Marks)

Question 03

- (a) "The focus of risk now has shifted from a negative concept of hazard to a positive interpretation" Do you agree with this statement? Justify your answer. (04 Marks)
- (b) Identify three main parties who are responsible for risk management in an organization with their role. (06 Marks)
- (c) Using a suitable example describe the concept of "Risk Thermostat with its' cultural filters" (10 Marks)

Question 04

- (a) What is mean by risk identification of risk management process (4 marks)
- (b) Define risk estimation and list down four methods of estimating risk. (6 Marks)
- (c) "Risk management protects and adds value to the organization and its stakeholders through supporting the organization's objectives" Do you agree with this statement justify your answer. (10 Marks)



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Question 05

- (a) Risk treatment (risk response) is an important component of risk management strategy. Explain four types of risk treatment. (08 marks)
- (b) Identify four (04) categories of internal control with examples. (08 Marks)
- (c) List down limitations of internal control (06 Marks)

Question 06

- (a) Describe the prerequisites for fraud to occur. (06 Marks)
- (b) List any four of the main indicators of possible fraud. (04 marks)
- (c) Describe the recommended components of any organization's fraud risk management strategy. (10 Marks)

Question 07

Select any **five** and write down short notes. (04 Marks per each)

- (a) Risk register
- (b) Total Quality Management
- (c) Portfolio theory
- (d) Non-financial qualitative controls
- (e) Control Environment
- (f) SWOT analysis
- (g) Risk Likelihood Matrix

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

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Year 4 Semester II

REPEAT EXAMINATION

Foreign Trade Insurance – LTFI4204

- This paper consists of SEVEN (07) questions on THREE (03) 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: 2020.08.08

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

- (a) What are the duties imposed by the "Doctrine of Utmost Good Faith" on parties to a contract of Insurance? (15 Marks)
- (b) What are the consequences, should these duties are not fulfilled? (10 Marks)

Question 02

- (a) Name six (6) perils which may cause losses/damages to cargo during a sea voyage. (09 Marks)
- (b) List five (5) factors that insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Discuss why 'Packing' is an important factor in underwriting. (06 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. (15 Marks)

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

- EXW
 - C&F
 - FOB
 - CIF
- (10 Marks)

Question 04

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

- (a) Machinery
 - (b) Coal
 - (c) Paper
 - (d) Live fish
 - (e) Tea
- (05 Marks each)

Question 05

Write short notes on the following:-

- (a) Valued Policy
 - (b) Salvage Charges
 - (c) Airway Bill
 - (d) Particular Average
 - (e) Open policy
- (05 Marks each)



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Question 06

Containerisation is a system of standardized transportation that uses common sized steel boxes to transport goods.

- (a) Identify the advantages in using containers in transport of goods from one country to another. (07 Marks)
- (b) Name eight hazards involved in containerized transits. (08 Marks)
- (c) Discuss the insurance covers available for containerised cargo. (10 Marks)

Question 07

- (a) Why do insurance Policies contain Exclusions? (10 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (15 Marks)

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



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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.
- Supporting documents are attached.

Date: 2020.03.15

Pass mark: 50%

Time: 02 Hours

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.

(05 Marks)

(b) Elaborate on how a digital RFID enabled YMS helped the company achieve its objectives.

(05 Marks)

(c) What are the possible applications of RFID in warehouse management processes to lower the operating costs.

(07 Marks)

(d) Elaborate how new technology can help with supply chain optimization with examples.

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

(12 Marks)

- (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.

(13 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.

(12 Marks)

- (b) Elaborate on appropriate alternative distribution strategies that Gothami can consider to revamp AgroWill order delivery with their pros and cons.

(13 Marks)



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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. (12 marks)
- (b) Compare & contrast the pros & cons of new innovative disruptions that are shaping the retail order fulfillment landscape in Sri Lanka. (13 Marks)

Question 07

- (a) Discuss the role of sustainability in supply chain management using triple bottom line approach. (12 Marks)
- (b) Explain how Balanced Scorecard be used to align supply chain strategy and day-to-day execution of plans. (13 Marks)

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



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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



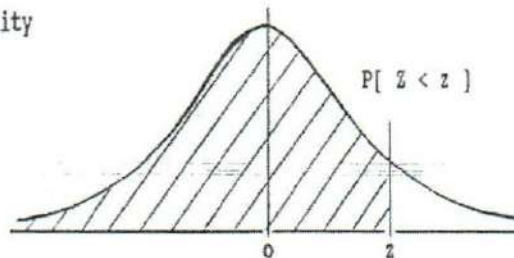
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STANDARD STATISTICAL TABLES

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
3.0	0.9986	0.9986	0.9987	0.9987	0.9988	0.9988	0.9989	0.9989	0.9989	0.9990
3.1	0.9990	0.9990	0.9991	0.9991	0.9991	0.9992	0.9992	0.9992	0.9992	0.9993
3.2	0.9993	0.9993	0.9994	0.9994	0.9994	0.9995	0.9995	0.9995	0.9995	0.9996
3.3	0.9996	0.9996	0.9996	0.9997	0.9997	0.9997	0.9997	0.9998	0.9998	0.9998
3.4	0.9998	0.9998	0.9998	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.5	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.6	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.7	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.8	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.9	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999



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Year 4 Semester II

SEMESTER END EXAMINATION

Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on EIGHT (08) 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: 2020.03.01

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

PAL Layer (Private) Limited is a Poultry Farm (chickens) registered with the BOI in 2007 running an integrated commercial layer farm. It is producing, packing and selling their own eggs, and manufacture their own packaging material. The production facility, located in Kurunegala District, was set up in 2008, and it is one of the largest, single location layer farms in the country, and it has established a flat management structure in the company. While most of the sales are for local super markets, the company is one of the pioneering companies to start egg exports, and today they export about 30-45 % of the production. However due to the standard nature of the product and existence of many small-scale eggs manufacturers the company has failed to enter the village level grocery shops.



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Marketing

Today this farm is fully populated with 210,000-layer birds, producing approximately 180,000 eggs per day. The competitive advantages for the company are the quality of the product and their own packaging material for eggs made from paper pulp where only recycled paper is used. When exporting the eggs, the company sells eggs in the customer's currency and then customer's currency converted to LKR using exchange rates applicable at the time of contracts are signed. Where exposures in some currencies are deemed unacceptable the company uses forward contracts to offset the foreign exchange exposure in each currency. Any quality failure in the eggs such as unnoticeable damages, breaks during transit or while in storage is a breach of PAL's contract and will result in significant financial and non-financial losses to PAL (Pvt) Ltd.

Production and Supply Chain

PAL (Pvt) Ltd purchases one day old chicks (baby birds) from the farms maintained at house hold levels located across the country and brood them and grow them up to the level of laying of eggs inside the PAL's poultry farm. PAL purchases feed raw materials from suppliers in the North Western Province. All the suppliers to the PAL Pvt Ltd. are selected based on quality and long-term trust maintained with the PAL. As quality is recognized as one of the key competitive advantages to PAL any defects or quality failures find in the raw materials or inputs such as chicks infected with viruses and diseases and or poor-quality feed raw materials will affect to the whole



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production process. Therefore, in order to get rid of these types of hazards PAL practices Total Quality Management System under the name of Food Safety Management System (FSMS) to ensure the supply of good quality eggs and that consumers are free of all potential biological, chemical and physical hazards/ risks.

IT support

PAL started to use an enterprise resource planning system (ERPS) from this year onwards to manage its supply chain, purchase ordering, product scheduling, accounting and performance management. The IT department of PAL has only 02 people who input and manage all the data in the ERP system.

Accounting and Finance

There are five staff members at their accounts department who are excelled in their field of work. All the purchasing orders are approved through Head of accounts and payment for invoices are also made through the approval of Head of accounts.

Risk Assessment at PAL

The company has a risk management group who are prepared to take a moderate level of risk. The risk management group comprising with chief risk officer, internal auditor and quality assurance manager that carries out risk assessment in terms of their likelihood and consequences using a risk likelihood matrix and reports to the audit committee and board once a month. In the risk register at PAL they have identified main three types of risk as Biological Hazards, Chemical Hazards and Physical Hazards. Biological hazards are diseases can be transmitted between birds and humans, chemical hazards are breathing, skin and eye diseases due to exposure



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to gases and chemicals, physical hazards are problems to employees resulting from lifting and moving of animals, feed bins (bags), egg collection. In order to respond these hazards PAL carries out regular vaccination course for their birds, and employees are covered with medical insurance.

Required,

- (a) State the recommended components of any organization's risk management strategy and evaluate PAL's approach to risk management in terms of those components. (10 Marks)
- (b) Identify the major categories of risk facing by PAL and evaluate the controls adopted by PAL in related to each category. (20 Marks)
- (c) Evaluate financial controls, non- financial quantitative and qualitative controls used in PAL. (05 Marks)
- (d) Risk treatment (risk response) is an important component of risk management strategy. Explain four types of risk treatment and identify risk treatment of PAL for Biological Hazards, Chemical Hazards and Physical Hazards. (05 Marks)

Question 02

- (a) How can you define risk management using your own words? (4 Marks)
- (b) What is mean by risk as hazard, risk as uncertainty and risk as opportunity? (6 Marks)
- (c) "Enterprise Risk Management (ERM) consists of eight (08) inter-related components. These are derived from the way management runs an enterprise to achieve its objectives" Do you agree with this statement. Describe your answer with eight (08) inter-related components of ERM. (10 Marks)



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Question 03

Haritha Apparels is a garment manufacturer who caters to South Asian whole sale market under deep-discounted prices. They mainly produce outer wear such as T shirts, Jackets, Skinnies and Sports Bottoms for both males and females. For the upcoming season they've received an order of 250,000 garment pieces from one of their buyers under below product / colour breakdown.

Product	Order Quantity (Units)	Colour	Fabric requirement (Yards)	Fabric price (Per Yard)
Ladies T shirts	125,000	Black	75,000	\$ 1.25
Men's Jogger	45,000	Navy	54,000	
Ladies Tank Top	80,000	Rose	32,000	

Marketing manager of Haritha Apparels is supposed to order raw materials required to full fill this order immediately. When he reaches the fabric supplier to order the fabric, supplier came up with few conditions.

1. Minimum fabric quantity order should be 80,000 yards
2. If the order quantity is between 60,000 – 80,000 yards, buyer must pay additional \$ 6,000 to supplier to cover supplier's wastage
3. If the order quantity is between 30,000 – 60,000 yards, additional amount payable is \$ 15,000 to supplier to cover supplier's wastage



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If he orders the minimum colour quantity from each colour (80,000), he can save \$ 21,000 at once by waving off the surcharge value. But if he does so, he must hold an excess fabric stock of 79,000 yards which values almost \$ 100,000. If he didn't receive an order to utilize these, entire amount will be a loss.

On the other hand, through practice he knows that this same fabric can be used for number of other orders that receives annually. By ordering that excess amount at once, he can:

1. Wave off surcharge values of next 02 or 03 orders ("n" times of \$ 21,000).
2. Income: Provide faster deliveries to customer so he can get more orders to the business worth few hundred thousand dollars.

- (a) Considering the facts provided above and filters related to "Risk Thermostat", What would be the risk balancing behavior of the Marketing Manager at Haritha Apparels? (10 Marks)
- (b) "The focus of risk now has shifted from a negative concept of hazard to a positive interpretation" Do you agree with this statement? Justify your answer. (04 marks)
- (c) Explain the three motivations for risk taking by managers. (06 marks)



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Question 04

- (a) Identify three main parties who are responsible for risk management in an organization with their role. (06 Marks)
- (b) Identify four (04) benefits of Risk Management to an organization. (04 Marks)
- (c) "Risk assessment" of risk management process comprises the analysis and evaluation of risk through processes of identification, description and estimation. Describe the above-mentioned components of "Risk assessment". (10 marks)

Question 05

- (a) Mention two objectives of having internal control system in an organization. (02 Marks)
- (b) Identify four (04) categories of internal controls with examples. (08 Marks)
- (c) COSO, the 'Committee of Sponsoring Organizations of the Treadway Commission' has established a common internal control model against which companies and organizations can evaluate their control system. Identify the five (05) components of COSO model of internal controls with a suitable example. (10 Marks)



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Question 06

- (a) Recommend to management of your organization the major causes of fraud and the major controls that should be in place to reduce fraud. (06 Marks)
- (b) "Computer fraud may be easier to commit because of the centralization of large databases and their accessibility by operators". List down four (04) controls that can be taken to mitigate computer fraud. (04 Marks)
- (c) Describe the recommended components of any organization's fraud risk management strategy. (10 Marks)

Question 07

Select any four and write down short notes. (05 Marks per each)

- (a) Risk Appetite
- (b) Risk Register
- (c) Portfolio Theory
- (d) Forward Contracts
- (e) Control Environment
- (f) Balance Scorecard
- (g) Risk Likelihood Matrix

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



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04

Year 4 Semester II

REPEAT EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on FOUR (04) 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: 2019.05.26

Pass mark: 50%

Time: 02 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.



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- (a) Explain the importance of integration of activities in supply chain. (05 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. (08 Marks)
- (d) Explain how change management in supply chain can be made effective using different roles in the process. (08 Marks)

Question 02

- (a) What is bull-whip effect in supply chain management? (05 Marks)
- (b) Explain end of life disposal under sustainability. (05 Marks)
- (c) What is outsourcing? (05 Marks)
- (d) What is cross docking? (05 Marks)
- (e) Explain lean as a supply chain strategy. (05 Marks)

Question 03

- (a) Explain external integration in supply chain integration. (10 Marks)
- (b) Explain the phases in supply chain network planning with an appropriate example. (15 Marks)



Question 04

(a) Identify & explain four global supply chain challenges with examples.

(07 Marks)

(b) "Collaboration will change the future supply chain landscape".

Support above statement with examples.

(07 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.

(11 Marks)

Question 05

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

(10 Marks)

(b) "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.

(15 Marks)



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Question 06

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

(10 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.

(10 Marks)

Question 07

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.

(10 Marks)

(c) Write a mini report on critical success factors of strategic sourcing. (10 Marks)

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



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Year 4 Semester II

REPEAT EXAMINATION

Risk Management – LTRM4207



- This paper consists of FIVE (05) questions on SIX (06) 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: 2019.05.26

Pass mark: 50%

Time: 02 Hours

Question 01 - Compulsory

DX plc ("DX") is a global company, incorporated in the UK, that extracts valuable minerals from the earth. Mining is a risky business with a death toll averaging 100 deaths per annum in the USA alone. DX has recently had a coal mine collapse killing two men and trapping four others for three days. The accident made the national news each day and DX became a household name. DX is financed purely by equity and has a large cash balance and no debt. It has come to the attention of the Board that the future price of coal is forecast to fall, as renewable energy sources become more reliable.

Required,

- Briefly explain about risks that you identify as most critical for DX to assess
(15 Marks)
- Identify 8 components of enterprise risk management system for the DX Plc
(10 Marks)



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Question 02

SP company is expanding geographically and has just appointed Miss Sandra as divisional manager of their new branch in Country Sri Lanka. SP has never operated in Country B before but has a history of successful divisional expansion in other countries.

Required,

- (a) Write a report which help Miss Sandra to minimize the risks facing SP Company relating to cultural and legal differences between Country B and SP's current working practices. (15 Marks)
- (b) Identify Economic Exposure in such geographic expansion in Asia (10 Marks)

Question 03

U is an internet-based company that sells books, DVDs and CDs to consumers. U's customers are required to create an account, to which they register their name, address and credit card details. The customers must also create a password, which they must use whenever they wish to log into their account in order to update their details or place an order. Registered customers can log in and place orders very easily because all of their delivery and payment details are already on file. That feature is one of the main factors behind U's success. The other main factor is that U's software tracks each customer's purchases and uses that information to email recommendations based on past orders. Many customers buy recommended products and the proportion is growing because U's tracking software becomes increasingly accurate as more data is gathered.

U has recently suffered a security breach involving 2,000 of its highest-spending customers. One of U's analysts had been asked to write a report about those customers' buying habits. The report was required urgently and so the analyst copied the customers' files onto a memory stick, which he took home to analyse on his home PC over the weekend. He copied the final report onto the same memory stick, but lost the stick during the train journey into work.

The analyst had one of his flat mates email him a copy of the report, which was still on the hard drive of his home PC, so the report's deadline was met. The analyst did not report the loss of the memory stick because he did not wish to get into trouble for losing the data. He hoped that anybody who found the stick would simply erase the files.



Over the next two weeks, U Ltd started to receive complaints from customers that orders were being placed without the account holders' permission. U's policy in these circumstances is to seek clarification from the account holder and suggest that the order could have been placed by a family member who knew the account password. The volume of complaints was higher than usual and the analyst was asked to investigate them to determine whether there was a security problem. The analyst quickly realised that many of the complaints were from the 2,000 customers whose files were on his memory stick and that the person who had found the stick was abusing that information. He admitted the loss of the memory stick and was suspended.

U's customer services department wrote to all of those customers whose accounts had been compromised and offered to cancel any disputed charges on their accounts. The customers were also advised to contact their credit card providers and to study their card statements carefully in case the thief had used that information to defraud them. Several of these customers complained to a national newspaper and U received many further complaints concerning disputed charges, mainly from customers whose details had not been copied by the analyst.

Required:

- (a) Advise U's board on the weaknesses in both the control environment and the internal controls that led to this loss of data. (10 Marks)
- (b) Develop 5 principles of Control Objectives for Information and Related Technologies(CoBit) for U Company (15 Marks)

Question 04

Jill is a creditor's clerk at Organization A in South Africa. It's month end, and she's about to process payment of an invoice for Supplier X. She then receives an email from Hugo, the debtor's administrator in the collections department at Supplier X, who requests payment of the R2 million rand (about US\$140,803) invoice into a new bank account. He's sent an attached confirmation letter for the new bank and other supporting documentation. Jill accepts the information and prepares a payment request for the new bank account.



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The next day, the funds transfer into the new bank account. Joey, the debtor's clerk at Supplier X, calls to say that he hasn't received payment for services rendered. Jill sends him the proof of payment, but Joey tells her the bank account number is wrong. Jill then sends Joey the email in which the debtor's administrator at Supplier X supposedly requested the change in banking details. Joey replies that he didn't send the request. Jill freezes. She realizes she's been duped.

Organizations need to be aware of this insidious change-of-banking-details fraud when perpetrators assume the identities of legitimate suppliers and divert payments of invoices into their own accounts. They do this by sending forged, altered or manipulated legitimate documents and/or emails that then flow through organizations' normal payment systems.

Required;

- (a) Prepare Fraud detection plan for a company the company avoid such frauds (15 Marks)
- (b) Describe Indicators and Warnings for a fraud in a company (10 Marks)

Question 05

VWS is a company manufacturing and selling a wide range of industrial products to a large number of businesses throughout the country. VWS is a significant local employer, with 2,500 people working out of several locations around the region, all linked by a networked computer system. VWS purchases numerous components from 750 local and regional suppliers, receiving these components into a central warehouse. The company carries about 10,000 different inventory items, placing 25,000 orders with its suppliers each year. The Accounts Payable Department of VWS has six staff who process all supplier invoices through the company's computer system and make payment to suppliers by cheque or electronic remittance.



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- (a) Explain the risk of fraud in a computerised Accounts Payable system for a company like VWS and how that risk can be mitigated. (05 Marks)
- (b) Design a risk assessment strategy related to supply chain of the business (20 Marks)

Question 06

A large college has several sites and employs hundreds of teaching staff. The college has recently discovered a serious fraud involving false billings for part-time teaching. The fraud involved two members of staff. M is a clerk in the payroll office who is responsible for processing payments to part-time teaching staff. P is the head of the Business Studies department at the N campus. Part-time lecturers are required to complete a monthly claim form which lists the classes taught and the total hours claimed. These forms must be signed by their head of department, who sends all signed forms to M. M checks that the class codes on the claim forms are valid, that hours have been budgeted for those classes and inputs the information into the college's payroll package. The college has a separate personnel department that is responsible for maintaining all personnel files. Additions to the payroll must be made by a supervisor in the personnel office. The payroll package is programmed to reject any claims for payment to employees whose personnel files are not present in the system.

Required,

- (a) Briefly explain about risks that you identify as most critical for the college to assess (05 Marks)
- (b) Identify 8 components of enterprise risk management system for the college (20 Marks)

Question 07

TIL Ltd is a privately held company incorporated in 1967 in Singapore. It developed from a coastal ship owner/operator to one of the largest ship owners in South East Asia with a focus on Asia, Africa, and Middle East. Currently TIL is ranked 12th amongst the top container operators in the world offering container liner services and multi-purpose services at over 100 countries and 500 locations worldwide. It has also diversified in to



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logistics related activities such as supply chain management, consolidation/distribution facilities, warehousing, multi modal services, terminal operations, container manufacturing/repairing, and ship recycling and further more.

TIL Ltd has no system of rewards given to employees in order to encourage them to face new risks engage in new innovations. employees of the organization are willing to undergo and obtain risk in order to meet strategic objectives. Even though with the migration to the new systems certain employees stay till late night in order to obtain manifests and try to submit data to Customs with minimum errors. Certain employees try hard to learn the new system and train the subordinates.

Required,

- (a) Explain the nature of risk culture and risk appetite of TIL Company. (15 Marks)
- (b) Suggest methods of identifying risk and methods of estimating risk for the Company TIL (10 Marks)

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



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07

Year 4 Semester II

REPEAT EXAMINATION

Foreign Trade Insurance – LTFI4204



- This paper consists of SEVEN (07) questions on THREE (03) 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: 2019.05.25

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

- (a) What are the duties imposed by the "Doctrine of Utmost Good Faith" on parties to a contract of Insurance? (15 Marks)
- (b) What are the consequences, should these duties are not fulfilled? (10 Marks)

Question 02

- (a) Name six (6) perils which may cause losses/damages to cargo during a sea voyage. (09 Marks)
- (b) List five (5) factors that insurer will take into consideration when underwriting cargo risks. (10 Marks)
- (c) Discuss why 'Packing' is an important factor in underwriting. (06 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.

(15 Marks)

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

- EXW
- C&F

- FOB
- CIF

(10 Marks)

Question 04

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

- (a) Machinery
- (b) Coal
- (c) Paper
- (d) Flowers
- (e) Tea

(05 Marks each)

Question 05

Write short notes on the following:-

- (a) Valued Policy
- (b) Salvage Charges
- (c) Airway Bill
- (d) Particular Average
- (e) Constructive total loss

(05 Marks each)



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07

Question 06

Explain in detail the effects of geographical factors and natural phenomenon over foreign trade. (25 Marks)

Question 07

- (a) Why do insurance Policies contain Exclusions? (10 Marks)
- (b) Explain the common "Exclusions Clauses" appearing in modern cargo insurance policies issued for foreign trade. (15 Marks)

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



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Year 4 Semester II

SEMESTER END EXAMINATION

Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on EIGHT (08) 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: 2019.01.26

Pass mark: 50%

Time: 02 Hours

Question 01 (Compulsory)

Introduction

ACB is a stock exchange listed company that designs and assembles small passenger aircraft which it sells to regional airlines throughout the world. ACB is highly regarded by its airline customers for the quality of its aircraft. ACB is also recognised for meeting contractual commitments through on-time delivery. The company generates profits before interest and taxes of about 5% of sales. However, due to the depressed nature of the airline industry and competition from foreign manufacturers, the company has modest growth targets. About 60 aircraft are delivered each year.

Competitive Advantage

The company's competitive advantage is its ability to take a standard aircraft design and customise it to the varying needs of its customers. This includes, for example, changes in engine size, passenger capacity, configuration, and electronic equipment. The cycle time from signed order to delivery is about 18 months.



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Pricing and Sales Terms

ACB sets the price of its completed aircraft in the customer's currency. The fixed price is converted to ACB's home currency using exchange rates applicable at the time contracts are signed. Progress payments are made on order and throughout the production process, but the balance of approximately 60% of the selling price of the aircraft is made on delivery to the airline. Any delivery delays are classed as a breach of ACB's contract for which it incurs significant financial penalties.

Production and Supply Chain

The manufacture of all the aircraft components has been subcontracted to about 200 suppliers located across several continents. The cost of purchased components constitutes 70% of the final aircraft selling price. Suppliers are selected on the basis of quality, reliability and cost. Contracts with each supplier include prices established in the supplier's currency and incorporate price increases and anticipated efficiency savings over the next two years. This enables accurate forecasting of material costs by ACB. As each component is produced to satisfy the differing requirements of each aircraft, any delay in receipt of any component will delay final assembly. A distribution company has the contract to transport all components to ACB's factory and a combination of bar-coding and satellite tracking technology enables the precise location of all components to be tracked from despatch through to receipt by ACB.

There are five major production operations at ACB's factory: four relate to component assembly and one to final assembly. The four component assembly operations are fuselage, wings, engines, and electronics. All four component assemblies are brought together in a large hangar where the final aircraft assembly takes place. ACB operates its factory on a just-in-time (JIT) basis to minimise inventory. Production scheduling for each of the four component assembly operations must be integrated so that the final assembly can take place on schedule.

IT Support

ACB uses a sophisticated enterprise resource planning system (ERPS) to manage its supply chain, purchase ordering, production scheduling, accounting and performance management, and customer relationship management. The company also relies on an



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electronic data interchange (EDI) system to track component purchase orders from their dispatch by suppliers to receipt at ACB's factory.

Risk Management and Governance

The company has a Risk Management Group at senior management level that maintains a register of major risks, carries out risk assessments in terms of their likelihood and consequences, identifies appropriate risk responses, and reports to each meeting of the Audit Committee. IT risks and foreign currency exposures require highly specialised attention and responsibility for these risks is delegated to the IT Department and Treasury Department respectively.

The ERPS and EDI systems are managed by the in-house IT department which has long serving

and highly skilled staff who have developed comprehensive operating procedures and business continuity plans. ACB's Treasury department primarily uses matching techniques to offset foreign exchange exposures in each currency but does use forward contracts where

exposures in some currencies are deemed unacceptable.

The Board of Directors emphasizes strategy and monitors sales and delivery performance. It aims to ensure that sales are spread evenly over different regions so as not to be disproportionately affected by political or economic changes. The general approach to risk management is to have a portfolio of customers, products and suppliers, so as to minimize sensitivity to any one factor that might jeopardize the company's success. The Board reviews assessments made by the Aircraft Inspection Agency and is actively involved in rectifying any problems identified.

The company's Audit Committee, composed of independent directors, monitors the risk assessments made by managers, ensures that internal controls are adequate and approves the company's internal audit plan each year. The Audit Committee also monitors all monthly financial performance information while the internal audit function spends a considerable proportion of its resources ensuring that financial performance information produced by the ERPS is accurate for management decision-making and financial reporting purposes.

Required;



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- (a) State the recommended components of any organisation's risk management strategy and evaluate ACB's approach to risk management in terms of those components. (15 Marks)
- (b) Identify the major categories of risk facing ACB and evaluate the controls adopted by ACB in relation to each category. (15 Marks)
- (c) Develop 5 principles of Control Objectives for Information and Related Technologies(CoBit) for the Company (10 Marks)

Question 02

ABP company is expanding geographically and has just appointed Miss Lamba as divisional manager of their new branch in Country India. ABP has never operated in Country India before but has a history of successful divisional expansion in other countries in Europe.

Required,

- (a) Write a report which help Miss Lamba to minimize the risks facing ABP Company relating to cultural and legal differences between Country India and ABP's current working practices. (15 Marks)
- (b) Identify Economic Exposure in such geographic expansion in Asia (05 Marks)



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Question 03

A large college has several sites and employs hundreds of teaching staff. The college has recently discovered a serious fraud involving false billings for part-time teaching.

The fraud involved two members of staff. M is a clerk in the payroll office who is responsible for processing payments to part-time teaching staff. P is the head of the Business Studies department at the N campus. Part-time lecturers are required to complete a monthly claim form which lists the classes taught and the total hours claimed. These forms must be signed by their head of department, who sends all signed forms to M. M checks that the class codes on the claim forms are valid, that hours have been budgeted for those classes and inputs the information into the college's payroll package. The college has a separate personnel department that is responsible for maintaining all personnel files. Additions to the payroll must be made by a supervisor in the personnel office. The payroll package is programmed to reject any claims for payment to employees whose personnel files are not present in the system.

Required,

- (a) Briefly explain about risks that you identify as most critical for the college to assess

(05 Marks)

- (b) Identify 8 components of enterprise risk management system for the college

(15 Marks)

Question 04

F plc is a food manufacturer based in the United Kingdom. It generates its revenue from three divisions named the Meals, Snacks and Desserts divisions.

The sale of pre-packaged oven-ready meals to charities and government-funded organisations generates 15% of the revenue of the Meals Division. The Division produces a range of frozen meals that are designed to meet the nutritional requirements of elderly and infirm people. The meals are packaged so that they can be cooked in bulk in catering ovens before being delivered as ready to eat meals to the homes of the elderly and infirm.



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The Meals Division sells a large quantity of these meals and enjoys significant economies of scale. Consequently, even though the selling price of these meals is much lower than any other products, this is a very profitable business segment.

Unfortunately, the Meals Division suffered a significant setback in February 2011. A charity that works with elderly people received complaints that several cases of severe food poisoning had occurred. Eight of the victims were so ill that they had to be admitted to hospital for emergency treatment. Samples of the frozen meals remaining in the charity's freezer, all of which had been supplied by the Meals Division, were sent to an independent laboratory for analysis. It was discovered that they were contaminated by bacteria that can cause severe abdominal illness.

The Meals Division conducted its own analysis of the meals purchased by the charity. The presence of the bacteria was confirmed, but it was found to be a common organism that is present in almost all meat. If the charity had cooked the frozen meals in accordance with the instructions printed on the packaging, then the bacteria would have been killed and the consumers would not have been harmed in any way. Furthermore, the contamination was only very slight. A healthy person who ate a meal containing small quantities of these bacteria would not become ill because of the body's immune system.

This case has been reported widely in newspapers and on television. F plc's directors have asked for an analysis of the risks to the company's reputation. The Meals Division's management team has recommended that F plc's defence should be based on the following two arguments:

- All meat products contain these bacteria. Those manufactured by F plc contain a lower concentration than the industry average and comply with all relevant hygiene regulations.
- The frozen meals supplied by the Meals Division should not have caused any harm unless they had been prepared negligently by the charity. The charity should be blamed for the food poisoning and not F plc.

Required:

- (a) Advise Meal division's board on the weaknesses in both the control environment and the outbreak of food poisoning to F plc's reputation

(15 Marks)



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- (b) Risk treatment (or risk response) is an important component of risk management strategy. Explain what is meant by risk treatment and its benefits to the company. (05 Marks)

Question 05

A member of a small family business in Australia committed a \$2m fraud, costing profits, jobs and a great deal of trust. The business owners became suspicious when they realised that their son in law used the company diesel card to buy petrol for his own car. On closer scrutiny, they soon uncovered a company cheque for \$80,000 made payable to the son in law's personal account. BDO's Brisbane office discovered that the cheque and the fuel were just the tip of a vast iceberg. The company's complex accounts system allowed the son in law to disguise cheques payable to himself as creditor payments. He then became a signatory and took ever larger cheques. He claimed that the poor cash flow was due to losses in one particular division which the family therefore closed, creating redundancies and losing what was in truth a successful business. The costs of inefficient accounting systems and undue trust can be massive. Every business should protect itself with thorough controls and vigilance.

Adapted from 'FraudTrack 5 Fraud: A Global Challenge' published by BDO Stoy Hayward

Required;

- (a) Prepare Fraud detection plan for a company the company avoid such frauds (10 Marks)
- (b) Describe Indicators and Warnings for a fraud in a company (10 Marks)

Question 06

The managers at the call center of a big retail bank are reviewing the risks facing the business in the coming year. One issue is that the centre has always had high staff turnover, which is thought to be a result of low pay and demanding shift patterns, along with the high number of similar jobs being offered by other employers in the area. The last factor is considered likely to change, as the recession has started to lead to the closures of neighbouring call centres. It takes about two weeks to familiarise new recruits with the



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bank's product range and IT systems, and to ensure that they are fully aware of the processes required for dealing with customers in such a heavily regulated industry.

Required

Design a risk assessment strategy related to major issue of labour turnover

(20 Marks)

Question 07

TIL Ltd is a privately held company incorporated in 1967 in Singapore. It developed from a coastal ship owner/operator to one of the largest ship owners in South East Asia with a focus on Asia, Africa, and Middle East. Currently TIL is ranked 12th amongst the top container operators in the world offering container liner services and multi-purpose services at over 100 countries and 500 locations worldwide. It has also diversified in to logistics related activities such as supply chain management, consolidation/distribution facilities, warehousing, multi modal services, terminal operations, container manufacturing/repairing, and ship recycling and further more.

TIL Ltd has no system of rewards given to employees in order to encourage them to face new risks engage in new innovations. employees of the organization are willing to undergo and obtain risk in order to meet strategic objectives. Even though with the migration to the new systems certain employees stay till late night in order to obtain manifests and try to submit data to Customs with minimum errors. Certain employees try hard to learn the new system and train the subordinates.

Required,

(a) Explain the nature of risk culture and risk appetite of TIL Company. (10 Marks)

(b) Suggest methods of identifying risk and methods of estimating risk for the Company TIL (10 Marks)

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



Year 4 Semester II

SEMESTER END EXAMINATION

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) questions on FOUR (04) 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: 2019.01.19

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

Supply Chain Visibility at Terex

Headquartered in Westport Connecticut, Terex manufactures aerial working platform (a scissor-lift or similar). Terex maintained a manual system for yard management at the transfer center, 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.

Terex decided to replace the outdated manual yard management process with a new, digital solution using RFID tracking. A yard management software (YMS) that can be integrated with ERP was chosen, replacing stickers, yard maps, and wallboard with electronic tracking and digital inventory management.



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The labor costs previously incurred in carrying out manual counts were saved with the ability to get daily inventory count via its business intelligence module. More importantly though, the RFID-based unit identification and location process has saved the company around 70 weeks per year in labor costs, by cutting the process time down from six minutes, to a mere 30 seconds per unit.

- (a) Explain how RFID can be used in supply chain to enhance visibility of different process steps. (07 Marks)
- (b) Explain how supply chain visibility can reduce operational cost? (09 Marks)
- (c) Elaborate on the challenges of using IT solutions and RFID to improve visibility in warehouse operations in Sri Lanka. (09 Marks)

Question 02

- (a) What is Cross Docking in Logistics (09 Marks)
- (b) Why Network Planning is important in Supply Chain Management (09 Marks)
- (c) What is Outsourcing? (07 Marks)

Question 03

- (a) Elaborate on the importance of using Total Cost of Ownership in Supply Chain Management with examples. (12 Marks)
- (b) "A flexible & agile supply chain is more important than ever"
Elaborate on the above statement with examples (13 Marks)



Question 04

(a) Compare & contrast the terms, logistics management & supply chain management with examples. (10 Marks)

(b) A recent report highlighted that Change Management remains as one of the key challenges in Supply Chain.

Propose a way forward for managing change in supply chain context effectively.

(15 Marks)

Question 05

(a) Elaborate on how Silo Mentality in Sri Lankan organizations affects the effective & efficient functioning of supply chain with examples. (12 Marks)

(b) "Collaboration is the essence of good supply chain management".

Support above statement with examples.

(13 Marks)

Question 06

(a) Explain how ABC Analysis can be used in innovative ways in the context of

logistics with examples.

(12 Marks)

(b) Explain the challenges of managing "last mile" delivery in Sri Lanka.

(13 Marks)



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Question 07

- (a) Identify & explain the implications of at least two global supply chain challenges for Sri Lankan Apparel Industry with examples. (12 Marks)
- (b) Explain the Inventory Positioning phase in supply chain network planning with examples. (13 Marks)

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



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Question 03

- (a) Name of six (6) perils which may cause losses/ damages to cargo during a sea voyage (09 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. (10 Marks)

Question 04

Write short notes on the following: -

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

Question 05

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
- (e) Fresh fruits (05 Marks each)

Question 06

Explain how Geographical Factors and Natural Phenomenon effect overseas trade.

(25 Marks)

Question 07

- (a) What is "Export Credit Insurance"? (07 Marks)
- (b) Discuss the Commercial and Non-commercial risks that could be covered under "Export Credit Insurance". (18 Marks)

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



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Year 4 Semester II

SEMESTER END EXAMINATION

Foreign Trade Insurance - LTFI4204

- This paper consists of SEVEN (07) questions on TWO (02) 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: 2019.01.13

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

- (a) What is Insurable Interest? Explain briefly. (10 Marks)
- (b) Discuss the concept of Insurable Interest applicable to Marine Cargo Insurance in relation to:-
- (i) Subject Matter of Insurance (05 Marks)
 - (ii) When Insurable Interest must exit (05 Marks)
 - (iii) Assignment of the Policy (05 Marks)

Question 02

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

- (a) Identify the advantages in using containerized transportation (09 Marks)
- (b) Name eight the hazards involved in containerized transits. (08 Marks)
- (c) Discuss the insurance covers available for containerized cargo (08 Marks)



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Question 03

- (a) Name of six (6) perils which may cause losses/ damages to cargo during a sea voyage (09 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. (10 Marks)

Question 04

Write short notes on the following: -

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

Question 05

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
- (e) Fresh fruits (05 Marks each)

Question 06

Explain how Geographical Factors and Natural Phenomenon effect overseas trade.

(25 Marks)

Question 07

- (a) What is "Export Credit Insurance"? (07 Marks)
- (b) Discuss the Commercial and Non-commercial risks that could be covered under "Export Credit Insurance". (18 Marks)

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



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Year 4 Semester II

Semester End Examination

Strategic Supply Chain Management – LTSM4205

- This paper consists of SEVEN (07) 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.

Date: 2018.01.20

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

Supply Chain Cost Reduction at Deer and Company

The Deer and Company was replenishing dealers' inventory on a weekly basis, by direct shipment and cross-docking operations, it was proving too costly and too slow, so the company a 10% supply chain cost reduction over a four-year period.

The company undertook a supply chain network redesign program, resulting in the commissioning of intermediate "merge centers" and optimization of cross-dock terminal locations. It also began consolidating shipments and using break-bulk terminals during the seasonal peak. The company also increased its use of third party logistics providers and effectively created a network which could be tactically optimized at any given point in time overall resulting a \$ 1 billion saving.

(a) Explain how consolidation can enhance distribution efficiency?

(07 Marks)



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- (b) Compare and contrast the advantages of direct deliveries and cross docking operations. (09 Marks)
- (c) Explain the 3PL service providers can be used tactfully to tackle seasonal peak demand? (09 Marks)

Question 02

- (a) Peter Drucker famously said "What gets measured, gets managed". Elaborate on the importance of performance metrics with appropriate examples. (12 Marks)
- (b) "E-commerce offers countless opportunities as well as a great challenge for supply chain management"
Elaborate on the above statement with examples (13 Marks)

Question 03

- (a) Compare and contrast the terms, logistics management and supply chain management with examples. (10 Marks)
- (b) A recent report highlighted that the main measure of performance used by the majority of supply chains was reduced costs.
Propose other sets of performance measures that could be applied by supply chain management functions to assess their contribution to corporate performance. (15 Marks)



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Question 04

- (a) Elaborate on how technology and access to real time information can transform modern day supply chains with examples. (13 Marks)
- (b) "Collaborative infrastructure will change the future supply chain landscape". Support above statement with examples. (12 Marks)

Question 05

- (a) Explain social element in triple bottom line approach. (09 Marks)
- (b) What is milk run in logistics? (08 Marks)
- (c) List four strategic areas of Balanced Score Card method. (08 Marks)

Question 06

- (a) Explain how Activity Based Costing can be used in the context of logistics with examples. (13 Marks)
- (b) Explain the importance of managing "last mile" and "the perfect order" for supply chain success in the context of FMCG sector in Sri Lanka. (12 Marks)

Question 07

- (a) Identify and explain four global supply chain challenges with examples. (10 Marks)
- (b) Explain the phases in supply chain network planning with an appropriate example. (15 Marks)

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



Year 4 Semester II

Semester End Examination

Foreign Trade Insurance - LTFI4204

- This paper consists of SEVEN (07) 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.

Date: 2018.01.13

Pass mark: 50%

Time: 02 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
(09 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?
(06 Marks)

Question 02

- (a) "A Marine Insurance Policy is a Contract of Indemnity". Explain. (15 Marks)
- (b) What is a Valued Policy? (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. (15 Marks)

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

- EXW
- CPT

- FOB
- CIF

(10 Marks)

Question 04

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

- (a) Motor Vehicle parts
- (b) Fertilizer
- (c) News print
- (d) Fresh fruits
- (e) Tea

Question 05

(a) What are the advantages in using containerized transportation? (10 Marks)

(b) Identify the hazards involved in containerized transits. Discuss with reference to the insurance covers available. (15 Marks)

Question 06

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

- (a) Voyage Policy
- (b) Salvage Charges
- (c) Airway Ball
- (d) Particular Average
- (e) Constructive total loss



Question 07

- (a) What is Export Credit Insurance? (10 Marks)
- (b) Discuss the Commercial and Non-commercial risks that could be covered under "Export Credit Insurance" (15 Marks)

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



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Semester End Examination

Risk Management – LTRM4207

- This paper consists of SEVEN (07) questions on NINE (09) 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.

Date: 2018.01.21

Pass mark: 50%

Time: 02 Hours

Question 01: (Compulsory)

Introduction

Bee Supermarkets (B) was founded as a grocery retailer in a European country in 1963. Its sales consist mainly of food and household items including clothing. B now owns or franchises over 15,000 stores world-wide in 36 countries. The company has stores in Europe (in both Eurozone and non-Eurozone countries), Asia and North America. B's head office is located in a Eurozone country. B has become one of the world's largest chains of stores. B's Board thinks that there are opportunities to take advantage of the rapid economic growth of some Asian countries and the associated increases in demand for food and consumer goods.

Structure

The B Group is structured into a holding company, B, and three subsidiary companies which are located in each of the regions of the world in which it operates (Europe, Asia and North America). The subsidiary companies, referred to as "Regions" within B, are respectively B-Europe, B-Asia and B-North America. Store operations, sales mix and staffing. B operates four types of store: supermarkets, hypermarkets, discount stores and convenience stores. For the purpose of this case study, the definition of each of these types of store is as follows:



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- A supermarket is a self-service store which sells a wide variety of food and household goods such as washing and cleaning materials, cooking utensils and other items which are easily carried by customers out of the store.
- A hypermarket is a superstore or very large store which sells the same type of products as a supermarket but in addition it sells a wide range of other items such as consumer durable white goods, for example refrigerators, freezers, washing machines and furniture. Hypermarkets are often located on out-of-town sites.
- A discount store is a retail store that sells a variety of goods such as electrical appliances and electronic equipment. Discount stores in general usually sell branded products and pursue a high-volume, low priced strategy and aim their marketing at customers who seek goods at prices which are usually less than can be found in a hypermarket
- A convenience store is a small shop or store in an urban area that sells goods which are purchased regularly by customers. These would typically include groceries, toiletries, alcoholic beverages, soft drinks and confectionery. They are convenient for shoppers as they are located in or near residential areas and are often open for long hours. Customers are willing to pay premium prices for the convenience of having the store close by.

B sells food products and clothing in its supermarkets and hypermarkets at a higher price than many of its competitors because the Board thinks that its customers are prepared to pay higher prices for better quality food products. B also sells good quality consumer durable products in its supermarkets and hypermarkets but it is forced to sell these at competitive prices as there is strong competition for the sale of such goods. B's discount stores sell good quality electrical products usually at lower prices than those charged in its supermarkets and hypermarkets, B only sells electronic equipment in its discount stores.

Health and Safety

In a recent internal report commissioned by the directors of B it was stated that the health and safety laws in the countries in which B operates vary significantly. For example, in some countries it is required that all employees whose jobs involve manual lifting are



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trained so that they can lift objects without risk of injury. The problem is further complicated by the definition of “manual lifting” varying from country to country. Similar issues arise with the need to wear protective clothing and the safe operation of forklift trucks.

B’s directors saw the need to provide a safe working environment for B’s employees irrespective of the country in which they work. They asked the Human Resources Director to develop a comprehensive safety manual that either matched or exceeded the minimum requirements laid down by law or other regulation in any of the countries in which B operated. Copies of the manual were then distributed to wherever B had employees. All of B’s employees are required to adhere to the rules stated in the manual as a condition of their employment. The manual also sets out a number of broad principles, such as making the general manager of each store personally responsible for the safety of everyone employed at that store.

A recent newspaper article published in B’s home country accused B of exploiting the weak health and safety rules in some countries. The article provided evidence of unsafe operating practices by describing a recent accident in one of B’s stores in Asia. The accident occurred when an employee dropped a heavy box of tinned goods when he was restocking shelves. The crate landed on his foot and this caused a serious injury because he had not been wearing safety shoes. The store’s manager then dismissed the employee because his injury meant that he would not be able to work in the foreseeable future. The accident was described on another employee’s personal blog and was picked up by the newspaper.

The Regional Human Resources Director in Asia confirmed that the details reported by the newspaper were correct. The employee had not been trained in manual lifting techniques and had lifted the crate carelessly. He did not wear safety shoes because they were not as comfortable as his ordinary shoes. The store’s manager had not implemented the health and safety manual that had been issued because he said that compliance with the manual would interfere with the efficiency of the store and that the procedures it contained were unpopular with the employees because they preferred their own methods of work. The Regional Director’s report concluded that the store manager’s attitude reflected the indifference to health and safety in the workplace that was exhibited by all employees in that region.



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Internal audit

The Head of B's Internal Audit department is preparing next year's audit plan. He is aware of the Board's increasing interest in Health and Safety issues and intends to include an audit of the extent to which the procedures and practices stated in B's health and safety manual have been adopted throughout the group.

Feedback from the internal audit staff based at each of the regional offices suggests that managers and staff in some countries are more receptive to supervision and management reviews than others. Some cultures place considerable emphasis on complying with rules and respect for authority while others emphasize individual empowerment.

Required;

- (a) Advise B's directors of TWO risks for the company associated with health and safety in B's stores that could each be categorised as having both high impact and high likelihood. Your answer should include the reasons why you have categorised each of the risks as such. (15 Marks)
- (b) Design a Risk Management Strategy for health and safety of the company. (15 Marks)
- (c) Discuss the factors that the Head of the Internal Audit department should consider when planning an audit of the extent to which all employees of B's stores are complying with the rules and principles as stated in the health and safety manual (10 Marks)

Question 02

ABC plc ("ABC") is a global company, incorporated in the UK, that extracts valuable minerals from the earth. Mining is a risky business with a death toll averaging 100 deaths per annum in the USA alone. ABC has recently had a coal mine collapse killing two men and trapping four others for three days. The accident made the national news each day and ABC became a household name. ABC is financed purely by equity and has a large



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cash balance and no debt. It has come to the attention of the Board that the future price of coal is forecast to fall, as renewable energy sources become more reliable.

Required,

- (a) Briefly explain about risks that you identify as most critical for ABC to assess
(10 Marks)
- (b) Identify 8 components of enterprise risk management system for the ABC Plc
(10 Marks)

Question 03

AWP company is expanding geographically and has just appointed Miss Sandra as divisional manager of their new branch in Country Sri Lanka. AWP has never operated in Country B before but has a history of successful divisional expansion in other countries.

Required,

- (a) Write a report which help Miss Sandra to minimize the risks facing AWP Company relating to cultural and legal differences between Country B and AWP's current working practices.
(15 Marks)
- (b) Identify Economic Exposure in such geographic expansion in Asia
(05 Marks)

Question 04

MU is an internet-based company that sells books, DVDs and CDs to consumers. MU's customers are required to create an account, to which they register their name, address and credit card details. The customers must also create a password, which they must use whenever they wish to log into their account in order to update their details or place an order. Registered customers can log in and place orders very easily because all of their delivery and payment details are already on file. That feature is one of the main factors behind MU's success. The other main factor is that MU's software tracks each customer's purchases and uses that information to email recommendations based on past orders.



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Many customers buy recommended products and the proportion is growing because MU's tracking software becomes increasingly accurate as more data is gathered.

MU has recently suffered a security breach involving 2,000 of its highest-spending customers. One of MU's analysts had been asked to write a report about those customers' buying habits. The report was required urgently and so the analyst copied the customers' files onto a memory stick, which he took home to analyse on his home PC over the weekend. He copied the final report onto the same memory stick, but lost the stick during the train journey into work.

The analyst had one of his flat mates email him a copy of the report, which was still on the hard drive of his home PC, so the report's deadline was met. The analyst did not report the loss of the memory stick because he did not wish to get into trouble for losing the data. He hoped that anybody who found the stick would simply erase the files.

Over the next two weeks, MU started to receive complaints from customers that orders were being placed without the account holders' permission. MU's policy in these circumstances is to seek clarification from the account holder and suggest that the order could have been placed by a family member who knew the account password. The volume of complaints was higher than usual and the analyst was asked to investigate them to determine whether there was a security problem. The analyst quickly realised that many of the complaints were from the 2,000 customers whose files were on his memory stick and that the person who had found the stick was abusing that information. He admitted the loss of the memory stick and was suspended.

MU's customer services department wrote to all of those customers whose accounts had been compromised and offered to cancel any disputed charges on their accounts. The customers were also advised to contact their credit card providers and to study their card statements carefully in case the thief had used that information to defraud them.

Several of these customers complained to a national newspaper and MU received many further complaints concerning disputed charges, mainly from customers whose details had not been copied by the analyst.



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Required:

- (a) Advise MU's board on the weaknesses in both the control environment and the internal controls that led to this loss of data. (10 Marks)
- (b) Develop 5 principles of Control Objectives for Information and Related Technologies(CoBit) for MU Company (10 Marks)

Question 05

There were some suggestions that Joyti De-Laurey originally started down her fraudulent path because of financial difficulties she found herself in before starting work at the investment bank. De-Laurey had previously run her own sandwich bar business, but it was closed down due to insufficient finances. According to her defence, De-Laurey's 'first bitter experience of financial turmoil coincided with a novel introduction to a Dallas-type world where huge, unthinkable amounts of money stared her in the face, day in and day out.' The motive behind the fraud was primarily greed though, with De-Laurey spending her ill gotten gains on a luxury lifestyle, including villas, cars, jewellery, designer clothes and first class holidays. De-Laurey has even admitted that she did not steal because she needed to, but because she could. She explained that she first started taking money simply to find out if she could get away with it. She says that it then became 'a bit addictive' and that she 'got a huge buzz from knowing they had no idea what I was doing.'

In terms of opportunity, De-Laurey's bosses trusted her and held her in high regard. She had proved herself indispensable, on both business and personal fronts, and was given access to their cheque books in order to settle their domestic bills and personal finances.

A little over a year after starting at Goldman Sachs, De-Laurey began forging her bosses' signatures on personal cheques to make payments into her own accounts. Realising she had got away with it, De-Laurey continued to steal money by issuing forged cheques and making false money transfers. Before long she was forging signatures on a string of cash transfer authorities, siphoning off up to £2.5 million at a time from supposedly secure New York investments.



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De-Laurey was able to rationalise her actions by convincing herself that she had earned the money she stole. De-Laurey believed that she deserved the plundered amounts as a just reward for her dedication, discretion and loyalty, and claims that she had the consent of her bosses to take money in return for her 'indispensable services'. The fact that they were so rich they did not even notice the money was missing, only served to fuel De-Laurey's fraudulent activities. She justified her actions through the belief that her bosses had cash to spare. According to De-Laurey; 'They could afford to lose that money.'

After four years of siphoning off vast amounts of money, De-Laurey was eventually caught when her boss at the time decided to make a six-figure donation to his former college. He took a look at his bank accounts to see if he could cover the donation and was surprised to find the balance on the accounts so low. He investigated further and realised that large sums had been transferred to an unknown account. De-Laurey was the obvious suspect. By this time, De-Laurey had actually stolen around £3.3 million from this particular boss.

De-Laurey was the first woman in the UK to be accused of embezzling such a large sum and, after a long and high profile trial in 2004, she was sentenced to seven years imprisonment.

Various sources including *The Guardian*, *The Times*, *The Independent* and the *BBC News*

Required;

- (a) Prepare Fraud detection plan for a company avoid such frauds (10 Marks)
- (b) Describe Indicators and Warnings for a fraud in a company (10 Marks)

Question 06

The AXC company manufactures aircraft. The company is based in Europe and currently produces a range of four different aircraft. AXC's aircraft are reliable with low maintenance costs, giving AXC a good reputation, both to airlines who purchase from AXC and to airlines' customers who fly in the aircraft. AXC is currently developing the 'next generation' of passenger aircraft, with the selling name of the AXLine.



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Many components of the new product suppliers are based in Europe although AXC does obtain about 25% of the sub contracted components from companies in the USA. AXC also maintains a significant R&D department working on the AXLiner and other new products such as alternative environmentally friendly fuel for aircraft.

Required

Design a risk assessment strategy related to developing 'next generation' of passenger aircraft (20 Marks)

Question 07

PIL Ltd is a privately held company incorporated in 1967 in Singapore. It developed from a coastal ship owner/operator to one of the largest ship owners in South East Asia with a focus on Asia, Africa, and Middle East. Currently PIL is ranked 12th amongst the top container operators in the world offering container liner services and multi-purpose services at over 100 countries and 500 locations worldwide. It has also diversified in to logistics related activities such as supply chain management, consolidation/distribution facilities, warehousing, multi modal services, terminal operations, container manufacturing/repairing, and ship recycling and further more.

PIL Ltd has no system of rewards given to employees in order to encourage them to face new risks engage in new innovations. employees of the organization are willing to undergo and obtain risk in order to meet strategic objectives. Even though with the migration to the new systems certain employees stay till late night in order to obtain manifests and try to submit data to Customs with minimum errors. Certain employees try hard to learn the new system and train the subordinates.

Required,

- (a) Explain the nature of risk culture and risk appetite of PIL Company. (10 Marks)
(b) Suggest methods of identifying risk and methods of estimating risk for the Company PIL

(10 Marks)

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