CINEC CAMPUS
Beyond A Graduate

PAST PAPERS

Faculty	Department / Section/Division
Not Applicable	Learning Resource Centre

Past Papers

Faculty of Humanities & social Sciences
Department of Logistics & Transportation

MBA International Transportation Management and Logistics
2012 - 2020

Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics and Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

RE-REPEAT EXAMINATION
Logistics and Supply Chain Management – LSCM110420

- This paper consists of EIGHT (08) questions on SEVEN (07) pages.
- Answer FIVE (05) questions including Question 01.
- This is an Open Book examination.
- 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.
- Supporting documents are attached to the question paper.

Date: 2017.10.08   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)

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

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

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics and Transport
MBA in Logistics and Supply Chain Management
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(a) Explain the importance of integration of activities in supply chain.

(04 Marks)

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

(04 Marks)

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

(06 Marks)

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

(06 Marks)

Question 02

(a) Explain triple bottom line approach in sustainability. (04 Marks)

(b) What is cross docking in logistics? (04 Marks)

(c) Explain the concept of total cost of ownership with an example. (04 Marks)

(d) Identify three functions of inventory and explain one of them. (04 Marks)

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

Question 03

Home Grow is a company that imports indoor plant growing units with the popularity of urban farming in Sri Lanka. About 20,000 units are ordered by the company per year, at a price of $150.00 per pair. The company operates 240 days per year and places orders of 2000 pairs on fortnight basis to cover its demand. It costs $2.50 to store one unit for one month and the ordering cost is 0.1% of the order value.

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Management and Social Sciences
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(a) What is the total cost for the current order quantity?

(05 Marks)

(b) What is the economic order quantity (EOQ)?

(05 Marks)

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

(05 Marks)

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

(05 Marks)

Question 04

It takes about 2 days to receive an order from Home Grow Co. and the demand has a standard deviation of 15 units per day.

(a) What is the safety stock needed to achieve a service level of 95%? What is the holding cost associated with this safety stock?

(06 Marks)

(b) What is the reorder point?

(06 Marks)

(c) How would the reorder point change, if the service level changed to 97%?

(08 Marks)

Question 05

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

(06 Marks)

(b) "Collaborative infrastructure will change the future supply chain landscape". Support above statement with examples.

(06 Marks)
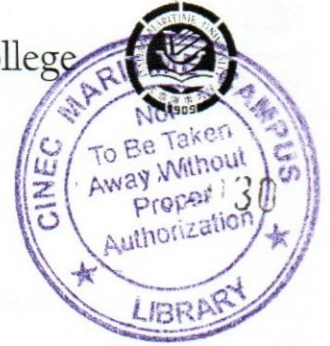
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(a) Chamil Peiris is the supply chain manager at Pharmalogics, which manufactures energy boosting Ayurveda supplements and believes that more can be achieved, if Pharmalogics can enhance its global supply chain distribution. However, Director Supply Chain is not convinced of the idea and asked Chamil to report more on the matter.

Prepare a summary report on rationale & benefits of global supply chain management.

(08 Marks)

Question 06

(a) List three inventory types.

(03 Marks)

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

(07 Marks)

(c) Chandana Seneviratne is the procurment manager at Alumax and believes that more can be achieved through the implementation of strategic sourcing process. However, the CEO of Alumex is not convinced of the idea and asked Chandana to report more on the matter.

Prepare a summary report on benefits of strategic sourcing.

(10 Marks)

Question 07

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

(05 Marks)

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Faculty of Management and Social Sciences
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MBA in Logistics and Supply Chain Management
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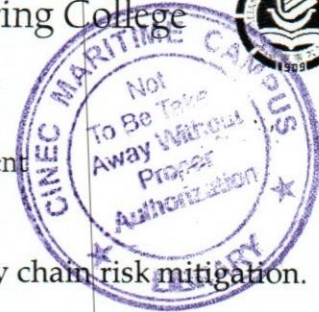
(e) Elaborate on how supplier contracts can be used in supply chain risk mitigation.

(07 Marks)

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

(08 Marks)

Question 08

(a) Explain the importance of managing "last mile" & "the perfect order" for supply chain success in the context of FMCG sector in Sri Lanka.

(06 Marks)

(b) "E-commerce offers countless opportunities as well as a great challenge for logistics"

Elaborate on the above statement with examples

(07 Marks)

(c) Ikigai is computer accessory seller with operations expanding into more than 75 countries. The firm's demand forecast error has become a critical factor that hinders the firm performance at the global level. Explain how Ikigai can enhance its forecasting accuracy.

(07 Marks)

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

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CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics and Transport
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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

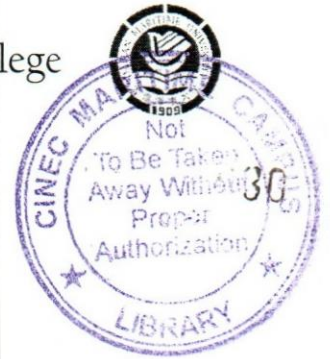# Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics and Transport
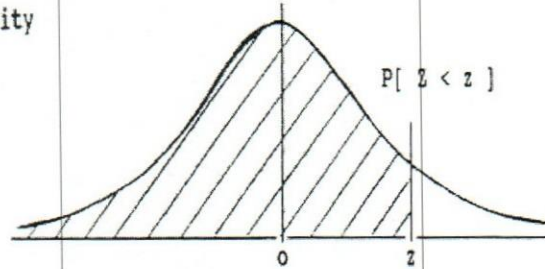MBA in Logistics and Supply Chain Management
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STANDARD STATISTICAL TABLES

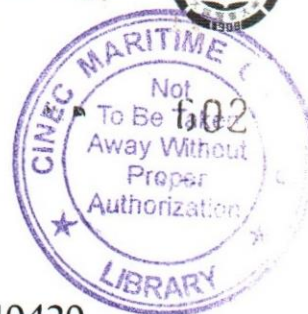## 1. Areas under the Normal Distribution

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

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

$P[\ Z < z\ ]$

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

z	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
P	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000

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- Supporting documents are attached to the question paper.

Date: 2017.05.13   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)

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

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

An analysis of the merged company's distribution network highlighted that an initial investment in supply chain optimization would achieve economies of scale, providing benefits which could shape the Adidas distribution strategy for Europe and wider markets. The solution was a 30,000 m2 fully automated facility. This was implemented in just 18 months, including the implementation of a new warehouse management system. The procedures took into account the current requirements of all five brands, the new

Colombo International Nautical and Engineering College
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Faculty of Management and Social Sciences
Department of Logistics and Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

602

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

(a) Explain the supply chain challenge faced by Adidas in this case study?

(04 Marks)

(b) What is the model adopted by Adidas for inventory management?

(04 Marks)

(c) Suggest how Adidas might increase its supply chain optimization. Discuss the system, capacity, and scheduling and inventory challenges of supply chain optimization. (06 Marks)

(d) Explain how supply chain optimization can be achieved with economies of scale. Support your answer with Adidas and other examples.

(06 Marks)

Question 02

(a) Identify three functions of inventory and explain one of them. (04 Marks)

(b) Explain the concept of total cost of ownership. (04 Marks)
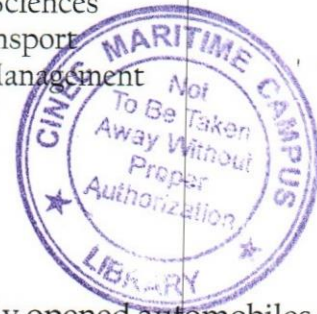
(c) What is milk run in logistics? (04 Marks)

(d) Explain agility as a supply chain strategy. (04 Marks)

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

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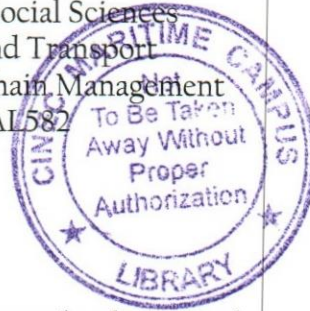Course CODE: MBAL582

602

Question 03

The Lanka Bumper Co. manufactures bumpers for a newly opened automobiles assembly plant in Sri Lanka. About 50,000 pairs of bumpers (front bumper and rear bumper) are ordered by the auto assembly company per year, at a price of $150.00 per pair. The auto assembly company operates 240 days per year and places orders of 2000 pairs on fortnight basis to cover its demand. It costs $2.50 to store one pair of bumpers for one month and the ordering cost is 0.1% of the order value.

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

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

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

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

Question 04

It takes about 2 days to receive an order from The Lanka Bumper Co. and the demand has a standard deviation of 15 units per day.

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

(b) What is the reorder point?

(06 Marks)

(c) How would the reorder point change, if the service level changed to 98%?

(08 Marks)

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602

Question 05

(a) "Strategic sourcing is a key asset in enhancing supply chain performance"

Support above statement with examples.

(06 Marks)

(b) Identify and explain four global supply chain challenges with examples.

(06 Marks)

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

(08 Marks)

Question 06

(a) List three inventory types. (03 Marks)

(b) Collaborative forecasting can be used to minimize the effects of bull-whip effect in supply chain. Discuss how collaborative forecasting can enhance supply chain performance with an example. (07 Marks)

(c) Chandana Seneviratne is the procurment manager at Alumax and believes that more can be achieved through the implementation of strategic sourcing process. However, the CEO of Alumex is not convinced of the idea and asked Chandana to report more on the matter.

Prepare a summary report on benefits of strategic sourcing. (10 Marks)

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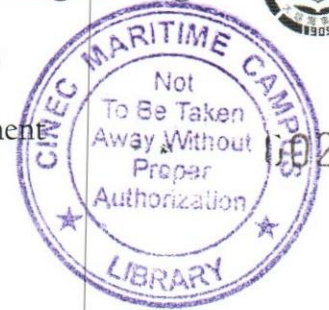
Question 07

(a) Why is it important for an organization to manage supply chain risk effectively?

(05 Marks)

(b) Elaborate on how supplier contracts can be used in supply chain risk mitigation.

(07 Marks)

(c) Visibility and collaboration are key pillars in achieving resilience in supply chain, explain how to improve supply chain resiliency through visibility and collaboration across the supply chain. (08 Marks)

Question 08

(a) Explain the importance of managing "last mile" and "the perfect order" for supply chain success in the context of FMCG sector in Sri Lanka.

(06 Marks)

(b) "E-commerce offers countless opportunities as well as a great challenge for logistics" Elaborate on the above statement with examples

(07 Marks)

(c) Ikigai is computer accessory seller with operations expanding into more than 75 countries. The firm's demand forecast error has become a critical factor that hinders the firm performance at the global level. Explain how Ikigai can enhance its forecasting accuracy.

(07 Marks)

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

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602

Equations

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Where

TC = total annual cost

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H = annual holding cost

S = ordering or setup cost

$$R = dL$$

where R = reorder point in units

$\qquad d$ = daily/weekly demand in units

$\qquad L$ = lead time in days/weeks

$$R = dL + SS$$

where SS = safety stock in units

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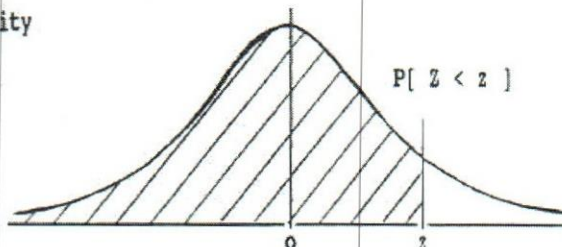Course CODE: MBAL582

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P[Z < z]

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0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
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1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9773	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9865	0.9868	0.9871	0.9874	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9924	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9980	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986

z	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
P	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000

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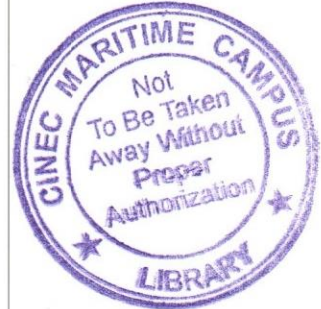MBA in Logistics and Supply Chain Management
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608

REPEAT EXAMINATION
Transportation Law – TLAW110204

- This paper consists of THREE questions on FOUR (04) pages.
- Answer ALL questions.
- This is an Open Book examination.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2017.05.06   Pass mark: 50%   Time: 03 Hours

Question 01

"Contract of Carriage is the most important document in transportation. With regard to sea carriage, there are three main types of contracts involved, namely Bill of Lading, Charterparty, and Contract of Affreightment. Although a Bill of lading is only an evidence of a contract, it contains many standard terms and conditions likewise the other two."

(a)   Describe the main features of a Bill of Lading   (04 Marks)

(b)   Discuss the importance of a Bill of Lading as a carriage document   (04 Marks)

(c)   State briefly the difference between a single cargo carriage contract and a Contract of Affreightment   (04 Marks)

(d)   Discuss the main terms and conditions need to be present in any form of carriage contract involving sea carriage   (06 Marks)

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CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

(e) Define and Describe the term 'Charterparty"   (02 Marks)

Question 02

"Air Carriage is becoming popular among those who are engaged in international trade due to many reasons. However, it has certain drawback considering the types of different cargo involved in transportation. Nevertheless, its' importance can still be upheld in multimodal transport solutions".

(a) Write a brief essay on 'Overcoming drawbacks in air transportation considering the importance of international trade"   (05 Marks)

(b) Identify the main international legal instruments applied for the carriage of goods by air, and describe the main documentation involved in air carriage

(05 Marks)

(c) State your own reasons as to why air transportation will not achieve much success as in comparison with other types of carriage solutions   (05 Marks)

(d) Describe the importance of 'air worthiness' of a vehicle involved in air transportation, and state as to what extent that the due diligence of such air carrier needs to be carried out   (05 Marks)

Question 3

Perera is a leading exporter of plastic furniture having his factories in several parts of the island. His exports are shipped to countries such as United States, Germany and France under the name and style 'Flex-Plast' through his freight forwarder KLS Solutions.

Colombo International Nautical and Engineering
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Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

608

On 25.05.2016 Perera shipped 1500 boxes each containing 100 plastic chairs in two (02) twenty foot (20") containers through KLS Solutions on board MV Casablanca to New Jersey, United States of America on Cost and Insurance (C&F) terms. The particular cargo was received by Dragon Inc, an importer based in United States. Thereafter, on 15.08.2016 another consignment of 2,000 boxes each containing 100 plastic chairs in another two (02) twenty foot (20") container was shipped to Hamburg, Germany through the same freight forwarder via MV Colombo to be received by an importer based in Hannover, Germany named Mein Haus GmbH on the same C&F terms. Later on 30.11.2016 a further consignment of 2,500 boxes of same contents in two (02) twenty feet (20") containers were shipped to Southampton, United Kingdom through the same forwarder via MV Darling to be received by an importer based in London, United Kingdom named Just Sit Pvt. Ltd., on the same C&F terms.

During the last financial audits conducted by the internal auditors of KLS Solutions, it was found that Perera has failed to remit freight charges for all the above mentioned consignments that have been shipped amounting to LKR 4,565,248/-. In a further consignment that have been shipped amounting to LKR 4,565,248/-. In a further investigation with the handling agent at KLS Solutions, the said auditors were able to find that several other amounts payable by Perera as provided below have not been furnished to this organization:

Demurrage bill – LKR 57,678/-

Port handling charges – LKR 43,250/-

Warf Fee / Charges – LKR 5,350/-

Internal transport (warehouse to port) – LKR 12,415/-

Document handling fees – LKR 2,100/-

Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Considering the given scenario, provide appropriate answers to the following:

(a) Identify the legal obligations of KLS Solutions within the context of law of agency when acting in dual capacity for both Perera and shipping lines (04 Marks)

(b) Justify the acts of KLS Solutions in meeting the freight requirements (02 Marks)

(c) State whether the acts of Perera in failing to furnish freight and other charges amount to any legally recognizable reliefs for KLS Solutions (04 Marks)

(d) Discuss all possible actions in law available for KLS Solutions against Perera and Identify their attainability (06 Marks)

(e) Provide a legal opinion to KLS Solutions on total outcome of the given scenario and their entitlements within the context of carriage of goods by sea (04 Marks)

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

Colombo International Nautical and Engineering College

CINEC Campus
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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

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Year 1 Semester II
REPEAT EXAMINATION
Management Information Systems MISY120231

- **This is an OPEN text Book Examination**
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- **This paper consists of EIGHT questions on** Three (03) **pages.**
- **Answer FIVE Questions including Question 1.**
- **Only non-programmable calculators are allowed.**
- **You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.**
- **If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.**

Date: 2016.09.10   Pass mark: 50%   Time: 03 Hours

Read the following fictitious case study. Some of the questions are based on this description.

Newark Pvt. Ltd

Newark Pvt. Ltd. (NPL) is a company that manufactures household furniture. It uses the internet to link with its suppliers. The driving force behind NPL's decision to use the Internet was the company's need to link its supply chain systems with its distributors. For years the management had wanted daily point-of-sale information from the distributors, so its manufacturing unit could match production levels better to demand. After meeting with several distributors, the CIO discovered that these business partners had the technical resources to provide the data, but needed a link between their sales tracking systems and supply chain systems. In effect, NPL wanted to have a look into its partners ordering systems and it has devised an extranet to do so. Partner Net, the company's extranet, is a conduit for NPL to give distributors the timely sales data they need. But the CIO still had to cajole distributors in to giving their data back, because some tracked their sales weekly, not yet daily. Moving from weekly to daily sales reports required distributors to do some order-system recording. They were a little hesitant to do the extra work, the CIO says. But by pointing out that Partner Net would give distributors critical information such as NPL's production capacity and inventory data, the CIO persuaded them to accept the system and do the recording. When taking customer orders, distributers now can check NPLs inventory status to see how many office desks are available for immediate shipping, for example, and how many will be available within a week. Enabling distributers to track shipment status with Federal Express Corp did not hurt either. 'The real issue is that (distributors) have to believe that this will radically change the business for the better,' the CIO says, 'for themselves as well as for NPL.' On the other end of the supply chain, NPL can see

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CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

how many orders have been placed so it can step up production during peak sales periods. The result, the CIO says, is that customers get their order faster. Both distributors and Bay Networks benefit from that. 'When you are going outsiders access to sensitive data such as production schedules for the first time, security is the major concern,' he says.

Question 01 (Compulsory)

Briefly describe the following terms. Illustrate each of your answers with a specific example applicable to ATL.   (2 x 10 = 10 Marks)

(a) System Software
(b) ROM ad RAM
(c) Transaction Processing System (TPS)
(d) Decision Support System (DSS)
(e) Client Server Computing
(f) Enterprise Resource Planning (ERP) Systems
(g) Data transformation
(h) Computer Viruses
(i) Local Area Network (LAN)
(j) eCommerce

Question 02

(a) What is data mining?   (10 Marks)

(b) Explain how NPL can benefit from data mining giving at least four   (10 Marks)
    specific examples.

Question 03

(a) How can NPL benefit from organizational planning. What are the   (10 Marks)
    different types of planning that NPL should consider during the
    planning exercise?

(b) Explain how NPL can use ecommerce for its operations. What are the   (10 Marks)
    major benefits of using ecommerce?

Question 04

Write an essay on the benefits of embracing digital technology to the NPL.   (20 Marks)
Your answer should include major factors that support your argument and
tangible/intangible benefits that the organization can enjoy by becoming a
digital organization.

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

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Question 05

(a) Compare and contrast the use of in-house development of software with outsourcing the development. (8 Marks)

(b) What would be you recommend as the best solution to implement a computerized system for NPL? Explain the factors that influenced your decision (12 Marks)

Question 06

NPL has decided to implement a new software solution to support the management.

(a) Explain four different ways in which the existing systems of NPL can be converted to the new system. (2 x 4 = 8 Marks)

(b) What would you recommend as the best approach among these? Justify your answer. (12 Marks)

Question 07

(a) Discuss the following statement made by an employee of the company: (3 x 4 = 12 Marks)
"It is sufficient to have a single type of information system to support the information needs of all levels of management"

Present your arguments in favor or against this statement.

(b) Carry out a hypothetical SWOT analysis for NPL. Clearly state all your assumptions. (8 Marks)

Question 08

(a) Explain how a Knowledge Management System can improve the operations of the NPL. (10 Marks)

(b) Discuss at least three new developments in technology that will influence the ways in which Management Information Systems are used by an organisation. (10 Marks)

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

Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

06

Year 1 Semester II
MODULE EXAMINATION
Industrial Marketing MRKT120332

- **This is an OPEN text Book Examination**
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- **This paper consists of EIGHT questions on Five (05) pages.**
- **Answer TWO Questions from Part A and THREE Questions from Part B.**
- **Only non-programmable calculators are allowed.**
- **You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.**
- **If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.**

Date: 2016.06.18   **Pass mark: 50%**   **Time: 03 Hours**

PART A

CASE STUDY – Read the Case Study and answer <u>Any Two Questions</u> in this Part A.

Questions 1 to 4 are related to this given Case.

CARLETON CASTLE CAR PRIVATE LIMITED COMPANY

CCC is a specialist car manufacturer, based in X, a country in Europe. Three ex-employees of a major car manufacturer founded CCC in 1992 as a private limited company. CCC has never required further finance to aid its expansion, and remains a private company owned by the three founders. The three, who are all engineers, decided to leave their former employer in order to establish a business producing hand-built high performance sports cars for wealthy customers. The major car manufacturers are not able to supply such vehicles, as their systems are all based on the assumption that they will produce each car model in sufficient numbers to benefit from significant economies of scale.

CCC has always been profitable, and has grown significantly in recent years. It is now the second largest specialist car manufacturer in Europe and employs 300 staff at its head office and factories near the capital city of X.

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Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

The specialist car industry

The customers who buy specialist cars are very status-conscious, and want a car that is totally unique. They are prepared to pay a very high price for their new car, in comparison to 'top of the range' models from the major manufacturers, but require extremely high quality and service levels in return. At present there are fewer than twenty specialist car manufacturers in Europe and only six of these (including CCC) produce sports cars. The others specialize in off-road vehicles, armour-plated cars or limousines. As the cars are produced to customer order, there has historically been little price competition between the various specialist sports car manufacturers.

CCC, in common with other specialist car manufacturers, has invested a significant sum in creating the design of its two car models. It also spends a large proportion of its annual budget on sales promotion and marketing. This includes placing expensive advertisements in up market car magazines, and attending many car shows and exhibitions. CCC also has a reputation for paying higher than average salaries to its senior designers and production staff. As a result, staff turnover at CCC is virtually non-existent.

Customers, who are often loyal to a particular manufacturer, can specify modifications to the basic design, such as minor changes to the body shape of the car, or major changes to the engine performance and driving characteristics of the car. The directors of CCC have always assumed that their customers are not particularly price-conscious, as they are often wealthy individuals with high disposable incomes. For these customers, the alternative to buying a car from CCC might be to purchase a yacht or go on a round-the-world cruise. CCC manufactures most of the components of its cars in-house. The main exceptions are electrical and control equipment, wheels and tyres. The only major bought-in component is the car's engine, which CCC buys from a major car manufacturer and then sends to SSS (a subcontractor) for modification and performance upgrades. While the engine is relatively expensive, it is the work of SSS that represents the single most significant cost of producing each car. CCC has, on occasion, paid SSS the equivalent of 25% of the final sales price of a car.

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

External influences

The newly formed government of Social Democrats Party in the country does not seem to encourage luxury goods and services in the midst of a severe budget-deficit. Plans are already underway to promote austere living conditions for people of the country. Luxury car segment of the automobile industry suspect that there would be new tax introduced by the government on their vehicle manufacturing, soon. This is in addition to the emerging pressure groups' demand that commercial companies must effectively contribute to Corporate Social Responsibility (CSR).

The board meeting

At the most recent board meeting of CCC, the directors discussed the worsening financial position of the organization. Having spoken to the Sales Manager they came to the conclusion that, with the economies of X and neighboring countries in recession, customers had recently become more aggressive in negotiating down the purchase price of their cars. This had put pressure on the profit margin of CCC for the first time in its history. The directors therefore felt it was necessary to commission an independent review of their industry.

The Finance Director provided the following summary of CCC's performance:

€ million	2014	2013	2012	2010
Revenue	12.75	12.12	11.06	11.10
Pre-tax profit	0.78	1.33	1.45	2.21
Dividend paid	0.07	0.60	0.60	0.70

The directors were particularly alarmed that SSS, the engine modification sub-contractor, seemed to be making almost as much profit on one of the engines as CCC was on the whole car. The Purchasing Manager of CCC said that it was impossible to negotiate a lower price with SSS,

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CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

as most of CCC's customers specified that their car must have its engine prepared by SSS. The Sales Manager agreed that one of the 'unique selling points' of CCC's cars was the work done by SSS. At present, SSS does not supply engine modification services to any of CCC's competitors, but there is no contractual obligation to prevent it from doing so. The Purchasing Manager reported that CCC has no long-term supply contract with SSS, and the owner-manager of SSS had declined the offer of such a long-term contract, believing that to enter into such an agreement would not be in the best interests of himself and his seven staff.

Question 01

How would you apply the core idea put forward by Ansoff's model (Product – Market matrix) into CCC in the context of a specialist car manufacturer? Make your own judgments.

(20 Marks)

Question 02

Critically analyze the micro and macro environments of CCC using PESTLE technique.

(20 Marks)

Question 03

What strategies can CCC use to add some value in marketing of its cars? How would you use the Value Chain Model developed by Porter in this regard? (20 Marks)

Question 04

Examine the benefit of BCG analysis in determining an appropriate strategy for CCC in its sustainable business operations. Provide a convincing argument. (20 Marks)

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Management and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

06

PART B

Answer <u>Any Three</u> Questions in this Part.

Question 05

A firm's capabilities to tap into the location advantages are critical in creating competitive advantage'. Evaluate this statement by using any relevant Industrial Marketing tool or concept.

(20 Marks)

Question 06

Elaborate with examples as to why most large and medium scale Industrial Marketers prefer to adhere to Tender Procedures. (20 Marks)

Question 07

What inference can you gather from 'Industrial Life Cycle' (ILC) concept in advising an up and coming company in the Industrial Marketing sector? Justify with appropriate reasoning.

(20 Marks)

Question 08

"Some concepts such as adopting 'market segmentation' and maintaining a 'tight focus' are crucially important for survival in many industries." How would you respond to this observation? Enrich your answer with a suitable conceptual framework.

(20 Marks)

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

Colombo International Nautical and Engineering College

CINEC Campus
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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Year 1 Semester II
MODULE EXAMINATION
Operations and Optimization Modeling OPOM120221

- **This is an OPEN text Book Examination**
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- **This paper consists of EIGHT questions on Four (04) pages.**
- **Answer FIVE Questions including Question 1.**
- **Only non-programmable calculators are allowed.**
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- **If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.**

Date: 2016.06.04   **Pass mark: 50%**   **Time: 03 Hours**

Question 01 (Compulsory)

(a) Outline the methodology of operations and optimization modeling

(07 Marks)

(b) Briefly explain how you could apply the methodology outlined in 1.1 to solve the problems related to your organization.

(13 Marks)

Question 02

(a) Define the following terms in Linear Programming Problems (LPP)
    i.   A redundant constraint
    ii. Feasible region of LPP
    iii. A basic solution to a LPP

(09 Marks)

(b) Formulate a LPP for the following case
    An oil refining company has three refineries (R1, R2 and R3) that produce four different types of fuels LPG, Petrol, Kerosene and Diesel. The company needs to supply at least 30, 50, 18 and 80 metric tons of each fuel per week respectively. The total costs per day at each refinery are Rs (Mn). 2.5, 1.3, and 1.2 respectively. The daily outputs at R1 are 5, 12, 8 and 15 and at R2 are 2, 4, 7 and 8, at R3 are 3, 5, 4 and 9 tons of LPG, Petrol, Kerosene and Diesel respectively. It is expected to find how many days that each refinery should operate so that the production cost is minimum.   (11 Marks)

Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 03

(a) What do you mean by an "Optimal solution" to a LPP, briefly explain giving examples.

(10 Marks)

(b) List the characteristic features of a standard LPP

(05 Marks)

(c) Outline the steps of converting a non-standard LPP into a standard LPP

(05 Marks)

Question 04

Consider the following system of liner equations and obtain all the basic solutions.

$3x + 5y + 2z + w = 12$
$5x + 2y + z + 3w = 8$

(20 Marks)

Question 05 (Use the attached paper to answer this question)

Consider the following LP model
Minimize $Z = 50x + 100y$
Subject to
$7x + 2y \geq 28$
$2x + 12y \geq 24$
$x \qquad \leq 12$
$\quad y \leq 14$
$x, y \geq 0$

(a) Plot the constraints in x,y coordinate plane (use the given grid sheet) and shade the feasible region

(10 Marks)

(b) Evaluate the objective function for each corner point and determine the minimum value

(10 Marks)

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CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 06

Let x, y and z be the number of tires, tubes and valves produced at a factory. Following is the LPP model with the profit maximization objective function and set of constrains viz., purification hour, vulcanizing hour and finishing hour.

Max $W = 100x + 125y + 90z$

Subject to

$3x + 5y + 4z \leq 16$ (purification hour constraint)

$2x + y + 5z \leq 10$ (vulcanizing hour constraint)

$4x + 3y + 2z \leq 8$ (finishing hour constraint)

$x, y, z \geq 0$

(a) Obtain the dual of the above LPP

(12 Marks)

(b) Briefly explain the economic interpretation of the dual in 6.1

(08 Marks)

Question 07

Solve the following LPP using Simplex method.

Max $P = x + 2y - z$

Subject to

$2x + y + z \leq 14$

$4x + 2y + 3z \leq 28$

$2x + 5y + 5z \leq 30$

Where $x, y, z \geq 0$

(20 Marks)

Question 08

Find the initial basic feasible solution to the following transportation problem using minimum cost method.

(20 Marks)

Unit cost for each destination		Demand Points				Availability
		D1	D2	D3	D4	
Supply points	S1	2	6	5	3	100
	S2	7	8	6	4	120
	S3	5	7	8	9	80
	S4	4	3	5	6	100
Requirements		75	125	100	100	

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

Use this paper to answer the question number 5
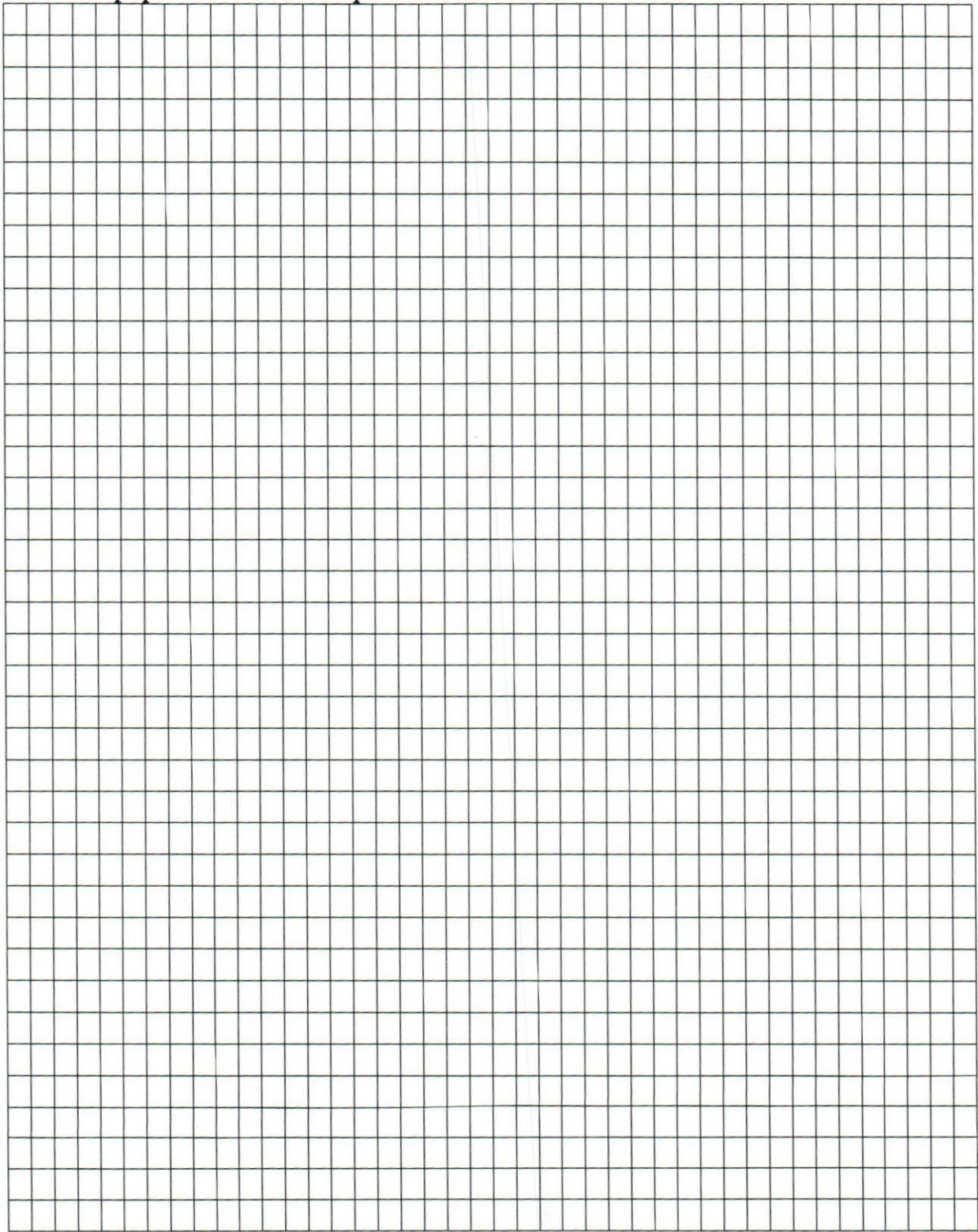
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Department of Logistics and Transport
MBA IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT
COURSE CODE: MBAL 582

MODULE EXAMINATION QUESTION PAPER
TRANSPORTATION LAW-TLAW110204

- This is an Open Book Test.
- The paper consists of three (03) questions in three (03) pages and the marks will be awarded as shown within brackets.
- Answer ALL Questions
- Providing examples and case law will enable to secure maximum marks indicated
- Make sure that your answers to parts of questions are clearly labeled
- 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.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.

Date: 2016.04.24   Pass mark 50%   Time allocated: 3 Hrs

Question 01

Fernando is a leading exporter of rubber gloves having his factories in several parts of the island. His exports are shipped to countries such as United States, Germany and France under the name and style 'Handsfree' through his freight forwarder MSF Logistics.

On 25.05.2014 Fernando shipped 65,000 tons of cargo consisting of 350 boxes of rubber gloves in two (02) twenty feet (20") containers through MSF Logistics in MV Atlanta to New Jersey, United States of America on Cost and Insurance (C&F) terms. The particular cargo was received by Scan Hands Pte, an importer based in United States. Thereafter, on 15.08.2014 another consignment of 60,000 tons of same contents in 320 boxes in one (01) forty feet (40") container was shipped to Hamburg, Germany through the same freight forwarder via MV Rotterdam to be received by an importer based in Hannover, Germany named Guten Hands GmbH on the same C&F terms. Later on 30.11.2014 a further consignment of 62,000 tons of same contents in 335 boxes in two (02) twenty feet (20") containers were shipped to

Southampton, United Kingdom through the same forwarder via MV British Empire to be received by an importer based in London, United Kingdom named Clean Fingers Pvt. Ltd., on the same C&F terms.

During the last financial audits conducted by the internal auditors of MSF Logistics, it was found that Fernando has failed to remit freight charges for all the above mentioned consignments that have been shipped amounting to LKR 4,565,248/-. In a further consignment that have been shipped amounting to LKR 4,565,248/-. In a further investigation with the handling agent at MSF Logistics, the said auditors were able to find that several other amounts payable by Fernando as provided below have not been furnished to this organization:

Demurrage bill – LKR 57,678/-

Port handling charges – LKR 43,250/-

Warf Fee / Charges – LKR 5,350/-

Internal transport (warehouse to port) – LKR 12,415/-

Document handling fees – LKR 2,100/-

Considering the given scenario, provide appropriate answers to the following:

(a) Identify the legal obligations of MSF Logistics within the context of law of agency when acting in dual capacity for both Fernando and shipping lines. (03 Marks)
(b) Justify the acts of MSF Logistics in meeting the freight requirements . (02 Marks)
(c) State whether the acts of Fernando in failing to furnish freight and other charges amount to any legally recognizable reliefs for MSF logistics. (04 Marks)
(d) Discuss all possible actions in law available for MSF logistics against Fernando and Identify their attainability. (04 Marks)
(e) Observing the provisions of the Government Gazette No. 1842/16 dated 27.12.2013 attached to this question paper, indicate types of claims attainable under the prevailing law in Sri Lanka. (05 Marks)
(f) Provide a legal opinion to MSF Logistics on total outcome of the given scenario and their entitlements within the context of carriage of goods by sea. (02 Marks)

Question 02

"Contract is carriage is the most essential part in carriage irrespective of being uni_modal or multi-modal. Some believe that the Bill of Lading or the Combined Transport Bill of lading constitute the most vital contract of carriage where the entire voyage or part of the carriage consists of a sea-leg". Comment on this statement. (20 marks)

Question 03

Considering the laws applicable at international level for rail transportation, form a discussion in the need for infrastructure development of private sector operated rail carriage in order to suit the future needs. You may compare the road and rail sector carriages in arguing your views.

(20 Marks)

--------------End of Question Paper--------------------

Colombo International Nautical and Engineering College

CINEC Campus
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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

006

MODULE EXAMINATION
Industrial Marketing –MRKT20332

- This is an Open Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- This paper consists of Eight questions on Four (04) pages.
- Answer any <u>Two Questions</u> in PART A and any <u>Three Questions</u> in PART B.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2016.04.03   Pass mark: 50%   Time: 03 Hours

PART A

CASE STUDY – Read the Case Study. Questions 1 to 4 are related to this given Case

Answer <u>Any Two</u> Questions in the Part A

'Femina Extra' – A Stylish Comfy Bike For Ladies In Sri lanka!

The emerging trend towards introducing stylish motor bike brands to Sri Lanka is found as aggressive since the market seems to be quite competitive more than ever from the beginning of the new millennium (Year 2000). SBD Pvt. Ltd is now a leading vehicle importing company established in Sri Lanka since 1980s in the automobile trade specializing in motor cycles. In motor cycle sales, it boasts as the market leader claiming nearly 40% of the market share at present. (The other competitors in the fray are Hero 30%, Titans 15%, and Hyenas 8%. The rest of the players in the market seems to be 'Also Rans' who are presumably small time operators.) The company has recently made a strategic decision to assemble motor bikes in Sri Lanka. All these years it had earned a name as a major motor cycle dealer in the Island by directly importing and marketing major brands from Japan at competitive prices. This is in addition to its marketing of budget cars; preferably Nanos, imported from India. (This budget car arm of the company is presently regarded as a 'problem child'. SBD is wondering whether to give up this budget car operation, shortly). The company feels the 'lightweight', below 1000cc type motorcycle assembling appears to be much more profitable, technically feasible, environmentally friendly, and accessible to an already identified specific market segment such as 'working women and housewives' in Sri Lanka. The main engine components and technical advice are to be imported from Japan whilst all other designing and accessories to be done in the local context. This strategic decision taken

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

by the Board of Directors to introduce a stylish, comfy, and sleek female bike at an affordable price in the local market is seen as a revolutionary move by similar competitors such as Hero, Titans, and Hyenas in the industry. This is particularly because no similar attempt has so far been made to address this potential 'low end' segment by any of the market players in this trade. The top management is of the view that the company's unstinted success as a predominantly 'masculine' motor cycle marketer should give a good leverage to the idea of 'feminine' bike as well. However, they have decided to promote this new brand 'Femina 7', with a touch of indigenous spirit combined with high-tech Japanese technology in order to build the trust on technical feasibility whilst trying to stimulate the local morale as well. It has decided to introduce the bike as a fuel efficient option.

SBD's decision to target both young and mature women segments (both housewives and working women) is seen as sensible and thought provoking in the light of its proposed enticing marketing campaign. To put it briefly, the company asserts that a bike like 'Femina 7'would be an easy to handle, stylish 'doddle' for the working young women. The 'mature women' category would see it as a convenient budget ride. The housewives would welcome it as a 'Xavier' for house chores, a 'helping hand' and a 'rider' to market place, shopping complex and pharmacy. Their husbands would also be happy because the 'time congestion' with the office journey would ease and there is no longer a need to sooth kids and do their tear drying and demanding cuddles on their way to school and back home, as their wives can take care of kids with a 'Femina 7'. (Further, for husbands it is a 'blessing in disguise 'for it provides the entire 'Sunday' home front free to watch the favorite '20/Twenty' with a standby chilled 'Lion Larger').

The proposed design is to look like slim and stylish with a feminine touch to captivate desire and attention. The pricing strategy has been decided as value for money within the range of 125,000- 130,000 LKR. The company has already appointed 20 dealers around the country to operate show rooms apart from the company owned 5 mega display rooms open during the year. All the dealers are responsible for selling bikes, spare parts and necessary after sales services as well.

SBD is anxious to launch the brand from 1st of November 2016.

Points to ponder:

Market is highly competitive, volatile, and demanding though SBD appears to claim a competitive edge at present.

The perception in Sri Lanka is, 'Motor bikes are generally meant for Men, and it is a masculine technical product'.

It is unlikely that the government will reduce tax for vehicle imports shortly. In fact, imported vehicles have been categorized as 'Industrial Products / Technical Goods' for tax purposes with higher rates attached.

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MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

006

The second closest competitor, motor cycle importer 'Hero' is planning to strike a deal with Indian Budget Car Company 'Nano' to provide its cheapest brand (vehicle) with a price of 120,000 LKR. In India, most families prefer 'Nano'type of a small family car in place of a motor cycle for a price of around (Indian) Rs. 100,000/=

The Local 'Hyenas' (the fourth in line) motor cycle company has recently won a Government Contract to provide motor cycles at concessional rates to government servants island wide. It will target both men and women.

'Nature Lovers', an emerging influential environmental & safety group is advocating that promoting and sales of motor cycles must be banned for it is unsafe on the road, noise-polluting and emanating carbon dioxide / monoxide rapidly.

Question 01

How would you use the SWOT analysis to examine the micro and macro environments of SBD? Use your own judgments.   (20 Marks)

Question 02

What is the SBD's strategic role here in the given case? Is the Company engaged in Industrial Marketing or Consumer Marketing field in Sri Lanka? Justify your reasons.

(20 Marks)

Question 03

Using any theory or concept available in Marketing, analyze the challenges and Opportunities faced by 'also ran' (similar) companies highlighted in the above story.

(20 Marks)

Question 04

What factors should an Industrial Marketer consider in forging a partnership with a similar company in an existing market such as automobile? Develop your answer in making a brief reference to a conceptual framework that you know of.   (20 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

PART B

Answers <u>Any three</u> Questions in the Part B

Question 05
Discuss what reference is available in Porter's Five Forces analysis for a promising marketer in an established industry. (20 Marks)

Question 06
What do you mean by 'Value Additions' in B to B Marketing operations? You are required to make reference to a relevant Model / Technique in enriching your presentation. (20 Marks)

Question 07
"Tender procedures are a critical element in Industrial Marketing operations." Provide a brief analysis to justify this statement. (20 Marks)

Question 08
What benefit/s can a 'Market Segmentation' process provide an investor in a new technological initiative with great earning potentials? Evaluate attached pros and cons in a brief write-up. (20 Marks)

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

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Course CODE: MBAL582

MODULE EXAMINATION
STRATEGIC MANAGEMENT STMG 120320

- This is an Open Text Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed. Only non-programmable calculators are allowed.
- This paper consists of EIGHT questions on Six (06) pages.
- Answer FIVE Questions including Question 1.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2016.03.05   Pass mark: 50%   Time: 03 Hours

Question 01 (Compulsory)

Irish Ports

The republic of Ireland, a member of the European Union is an island country with a population of about 3.6 million people. A feature of Ireland is that, since the opening of channel tunnel linking England with continental Europe, Ireland is the only country without a land link to Europe. Thus totally dependent on air and maritime transport modes. Ireland has a large economic dependence on external trade and ports are of special importance to the economy.

The economic success of Ireland has resulted from both manufacturing and service sectors. Over the years many multinational companies have located high tech manufacturing facilities in Ireland. In recent years there has been significant growth in exports of high-value products such as electronics and pharmaceuticals which are exported to diverse locations. In 1997 exports were valued at IR£35 billion. Given the conditions in indigenous economic growth it was envisaged that EU aid would largely discontinued after 1999. Many of the ferry companies in Irish market who carry RoRo freight also carry passengers. Between 4-5 million passengers travel between Britain and Ireland on ferries each year. In contrast over 8 million travel by air. Deregulation in air transport has lead to considerable growth in this sector. One major cloud on the horizon of the passenger travel was the intended abolition of duty free sales in June 1999.

Together with the investment programme in port infrastructure there had been a substantial programme of reforms in the management of Irish ports. The review group

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

appointed in this regards noted that 'Ireland's ports have been severely constrained in their ability to respond commercially due to restricted legislation'.

The review group considered four alternative structures for Irish ports.

- Privatization.
- Amalgamation/ Regionalisation of ports.
- A national sea ports company.
- Separate state companies to operate individual ports.

Over 37 million tonnes of goods were handled at Irish ports in 1997. This represents an increase of 43% on the 1990figure. Over 93% of the volume handled in 1997 was at the 9 corporatised ports while remaining spread over 16 smaller ports. A significant , EU aided , programme of investment has taken place into port infrastructure. One of the aims of this investment was a reduction in combined port and shipping costs to users . Concomitant with this investment programme was substantial programme of reforms concerning the management of Irish ports.

The department of Marine and Natural resources is committed to enhance the effectiveness of Irish maritime transport infrastructure. They stressed that sea transport and port services must be efficient, and competitive. The minister in charge emphasized that 'freeing up our key ports from direct state control gave them the commercial freedom to operate as modern customer oriented service industry'. By mid 1999 the corporatized ports were enjoying significant successes. The corporatized ports however inherited certain difficulties with their change of status. Many port employees were concerned with their jobs. The corporatized ports were faced with many externalities, such as noise pollution, aquaculture and fishing interests, disturbance to marine leisure users etc.

It had been intended to corporatize further 3 ports, but that did not happen and also as to what should be done with 13 other smaller ports. All these ports put together handled relatively small volumes. The policy makers had six options.

- To allow status quo to remain and make small legislative changes as necessary.
- Corporatize the ports under the 1996 Harbours Act as was done with the nine larger ports.
- Transfer ownership of ports to local authorities.
- Sell ports to the largest customer
- Develop ports jointly as a public-private partnership.
- Stipulate that mergers or alliances are made between different combinations of ports.

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
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01

Key aspects of whatever strategy chosen should ensure,
1. Public expenditure to be kept to a minimum.
2. Traffic should not merely displaced from one port to the other.
3. Real growth should occur and should benefit the wider economy.

(a) Identify issues pertaining to the business environment, strategic options and managing change in Irish ports. (07 Marks)

(b) Discuss the above issues in detail and give your views as to be the best recommendation. You may make any assumptions, but state them clearly.

(07 Marks)

(c) When figures for trade handled is compared between years 1990 and 1997, for corporatized ports, except 2 ports other 7 have done very well. What could have been the reason for poor performance of these two ports.

(06 Marks)

Question 02

(a) CEO, and Key executives are responsible for corporate- level strategy of an organization. One of the areas of focus is building and managing a high performing portfolio of business units. Explain how this could be done using a growth share matrix (or BCG matrix). (11 Marks)

(b) Three generic competitive strategies are,
- Low-cost leadership strategy. (03 Marks)
- Differentiation. (03 Marks)
- Focus (focus on niche markets). (03 Marks)

Explain each of these strategies with examples.

Question 03

Head of business unit /GM is responsible for business-level strategy. One of the aims is to devise moves and approaches to compete successfully. Game theory explains how two competing firms act in such a situation. They have to choose between collaboration and competition. Describe this phenomenon using a payoff matrix, quoting an example you know of.

(20 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 04

Using force field analysis, identify driving forces and resisting forces of change for an organization introducing latest technology to increase productivity and quality. How do you overcome resisting forces with regard to employees' reactions?

(20 Marks)

Question 05

Define each of the following terms with examples drawn from the industry.
   (a) Critical success factors.
   (b) Threshold resources.
   (c) Strategic capability.
   (d) Unique resources.
   (e) Core competences.

(20 Marks)

Question 06

By referring to the elements for organizing for success,(structures , processes ,and relationships) compare the key differences in an organization operating in a relatively simple/static environment, against another organization operating in a complex/dynamic environment.

(20 Marks)

Question 07

Honda and the US motor cycle market in the 1960s
Success of Honda as described by Honda executives

My impression was that everyone in US drove an automobile making doubt that motor cycles do well in the market. However 450, 000 motor cycle registrations were there at the time and 60,000 were imported from Europe each year. It seemed reasonable to aim for 10% of the import market. We had no strategy other than the idea of selling in the US. It was a challenge and it was 'a success against all odds' the culture Mr. Honda had cultivated. We thought if anyone could succeed we also could and authorized $ 1 million for the venture.

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

01

We knew our products were good but not superior. We configured our startup inventory with 25% of each of the four products - the 50cc, 125cc, 250cc and 305cc machines. In dollar value the inventory was heavily weighted towards the larger bikes. We chose Los Angeles where there was a large Japanese community as a suitable place for launch. We were not aware that the motor cycle business in the US occurs during April to August season. Our timing coincided with the closing of 1959 season. Our hard learned experience with distributors in Japan convinced us to try to go to the retailers direct. By spring of 1960 we had forty dealers and some of our inventory in the stores.

By the first week of April 1960 reports were coming that our machines had mechanical faults. It turned out that motor cycles in US are driven much farther and much faster than in Japan. Within a month the problem was solved. But in the meantime events took a surprising turn. Throughout our first eight months, following Mr. Honda's and our own instincts we had not attempted to move the 50cc bikes, they seemed unsuitable for the US market where everything was big. However we used 50cc's ourselves to ride around Los Angeles. They attracted a lot of attention. When the larger bikes started breaking we had no choice but to push the 50cc's. Surprisingly the retailers who wanted to sell them were sporting goods stores.

In the spring of 1963 Honda received an advertising theme which said "you meet the nicest people on a Honda". Thus in 1963 through an inadvertent sequence of events, Honda came to adopt a strategy that targeted the large untapped segment of the market place and which became inseparable from the Honda legend.

By 1964 nearly one out of every two bikes sold was a Honda. Honda, seizing the opportunity of soaring demand for its products took a courageous and seemingly risky position and in 1964 they announced that they would require cash on delivery. While nearly every dealer questioned and appealed none relinquished his franchise.

(a) Which characteristics of the three lenses discussed apply to this case? (06 Marks)

(b) Do you think Honda would have been more or less successful if they had adopted a formalized strategic planning approach? Discuss. (07 Marks)

(c) If you were assigned to design a formalized strategic planning approach state the steps to be taken and discuss them briefly? (07 Marks)

Question 08

In a media release issued recently, the CEO of United Motors (Sri Lanka) says, that despite challenging market conditions Mitsubishi sales both passenger and commercial segments have shown a healthy growth. The company's subsidiary Unimo has capitalized on Perodua , the car under 1000cc introduced by the company. The demand was also very encouraging for the newly introduced diesel multipurpose vehicle. He

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

has also said that he is happy because most of the strategic initiatives taken in the areas of products and services were paying off. The new products introduced and the expansion of the service facilities has given the company access to a greater segment of the customers resulting in increased sales and brand loyalty.

(a) What would you assume as challenging market conditions for this company. Explain.

(07 Marks)

(b) From the outset what do you see as strategic initiatives taken by the company. Discuss.

(06 Marks)

(c) Explain the terms, pay off, market segment, healthy growth and brand loyalty.

(07 Marks)

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MODULE EXAMINATION
Human Resource Management– HRMG120206

- This is an Open Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- This paper consists of Eight questions on six (06) pages.
- Answer FIVE (05) Questions.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2016.03.20   Pass mark: 50%   Time: 03 Hours

Question 01

Emotion is sometimes the driving force behind our attitudes and behavior. As such, emotion plays a major role in how other people influence us and can be the determining factor in attempts to persuade us to change our attitudes and behavior.

(a) Briefly describe the importance of 'Emotional Labour' towards organizational performance   (04 Marks)

(b) Briefly describe why emotions are so important for a manager …
     (i) … when providing organizational leadership   (02 Marks)
     (ii) … when resolving inter-personal conflicts   (02 Marks)

(c) "Attitudes can be broken down into three basic components –emotional, Informational and behavioral"
     Briefly describe the above mentioned three basic components   (06 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
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(d) Briefly describe THREE strategies that you can adopt to change the attitude of an employee (06 Marks)

Question 02

Human resource planning is vital if an organization is to meet its future demands for staff. It allows an organization to train existing staff to take on new responsibilities and to recruit new staff to fill vacancies or to meet skill shortages.

(a) How does 'Human Resource Planning' help to achieve strategic objectives of an organization? Explain. (06 Marks)

(b) Briefly describe TWO Key Performance Indicators (KPI s), which can be used to measure the effectiveness and the efficiency of the recruitment process. Use examples to illustrate your answer. (04 Marks)

(c) Briefly describe the following

    (i)   Job Analysis (02 Marks)

    (ii)   Job Description (02 Marks)

    (iii) Succession planning (02 Marks)

(d) How can you use the concept of 'Recruitment Yield Pyramid' to improve the quality of the selection process (04 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 03

Perception can be defined as a process by which individuals select, organize and interpret their sensory impressions, so as to give meaning to their environment. It is a complex cognitive process and differs from person to person. People's behavior is influenced by their perception of reality, rather than the actual reality.

(a) Briefly describe THREE perceptual errors that we have to be concerned of, when judging others   (06 Marks)

(b) Briefly describe 'Fundamental Attribution Error'   (04 Marks)

(c) Briefly describe the following

   (i)   Bounded Rationality   (03 Marks)

   (ii)   Rational Decision Making model   (03 Marks)

(d) Briefly describe how to minimize perceptual errors during an interview

                                                                               (04 Marks)

Question 04

Socialization, training & development of human resource are an organization's intentional effort to improve its current and future performance by improving capabilities of the workforce.

(a) Briefly describe the THREE terms, socialization, training and development of human resources   (06 Marks)

(b) Briefly explain the benefits of having a proper induction program in an organization   (06 Marks)

(c) Briefly describe FOUR stages of systematic approach to training   (04 Marks)

(d) Briefly describe TWO methods to identify training needs of an employee

                                                                               (04 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 05

Today's business environment requires companies to undergo changes almost constantly if they are to remain competitive. Factors such as globalization of markets and rapidly evolving technology force businesses to respond quickly in order to survive.

(a) State FOUR reasons for organizational 'change'   (04 Marks)

(b) State FOUR reasons for the employees to resist 'change'   (04 Marks)

(c) Briefly describe THREE strategies which will be helpful to manage 'change'
    Successfully in organizations   (06 Marks)

(d) 'Organizational Change is inevitable'.

              Critically evaluate the above statement.   (06 Marks)

Question 06

According to Edwin Flippo, "Performance Appraisal is the systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his present job and his potential for a better job."

(a) Briefly describe the usefulness of doing a performance appraisal of your
    employees routinely   (06 Marks)

(b) List FOUR types of employee appraisal methods and briefly describe one them

                                           (06 Marks)

(c) Briefly describe on the 360 degree performance appraisal method   (04 Marks)

(d) Briefly describe TWO advantages of 360 degree performance appraisal method

                                           (04 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 07

The primary task of a manager is to motivate his staff

(a) Briefly describe TWO benefits of having a 'well motivated' workforce in an organization   (04 Marks)

(b) Briefly describe the below job design approaches and how they can be used to design motivating jobs

   (i)   Job Enlargement   (02 Marks)

   (ii) Job Enrichment   (02 Marks)

   (iii) Job Rotation   (02 Marks)

(c) Job Characteristics Model is a conceptual framework for designing motivating jobs, which create meaningful work experiences.

   List and briefly describe THREE primary job characteristics described in the Job Characteristic Model   (06 Marks)

(e) Briefly describe FOUR advantages of having flexible work hours   (04 Marks)

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Question 08

Recruitment efforts in an organization should be in line with its strategic plans

(a) Briefly describe the term 'recruitment'   (04 Marks)

(b) Briefly describe TWO advantages of having an appropriate interview plan

(04 Marks)

(c) Briefly describe the following

| | (i) | Centralized recruitment | (02 Marks) |

(i)   Centralized recruitment   (02 Marks)

(ii)   De-centralized recruitment   (02 Marks)

(iii) An advantage and a disadvantage of centralized recruitment

(02 Marks)

(iv)   An advantage and a disadvantage of de-centralized recruitment

(02 Marks)

(d)   Briefly describe TWO advantages and TWO disadvantages of the following

(i)   Internal recruitment of employees   (02 Marks)

(ii)   External recruitment of employees   (02 Marks)

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

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REPEAT EXAMINATION QUESTION PAPER 2
MISY120231 – MANAGEMENT INFORMATION SYSTEM

- *This is an Open Book Examination.*
- *This paper contains Eight (08) Questions on Four (04) pages and marks will be awarded as shown within brackets*
- *Question No. 01 is compulsory.*
- *Answer Five (05) Questions Including Question No. 01.*
- *Make sure that your answers to parts of questions are clearly labeled*
- *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.*
- *Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.*

Date: 2015.11.21   *Pass mark 50%*   *Time allocated: 3 Hrs*

Read the following fictitious case study. Some of the questions are based on this description.

Alankara Trading Limited (ATL)
Background

Alankara Trading Limited (ATL) is a young and dynamic apparel exporting company based in Sri Lanka. The company has been growing very quickly since they had a breakthrough with some of their designs around 2002. Since then the company has developed a number of new products and has successfully managed to commercialise these products in several countries in the region as well as in the European Union. ATL Trading has its factories in Sri Lanka. It has sales offices in Sri Lanka, Ireland and India. It also has a mixture of direct sales and channel partners. The additions of the UK and Germany outlets to the company were achieved through acquisition; both transactions were successfully completed in 2011.

The company is keen to take advantage of their designs and new products but is already beginning to see competition increase in their current markets. The management

team has been discussing, more and more regularly, the challenges that they are experiencing associated with identifying and understanding the most important measures for their business including individual product profitability, country product penetration, customer turnover and profitability and market shares. However, to-date there has been a lot of debate but a lack of decisions.

Issues

- ATL does not currently have a formal MIS / Performance measurement system (or methodology) that covers all areas of the organisation, including manufacturing and sales.
- The main challenges that the company face, from an MIS and company performance management perspective, include:
  - Company performance has been measured and managed through excel, with differing approaches and understanding across the various business units and countries
  - There is now a distributed management team and goals and tracking of goals and objectives is not transparent
  - There is a growing number of employees involved in developing reports and clarifying reporting / report definition ambiguities across the company
  - Country and Business Unit performance is difficult to compare and overall company performance is also difficult to measure and forecast
- ATL is organising an organisational planning workshop with its top and middle level management to discuss the issues affecting its growth and expansion.

Question 01 (Compulsory)

Briefly describe the following terms. Illustrate each of your answers with a specific example applicable to ATL.

(a) Computer Hardware and Software
(b) Management Information System (MIS)
(c) Customer Relationship Management (CRM) Systems
(d) Enterprise Resource Planning (ERP) Systems
(e) Digital Divide
(f) Computer Viruses
(g) Knowledge Management
(h) Business Intelligence
(i) Open Source Software
(j) eCommerce

(2 Marks X 10 = 20 marks)

Question 02

(a) List 5 key tasks of data mining and briefly describe each one.   *(2 x 5 = 10 Marks)*

(b) With suitable examples, describe how ATL could use each of   *(2 x 5 = 10 Marks)*
the tasks to grow and expand its business

Question 03

(a) Briefly explain different types of planning that ATL should   *(5 Marks)*
carry out during its organisational planning workshop.
(b) Describe 5 examples of eBusiness Strategies. Explain how ATL   *(3 x 5 = 15 Marks)*
can use each one for its advantage.

Question 04

Prepare a proposal to the Board of Management of the ATL explaining
why it is extremely important for ATL to embrace digital technology.
Your answer should include major factors that support your argument
and tangible/intangible benefits that the organisation can enjoy by
becoming a digital organisation. It should also include disadvantages of
going global.   *(20 Marks)*

Question 05

The CEO appoints you as a consultant to the IT department which is planning a total
software solution for the organisation. After having an initial discussion with the staff
in the IT department you realise that there are three main groups in the department.
One group believes that they should develop the system in-house, a second group is of
the view that the best approach is to use an open-source systems while a third group is
in favor of purchasing an off-the-shelf commercial package.
(a) Briefly compare the advantages and disadvantages of each   *(8 Marks)*
proposed solution.
(b) What would be your recommendation to the CEO? Explain the   *(12 Marks)*
factors that influenced your decision

Question 06

ATL has decided to implement a new software solution to support the management.

(a) Explain four different ways in which the existing systems of ATL can be converted to the new system.   *(2 x 4 = 8 Marks)*

(b) As the consultant, what would you recommend as the best approach among these? Justify your answer.   *(12 Marks)*

Question 07

(a) Different levels of management in a business are supported by different types of information systems. List and briefly describe four types of information systems that are used in organisations and identify which level of management are the beneficiary of the system.   *(3 x 4 = 12 Marks)*

(b) Carry out a hypothetical SWOT analysis for ATL. Clearly state all your assumptions.   *(8 Marks)*

Question 08

(c) Explain why ATL should plan to implement a Knowledge Management Systems.   *(10 Marks)*

(d) "New developments in technology have changed the ways in which Management Information Systems can be used by an organisation." Discuss and justify the extent to which you agree or disagree with the above statement using at least three technologies that have become available during recent times as examples.   *(10 Marks)*

------------End of Question Paper------------------

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MODULE EXAMINATION
Strategic Supply Chain Management–LSCMll0420

- This is an Open Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- This paper consists of Eight questions on Six (06) pages.
- Answer any Five Questions including Question 1 (Compulsory question).
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2015.11.14   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)

Staples Delivers the "Easy" way

STAPLES is the world's largest office supply chain store, with more than 2,000 stores in 26 countries. Staples fulfill tens of millions of orders in the U.S. each year. The sheer volume of orders makes order accuracy absolutely essential to "The Perfect Order".

Office supplies are a commodity. They can be purchased almost anywhere, with little to no difference. For this reason, Staples realized it needed to differentiate itself in this competitive marketplace. The company wanted to greatly improve their customer service by delivering perfect orders every time, without increasing the costs associated with those orders. Additionally, Staples was printing thousands of sheets of paper per order to prove that the order was completed. This manual method of recording and capturing data was costly, cumbersome and was causing delays for the customers and errors in the back-office.

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CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Staples implemented innovative & easy-to-use, mobile supply chain technology for distribution to gain critical insight into the "last mile" of the supply chain, ensuring "The Perfect Order". The solution gave Staples' managers visibility into where shipments were – critical information not previously captured. It also replaced paper manifests with handheld devices, providing back-office managers with real-time visibility, tracking and management of the company's delivery operations. In addition, the platform gives managers 360-degree visibility into all customer orders that come in that day, and all orders that need to be delivered the next day. Staples has a commitment to delivering perfect orders and is recognized as an industry leader because of their ability to do just that.

Technology has been, and continues to be, an incredible competitive differentiator for Staples. Access to real-time information has proven to be an invaluable asset to the business.

(a) What are the main challenges faced by Staples?

(03 Marks)

(b) Elaborate on how Staples found solutions for challenges faced by them?

(05 Marks)

(c) Explain the importance of managing "last mile" & "the perfect order" for supply chain success.

(06 Marks)

(d) Elaborate on how technology & access to real time information can transform modern day supply chains with examples.

(06 Marks)

Colombo International Nautical and Engineering College

CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

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Question 02

Brands Plus is a popular destination for premium casual wear & its most famous brand is Nike. The firm is set to market a new style of Nike sports t-shirts. Each t-shirt will cost Brands Plus $ 28 and the annual holding cost would be 30% of t-shirt value. The demand estimation is 100 t-shirts per month. In addition, the firm is planning on ordering 100 t-shirts per month with a cost approximately $20 to place an order.

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

(05 Marks)

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

(05 Marks)

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

(05 Marks)

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

(05 Marks)

Question 03

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

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

(06 Marks)

Colombo International Nautical and Engineering College
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Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

(b) Determine the reorder point.

(06 Marks)

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

(08 Marks)

Question 04

(a) Explain triple bottom line approach in sustainability. (04 Marks)

(b) What is cross docking in logistics? (04 Marks)

(c) Explain the concept of total cost of ownership with an example. (04 Marks)

(d) Identify three functions of inventory and explain one of them. (04 Marks)

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

Question 05

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

(03 Marks)

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

(07 Marks)

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

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

(10 Marks)

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

000016

Question 06

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

(05 Marks)

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

(07 Marks)

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

(08 Marks)

Question 07

(a) "Global supply chains can increase efficiency, but they can also increase risk". Explain why supply chain risk management is important.

(05 Marks)

(b) Simatech is an electrical equipment retailer with more than 100 branches. The firm is demand forecast error has become a critical factor that hinders the firm performance. Explain the approaches that Simatech can adopt to enhance its forecasting accuracy.

(07 Marks)

(c) Peter Drucker famously said "What gets measured, gets managed". Elaborate on the importance of this quote in contract management with appropriate examples.

(08 Marks)

Colombo International Nautical and Engineering College
CINEC Campus
Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 08

(a) How can a 3PL can impact organizational performance?

(04 Marks)

(b) Discuss the three phases of supply chain network planning with an appropriate example.

(06 Marks)

(c) Kithruwan Jayasinghe is the operations manager at Pharmalogics and believes that more can be achieved, if they can outsource their warehousing & transport functions to focus on the core area of manufacturing. However, Director Operations is not convinced of the idea and asked Kithruwan to report more on the matter.

(d) Prepare a summary report on rationale for outsourcing and benefits & challenges of outsourcing.

(10 Marks)

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

Equations

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

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

Where

TC = total annual cost

D = annual demand

Q = quantity to be ordered

H = annual holding cost

S = ordering or setup cost

$$R = dL$$

where R = reorder point in units

d = daily/weekly demand in units

L = lead time in days/weeks
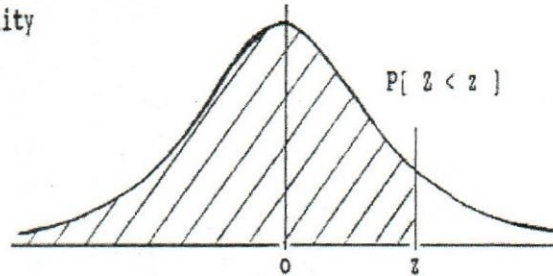
$$R = dL + SS$$

where SS = safety stock in units

STANDARD STATISTICAL TABLES

1. Areas under the Normal Distribution

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

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

$P[\ Z < z\ ]$

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

z	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90
P	0.9986	0.9990	0.9993	0.9995	0.9997	0.9998	0.9998	0.9999	0.9999	1.0000

8

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MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Year 1 Semester II
MODULE EXAMINATION
Production and operations Management OMGT110213

- **This is an OPEN text Book Examination**
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- **This paper consists of EIGHT questions on Four (04) pages.**
- **Answer FIVE Questions including Question 1.**
- **Only non-programmable calculators are allowed.**
- **You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.**
- **If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.**

Date: 2015.11.08   **Pass mark: 50%**   **Time: 03 Hours**

Question 01 (Compulsory)
Quality, or the lack of it, affects the entire organization from supplier to customer and from product design to maintenance. Perhaps more importantly, building an organization that can achieve quality also affects the whole organization. It is a demanding task. Some of the activities for an organization to achieve Total Quality Management are,

- (a) Leadership, staff support and training
- (b) Customer focus, continuous improvement and benchmarking
- (c) Employee empowerment, and organizational commitment.

A successful set of activities begins with an organizational environment that fosters quality, followed by an understanding of the principles of quality, and then an effort to engage employees in the necessary activities to implement quality. When these things are done well, the organization typically satisfies its customers. The ultimate goal is to win customers.

- (i) Select five of the terms mentioned in (a),(b),and (c), above and briefly explain them as regards to TQM.   (15 Marks)
- (ii) " improved quality improves profitability",   describe this statement quoting suitable examples.   (05 Marks)

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Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 02

Time – Series analysis is a forecasting technique to predict future demand.

(a) Briefly describe the two main approaches used for forecasting. (04 Marks)

(b) Briefly explain the components in time- series forecasting. (06 marks)

(c) Draw the trend line using 3-period moving averages method for the following data. (10 Marks)

Year	Sales ('000)	3-period moving Tot.	3-period moving avg.
2000	390		
2001	380		
2002	460		
2003	450		
2004	470		
2005	440		
2006	500		

Question 03

At Hard Rock's Moscow café , the manager is trying to evaluate how a new advertising campaign affects guest counts. Using the data given below, establish the relationship between advertising and sales (guest numbers) using correlation coefficient.

Month	1	2	3	4	5	6	7
Guests ('000) Y	21	24	32	37	43	43	66
Advertising ($ '000)X	14	17	25	35	45	50	60

(a) Estimate the correlation coefficient and give an interpretation of it. (15 Marks)

(b) Mention about other variables apart from advertising, which would enhance sales. (05 Marks)

$$(\text{correlation coefficient}) , \quad r = \frac{n \sum xy - \sum x \sum y}{\sqrt{((n \sum x^2) - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

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Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 04

Aggregate planning realises a production plan that effectively utilises the organisation's resources to satisfy expected demand.

(a) What is Aggregate Planning? What is its purpose? (05 Marks)

(b) Some of the more prominent strategies used in an aggregate plan are maintaining a level work force, steady output rate and matching Demand Period by period. Explain these strategies. (05 Marks)

(c) Prepare an Aggregate Plan for a company that has provided following data.

(10 Marks)

Period	1	2	3	4	5	6	Total
Forecast	200	200	300	400	500	200	1800

Assume a level output of 300 units per period (regular time). They wish having a plan with a steady rate of regular time output mainly using inventory to absorb the uneven demand, allowing some backlog. Start with zero inventory Ending inventory is zero.

Question 05

(a) What factors would affect the selection of a location for a large manufacturing plant. (05 Marks)

(b) The economic comparison of location alternatives is done by the locational cost volume analysis. The following information is available for three potential plant locations.

Location	fixed cost per year	variable cost per unit
A	$ 250,000	$ 11
B	$ 110,000	$ 30
C	$ 150,000	$ 20

(a) Plot the total cost lines for these locations. (05 Marks)
(b) Identify the range of output for which each has the lowest total cost. (05 Marks)
(c) If expected output is to be 8,000 units per year , which location is most suitable.
(05 Marks)

(Hint : select an output of about 10,000 units per year to draw the cost lines.)

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Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 06

(a) What are the assumptions made in the basic economic order quantity model?

(04 Marks)

(b) There is a criticism that EOQ models sometimes provide misleading results. What factors contribute to this situation? (04 Marks)

(c) A large bakery buys 100Kg sugar bags. It uses an average of 1344 bags per year. Preparing an order an receiving a shipment involves a cost of $3 per order. Annual carrying costs are $14 per bag. (12 Marks)

  (a) Determine the EOQ.

  (b) What is the average number of bags on hand.

  (c) How many orders per year will be there.

  (d) Calculate the total cost of ordering and carrying.

Question 07

(a) " Success of an organization depends on how well the functions of, Production, Finance and Marketing interact each other." Discuss using suitable examples.

(10 Marks)

(b) A Gantt chart could be used for planning and scheduling of a simple project. Schedule the activities of a selected project using a Gantt chart. (10 Marks)

Question 08

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

  (a) Kan ban system.

  (b) Fish bone diagram

  (c) Critical path in project management.

  (d) Dependent and independent demand.

  (e) Product structure tree for an end item (as in MRP).

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

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COURSE CODE : MBAL 582

MODULE EXAMINATION QUESTION PAPER
FMGT110321 FINANCIAL MANAGEMENT

- This paper consists of eight questions and the marks will be awarded as shown within brackets.
- Question No. 01 is compulsory.
- Answer Five Questions Including Question No. 01.
- Make sure that your answers to parts of questions are clearly labeled
- 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.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- 8 pages to this question paper.

Date: 2015.06.21   Pass mark 50%   Time allocated: 3 Hrs

Question 1: CUMPULSORY

Introduction

PK plc is based in the UK. It is one of the world's leading distributors of plumbing, heating and building materials employing over 35,000 people. It operates its own retail outlets, some of which share a common trading name and are organised as separate business units. PK plc also sells directly to building and plumbing contractors and merchants through its external direct sales units.

PK plc was founded in the early 20th Century as a plumbing and buildings materials manufacturing business and enjoyed very rapid growth in the 1970's and 1980's. In 1985, PK was listed on the UK stock exchange and at this time first ventured into the USA by acquiring a building materials distribution company based in New Jersey. In 1990, P plc acquired a building supplies business in the UK and, later in that decade, made acquisitions of other European based plumbing and heating and building materials distribution companies. In the early years of the 21st Century, PK plc sold off all its manufacturing business units and concentrated solely on being a distributor and retailer of plumbing, heating and building materials.

Business operations

PK plc's head office is in the UK which also contains its centralized treasury. It has two operating divisions which are:

Plumbing and Heating	Products: Baths, showers, sinks, heating system, general plumbing parts such as water taps, pipes and drainage systems
Building Materials	Products: Concrete building blocks, bricks, tiles, flooring products, roofing materials and wooden roof beams

The Problem Scenario

Assume Today is 16 March 2015.

PK plc's strategic objectives

The strategic objectives of PK plc include:

1. To be the market leader in the regions of the world in which it operates.
2. To leverage the company by entering to new business units or individual retail outlets

Strategic objective 1 – to be the market leader

PK plc has achieved greater market share in the regions in which it operates over the past five years by acquiring a number of businesses in target markets. Newly acquired businesses are set up as separate business units or maintained as individual retail outlets (where a single retail outlet is purchased). They continue to trade under their original trading names. Customers will not usually notice much change in the retail outlets except for some new investment in modern displays and upgraded IT support systems where necessary. With regard to plumbing outlets, customers will also benefit from a more efficient distribution network and a wider range of products after the newly acquired showrooms are integrated into PK plc's central distribution network. Many functions such as finance and human resources are centralised and would be disbanded on acquisition by PK plc.

In many cases, profitability of retail outlets has increased following acquisition by PK plc. However, there are some acquisitions which have not met expectations.

Strategic objective 2 – Leverage by joining in new business projects or individual retail outlets

PK plc introduces new business projects and products for business units or retail outlets which have either not met performance expectations or are located in a region where PK plc does not expect to be able to become market leader. Smart bathroom project is one of their major projects to be considered.

Smart Bathrooms

Smart Bathrooms operates a number of bathroom showrooms in the south of the UK and was planning to acquire by PK plc on 30 June 2016.
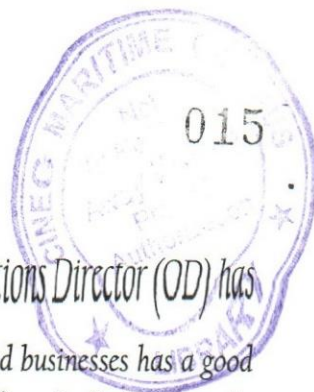
The business performed reasonably well in the half year to 31 December 2014. However, the Operations Director (OD) has become aware that the performance of Smart Bathrooms and a number of other recently acquired businesses has a good market since 31 December 2014 and expects to need to account for a significant improvement of goodwill charge in the interim financial statements for the half year ending 30 June 2015.

All business units, except for Smart Bathrooms, have been analysed and On 31 December 2014, Smart Bathrooms was valued at GBP 2,300,000.

Smart Bathrooms is to be revalued as at 30 June 2015 using a discounted cash flow (DCF) approach based on forecast cash flows for the 10 years from that date.

Forecast data for Smart Bathrooms as at 30 June 2015 is as follows:

Item	Next 12 months	Annual growth
Forecast unit sales	8,200 units	3% in years 2,3 and 4 and 0% in years 5 to 10
Average unit selling price	GBP 130	2% in years 2,3 and 4 and 0% in years 5 to 10
Contribution margin	45%	None – margin remains unchanged
Fixed costs	GBP 120,000	None – fixed costs remain unchanged

Assumptions to be used in the valuation of Smart Bathrooms:

- All sales and costs are equivalent to cash inflows and outflows.
- PK plc shares are currently trading at GBP 8.50 per share.
- PK plc pays interest of 4% on the bank loans
- PK plc has a published equity beta of 1.31
- A risk-adjusted discount rate of P plc's WACC plus 3% is considered appropriate.
- The UK has a risk-free rate of 1.25% and market premium of 3%.

Extract of Statement of Financial Position as at 31 December 2014

EQUITY AND LIABILITIES
Equity
Share capital (GBP 0.10 shares)
Share premium
Retained earnings
Total equity
Non-current liabilities
Bank loans
Current liabilities
Trade and other payables
Bank loans and overdrafts
Total current liabilities
Total liabilities

Assume you are the Director of PK plc. Write a report to the Board of PK plc in which you:

(a). **Calculate** PK plc's Weighted Average Cost of Capital. *(10 Marks)*

(b). **Calculate** Net Present Value for the project of Smart Bathrooms. Your valuation as at 30 June 2014 should be based on discounted cash flow analysis over a 10 year period at a discount rate of P plc's Weighted Average Cost of Capital plus 2%. *(20 Marks)*

(c). **Discuss** the likely impact on shareholder wealth of:

- Strategic objective 1
- Strategic objective 2 *(10 Marks)*

Question 2

XYZ Limited is considering to carry out one project from Project A, B and C.

	Project A	Project B	Project C
Initial Investment	100	80	80
Cash flows from investment			
Year 1	40	50	20
Year 2	20	(20)	20
Year 3	10	20	30
Year 4	20	30	15
Year 5	0	10	

The director of the business has suggested that the project Project B is best project to undertake and ask assistance to develop a project appraisal using payback period and Accounting Rate of Return.

Required,

(a). Advise whether the director's **suggestion is the best option** using the project appraisal techniques of payback period and accounting rate of return *(7 Marks)*

(b). Discuss the drawbacks of Accounting Rate of Return and Payback period *(6 Marks)*

(c). Provide more techniques to evaluate the given projects *(2 Marks)*

Question 3

BIL is evaluating an overseas investment proposal. It is planning to build a plant in U.K. The project will entail an initial outlay of £ 50 million and is expected to generate the following cash flows over its four year life.

Year	Cash flow (in millions)
1	£ 20
2	£ 30
3	£ 20
4	£ 10

The current spot exchange rate is Rs. 70 per British Pound (£), the risk free rate in India is 10% and risk free rate in U.K. is 6%.

(a). BIL's required rupee return on a project of this kind is 20%. What is the NPV of the project?   *(10 Marks)*

(b). Briefly discuss the risk of the project.   *(05 Marks)*

Question 4

(a) An investor at X PLC is attempting to determine the rate of return required by their stock investors. Lisa is using a 6% Risk free rate and a long-term market expected rate of return of 10%. A stock analyst following the firm has calculated that the firm beta is 1.5. What is the required rate of return on the stock of X PLC?   *(10 Marks)*

(b) The following facts are available

- Risk free rate, 10 per cent
- Market Required rate of return, 20 per cent
- Beta coefficient of the shares of ABC Ltd, 2.3
- Expected dividend during the next year, Rs 5
- Growth rate in dividends , 5 per cent

What is the intrinsic value of the stock? Is the stock over or underpriced?   *(5 Marks)*

Question 5

(a). A stock's return has the following distribution

Demand for the company's products	Probability of this demand occurring	Rate of return if the demand occurs
Weak	0.2	20%
Below average	0.3	-5%
Average	0.2	10%
Above average	0.1	15%
strong	0.2	55%

      (i). Calculate the stock's expected return   **(5 Marks)**
      (ii). Calculate the standard deviation   **(5 Marks)**
      (iii). Calculate the coefficient of variation   **(5 Marks)**

Question 6

(a) Stock A and B have the following historical returns:

year	Stock A returns	Stock B returns
2010	-20%	-20%
2011	10%	25%
2012	-15%	-20%
2013	20	15%
2014	33	50%

      (i). Calculate the average rate of return for each stock during the 5 year period.   **(5 Marks)**
      (ii). Calculate the standard deviation of returns for each stock   **(5 Marks)**
      (iii). Calculate the Coefficient of Variation   **(5 Marks)**

Question 7

PTA manufacturing (PLC) Ltd is one of the leading FMCG product manufacturing company in UK. Followings are the financial details available with "PTA Logistics (Pvt) Ltd" for the financial year 2011/2012.

	2013/2014 (GBP)	2012/2013 (GBP)
Finished Goods	300,000	400,000
Sales	9,000,000	9,500,000
Cost of Sales	3,500,000	5000,000
Operating Profit/ EBIT	4,000,000	4,600,000
Profit after Taxation	2,050,000	2,200,000
Trade Receivables	600,000	700,000
Trade Payables	300,000	500,000
Purchases	4,850,000	3,845,000
Prepaid Expenses	545,000	485,000
Accrued Liabilities	280,000	165,000
Stated Capital (GBP10 each)	5,000,000	5,000,000
Preference Share Capital (GBP 10 each)	1,800,000	1,500,000
Debentures Issued	1,600,000	1,000,000
Long term bank loan	1,650,000	1,600,000
Preference share dividends	650,000	550,000
Debenture Interest expenses	465,000	350,000
Loan Interest Expense	195,000	170,000
Reserves	845,000	550,000
Fixed Assets	8,000,000	7,500,000
Ordinary share dividends	375,000	250,000
Market Price per Share	150	155

(a). By using the above information calculate the followings for **2013/2014 financial year.**

  I. Profitability ratios

      i.   Gross Profit

      ii.   Operating profit

      iii. Net Profit

  II. Investor's Ratio

      i.   Earnings per share

      ii.   Dividends per share

      iii. Price earnings ratio

III. Leverage Ratios/ Solvency Ratios
i. Debt- Equity ratio
ii. Interest Cover ratio *(1 Mark for each)*

(b). Comment on the performance of the company for 2013/14 financial year. *(07 Marks)*

Question 8

You have just been appointed as warehouse controller of JKL, a privately owned entity operating in the fashion wholesale business. You have been asked to attend the forthcoming monthly management meeting and report on aspects of the entity's warehouse performance. You are aware that during the last year the management team has been concerned about the liquidity of JKL, and about its working capital management. The following information is available from the management accounts of JKL for the year ended 30 September 2014:

	6 months to 30 September 2014 $000	6 months to 31 March 2014 $000
Inventories at period end	2050	550
Receivables at period end	1,100	950
Cash and cash equivalents at period end	--	150
Trade payables at period end	1,400	800
Short-term borrowings at period end	250	--
Credit Sales Revenue for the period	2,250	2,000
Cost of sales for the period	2,500	1,300
Credit Purchase for the period	1,250	1,000

Required:

Prepare a brief report that analyse the **working capital cycle** of JKL

(Up to 10 marks are available for the calculation of relevant ratios.) *(15 Marks)*

-------------End of Question Paper-------------------

MATHS TABLES AND FORMULAE

Present value table

Present value of 1.00 unit of currency, that is $(1 + r)^{-n}$ where r = interest rate; n = number of periods until payment or receipt.

Periods (n)	Interest rates (r)									
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909
2	0.980	0.961	0.943	0.925	0.907	0.890	0.873	0.857	0.842	0.826
3	0.971	0.942	0.915	0.889	0.864	0.840	0.816	0.794	0.772	0.751
4	0.961	0.924	0.888	0.855	0.823	0.792	0.763	0.735	0.708	0.683
5	0.951	0.906	0.863	0.822	0.784	0.747	0.713	0.681	0.650	0.621
6	0.942	0.888	0.837	0.790	0.746	0.705	0.666	0.630	0.596	0.564
7	0.933	0.871	0.813	0.760	0.711	0.665	0.623	0.583	0.547	0.513
8	0.923	0.853	0.789	0.731	0.677	0.627	0.582	0.540	0.502	0.467
9	0.914	0.837	0.766	0.703	0.645	0.592	0.544	0.500	0.460	0.424
10	0.905	0.820	0.744	0.676	0.614	0.558	0.508	0.463	0.422	0.386
11	0.896	0.804	0.722	0.650	0.585	0.527	0.475	0.429	0.388	0.350
12	0.887	0.788	0.701	0.625	0.557	0.497	0.444	0.397	0.356	0.319
13	0.879	0.773	0.681	0.601	0.530	0.469	0.415	0.368	0.326	0.290
14	0.870	0.758	0.661	0.577	0.505	0.442	0.388	0.340	0.299	0.263
15	0.861	0.743	0.642	0.555	0.481	0.417	0.362	0.315	0.275	0.239
16	0.853	0.728	0.623	0.534	0.458	0.394	0.339	0.292	0.252	0.218
17	0.844	0.714	0.605	0.513	0.436	0.371	0.317	0.270	0.231	0.198
18	0.836	0.700	0.587	0.494	0.416	0.350	0.296	0.250	0.212	0.180
19	0.828	0.686	0.570	0.475	0.396	0.331	0.277	0.232	0.194	0.164
20	0.820	0.673	0.554	0.456	0.377	0.312	0.258	0.215	0.178	0.149

Periods (n)	Interest rates (r)									
	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833
2	0.812	0.797	0.783	0.769	0.756	0.743	0.731	0.718	0.706	0.694
3	0.731	0.712	0.693	0.675	0.658	0.641	0.624	0.609	0.593	0.579
4	0.659	0.636	0.613	0.592	0.572	0.552	0.534	0.516	0.499	0.482
5	0.593	0.567	0.543	0.519	0.497	0.476	0.456	0.437	0.419	0.402
6	0.535	0.507	0.480	0.456	0.432	0.410	0.390	0.370	0.352	0.335
7	0.482	0.452	0.425	0.400	0.376	0.354	0.333	0.314	0.296	0.279
8	0.434	0.404	0.376	0.351	0.327	0.305	0.285	0.266	0.249	0.233
9	0.391	0.361	0.333	0.308	0.284	0.263	0.243	0.225	0.209	0.194
10	0.352	0.322	0.295	0.270	0.247	0.227	0.208	0.191	0.176	0.162
11	0.317	0.287	0.261	0.237	0.215	0.195	0.178	0.162	0.148	0.135
12	0.286	0.257	0.231	0.208	0.187	0.168	0.152	0.137	0.124	0.112
13	0.258	0.229	0.204	0.182	0.163	0.145	0.130	0.116	0.104	0.093
14	0.232	0.205	0.181	0.160	0.141	0.125	0.111	0.099	0.088	0.078
15	0.209	0.183	0.160	0.140	0.123	0.108	0.095	0.084	0.079	0.065
16	0.188	0.163	0.141	0.123	0.107	0.093	0.081	0.071	0.062	0.054
17	0.170	0.146	0.125	0.108	0.093	0.080	0.069	0.060	0.052	0.045
18	0.153	0.130	0.111	0.095	0.081	0.069	0.059	0.051	0.044	0.038
19	0.138	0.116	0.098	0.083	0.070	0.060	0.051	0.043	0.037	0.031
20	0.124	0.104	0.087	0.073	0.061	0.051	0.043	0.037	0.031	0.026

Cumulative present value of 1.00 unit of currency per annum

Receivable or Payable at the end of each year for n years $\left[\dfrac{1-(1+r)^{-n}}{r}\right]$

Periods (n)	Interest rates (r)									
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909
2	1.970	1.942	1.913	1.886	1.859	1.833	1.808	1.783	1.759	1.736
3	2.941	2.884	2.829	2.775	2.723	2.673	2.624	2.577	2.531	2.487
4	3.902	3.808	3.717	3.630	3.546	3.465	3.387	3.312	3.240	3.170
5	4.853	4.713	4.580	4.452	4.329	4.212	4.100	3.993	3.890	3.791
6	5.795	5.601	5.417	5.242	5.076	4.917	4.767	4.623	4.486	4.355
7	6.728	6.472	6.230	6.002	5.786	5.582	5.389	5.206	5.033	4.868
8	7.652	7.325	7.020	6.733	6.463	6.210	5.971	5.747	5.535	5.335
9	8.566	8.162	7.786	7.435	7.108	6.802	6.515	6.247	5.995	5.759
10	9.471	8.983	8.530	8.111	7.722	7.360	7.024	6.710	6.418	6.145
11	10.368	9.787	9.253	8.760	8.306	7.887	7.499	7.139	6.805	6.495
12	11.255	10.575	9.954	9.385	8.863	8.384	7.943	7.536	7.161	6.814
13	12.134	11.348	10.635	9.986	9.394	8.853	8.358	7.904	7.487	7.103
14	13.004	12.106	11.296	10.563	9.899	9.295	8.745	8.244	7.786	7.367
15	13.865	12.849	11.938	11.118	10.380	9.712	9.108	8.559	8.061	7.606
16	14.718	13.578	12.561	11.652	10.838	10.106	9.447	8.851	8.313	7.824
17	15.562	14.292	13.166	12.166	11.274	10.477	9.763	9.122	8.544	8.022
18	16.398	14.992	13.754	12.659	11.690	10.828	10.059	9.372	8.756	8.201
19	17.226	15.679	14.324	13.134	12.085	11.158	10.336	9.604	8.950	8.365
20	18.046	16.351	14.878	13.590	12.462	11.470	10.594	9.818	9.129	8.514

Periods (n)	Interest rates (r)									
	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833
2	1.713	1.690	1.668	1.647	1.626	1.605	1.585	1.566	1.547	1.528
3	2.444	2.402	2.361	2.322	2.283	2.246	2.210	2.174	2.140	2.106
4	3.102	3.037	2.974	2.914	2.855	2.798	2.743	2.690	2.639	2.589
5	3.696	3.605	3.517	3.433	3.352	3.274	3.199	3.127	3.058	2.991
6	4.231	4.111	3.998	3.889	3.784	3.685	3.589	3.498	3.410	3.326
7	4.712	4.564	4.423	4.288	4.160	4.039	3.922	3.812	3.706	3.605
8	5.146	4.968	4.799	4.639	4.487	4.344	4.207	4.078	3.954	3.837
9	5.537	5.328	5.132	4.946	4.772	4.607	4.451	4.303	4.163	4.031
10	5.889	5.650	5.426	5.216	5.019	4.833	4.659	4.494	4.339	4.192
11	6.207	5.938	5.687	5.453	5.234	5.029	4.836	4.656	4.486	4.327
12	6.492	6.194	5.918	5.660	5.421	5.197	4.988	7.793	4.611	4.439
13	6.750	6.424	6.122	5.842	5.583	5.342	5.118	4.910	4.715	4.533
14	6.982	6.628	6.302	6.002	5.724	5.468	5.229	5.008	4.802	4.611
15	7.191	6.811	6.462	6.142	5.847	5.575	5.324	5.092	4.876	4.675
16	7.379	6.974	6.604	6.265	5.954	5.668	5.405	5.162	4.938	4.730
17	7.549	7.120	6.729	6.373	6.047	5.749	5.475	5.222	4.990	4.775
18	7.702	7.250	6.840	6.467	6.128	5.818	5.534	5.273	5.033	4.812
19	7.839	7.366	6.938	6.550	6.198	5.877	5.584	5.316	5.070	4.843
20	7.963	7.469	7.025	6.623	6.259	5.929	5.628	5.353	5.101	4.870

FORMULAE

Valuation models

(i) Irredeemable preference shares, paying a constant annual dividend, d, in perpetuity, where P_0 is the ex-div value:

$$P_0 = \frac{d}{k_{pref}}$$

(ii) Ordinary (equity) shares, paying a constant annual dividend, d, in perpetuity, where P_0 is the ex-div value:

$$P_0 = \frac{d}{k_e}$$

(iii) Ordinary (equity) shares, paying an annual dividend, d, growing in perpetuity at a constant rate, g, where P_0 is the ex-div value:

$$P_0 = \frac{d_1}{k_e - g} \quad \text{or} \quad P_0 = \frac{d_0[1 + g]}{k_e - g}$$

(iv) Irredeemable bonds, paying annual after-tax interest, $i[1 - t]$, in perpetuity, where P_0 is the ex-interest value:

$$P_0 = \frac{i[1 - t]}{k_{dnet}}$$

or, without tax:

$$P_0 = \frac{i}{k_d}$$

(v) Total value of the geared entity, V_g (based on MM):

$$V_g = V_u + TB$$

(vi) Future value of S, of a sum X, invested for n periods, compounded at $r\%$ interest:

$$S = X[1 + r]^n$$

(vii) Present value of 1·00 payable or receivable in n years, discounted at $r\%$ per annum:

$$PV = \frac{1}{[1 + r]^n}$$

(viii) Present value of an annuity of 1·00 per annum, receivable or payable for n years, commencing in one year, discounted at $r\%$ per annum:

$$PV = \frac{1}{r}\left[1 - \frac{1}{[1 + r]^n}\right]$$

(ix) Present value of 1·00 per annum, payable or receivable in perpetuity, commencing in one year, discounted at $r\%$ per annum:

$$PV = \frac{1}{r}$$

(x) Present value of 1·00 per annum, receivable or payable, commencing in one year, growing in perpetuity at a constant rate of $g\%$ per annum, discounted at $r\%$ per annum:

$$PV = \frac{1}{r - g}$$

Other formulae

(i) Expectations theory:

$$\text{Future spot rate A\$/B\$} = \text{Spot rate A\$/B\$} \times \frac{1 + \text{nominal country B interest rate}}{1 + \text{nominal country A interest rate}}$$

where:

A\$/B\$ is the number of B\$ to each A\$, and

A\$ is the currency of country A and B\$ is the currency of country B

(ii) Purchasing power parity (law of one price):

$$\text{Future spot rate A\$B\$} = \text{Spot rate A\$/B\$} \times \frac{1 + \text{country B inflation rate}}{1 + \text{country A inflation rate}}$$

(iii) Link between nominal (money) and real interest rates:

$$[1 + \text{nominal (money) rate}] = [1 + \text{real interest rate}][1 + \text{inflation rate}]$$

(iv) Equivalent annual cost:

$$\text{Equivalent annual cost} = \frac{PV \text{ of costs over } n \text{ years}}{n \text{ year annuity factor}}$$

(v) Theoretical ex-rights price:

$$\text{TERP} = \frac{1}{N + 1} [(N \times \text{cum rights price}) + \text{issue price}]$$

(vi) Value of a right:

$$\frac{\text{Theoretical ex rights price} - \text{issue price}}{N}$$

where N = number of rights required to buy one share.

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MODULE EXAMINATION
Organizational Behavior–ORBEll0310
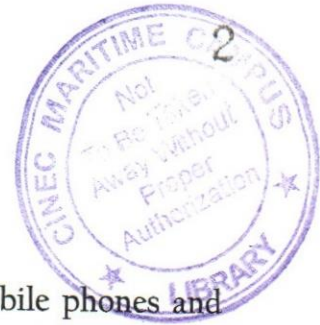
- This is an Open Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- This paper consists of Eight questions on six (06) pages.
- Answer FIVE (05) Questions including Question 1.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2015.07.04   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)

Perception can be defined as a process by which individuals select, organize and interpret their sensory impressions, so as to give meaning to their environment. Perception is a complex cognitive process and differs from person to person. People's behavior is influenced by their perception of reality, rather than the actual reality.

In comparison to sensation, perception is a much broader concept. Sensation involves simply receiving stimuli through sensory organs, whereas the process of perception involves receiving raw data from the senses and then filtering, modifying or transforming the data completely through the process of cognition. The processes of perception consist of various sub-processes such as confrontation, registration, interpretation and feedback.

(a)   List FOUR psychological factors affecting employee behavior, in organizations.

(04 Marks)

(b)   List THREE factors influencing perception   (03 Marks)

(c)   Briefly describe THREE perceptual errors that can happen when judging others

(03 Marks)

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Faculty of Humanities and Social Sciences
Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

(d)   Briefly describe what Emotional Intelligence is?   (04 Marks)

(e)   Explain how the concept of Emotional Intelligence can be useful to managers in
       their day-to-day managerial activities?   (06 Marks)

Question 02

The president of Kelly's Ketchup believes that producing a consistently high-quality product is very important to the consumers who buy his ketchup. He acts as a role model for a high level of consistency by performing his job with great precision. He shares this belief with everyone who works at Kelly's Ketchup. The workers on the production line are paid bonuses for every batch of ketchup they produce without a defect.

Attention to detail is one of the core values of the culture at Kelly's Ketchup, and by aligning the employee's values to his, the president has created a very **strong** culture of production accuracy at Kelly's Ketchup.

(a)   Briefly explain what 'Organizational Culture' is?   (04 Marks)

(b)   List FOUR artifacts of 'Organizational Culture'?   (04 Marks)

(c)   Briefly describe FOUR benefits of a **strong** organizational culture   (04 Marks)

(d)   Briefly describe FOUR types of organizational cultures based on structural
       design features of an organization   (08 Marks)

Question 03

Over twenty years ago, automobile manufacturers Volvo and Toyota implemented team-based structures at a time when highly formalised, centralised and departmentalised mechanistic structures were the norm (Robbins 1998). In the 1980s, a growing number of private and public sector organizations began to introduce teams.

(a)   List FOUR characteristics of effective teams in organizations   (04 Marks)

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2

(b)   According to the above statement what could have been the reasons for the teams to be so popular in the 1980s and onwards. Briefly describe TWO reasons

(04 Marks)

(c)   Briefly describe the factors that you have to consider when converting individuals to team players at organizations   (06 Marks)

(d)   Describe how the composition of a team is important when creating effective teams   (06 Marks)

Question 04

Organizational politics are informal, unofficial, and sometimes behind-the-scene efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives.

Power is relative to how dependent people are, on a resource that a person in power possesses. If someone possesses a valuable resource, they will likely have more power than someone who does not.

(a)   Briefly describe THREE important factors which creates dependency on a resource that a person in power possesses   (06 Marks)

(b)   Describe 4 types of power which belongs to formal and personal power bases

(08 Marks)

(c)   List THREE political behaviors experienced in organizations and explain how the listed behaviors affect the power bases of individuals.   (06 Marks)

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MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 05

Organizational communication study shows that organizations rely on effective communication and efficient communication skills from their members. A number of surveys (Davis & Miller, 1996; Holter & Kopka, 2001; Maes, Weldy, & Icengole, 1997; Verespej, 1998; Gaut & Perrigo, 1994) identify effective oral and written communication as the most sought after skills by those who run organizations.

(a)   What can be the advantages and disadvantages between 'oral' and 'written' communication?   (06 Marks)

(b)   Briefly describe FOUR barrios for effective communication, at organizations?

(08 Marks)

(c)   Briefly explain the tactics that you can use to overcome the above mentioned communication barrios?   (06 Marks)

Question 06

Leadership is less about your needs, and more about the needs of the people and the organization you are leading. Leadership styles are not something to be tried on like so many suits, to see which fits. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization.

In the book "Primal Leadership," Daniel Goleman describes six different styles of leadership. The most effective leaders can move among these styles, adopting the one that meets the needs of the moment.

(a)   List FOUR traits that differentiates 'Leaders' from 'Non Leaders' in organizations

(04 Marks)

(b)   Briefly describe THREE different behavioral leadership styles   (06 Marks)

Page 4 of 6

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MBA in Logistics and Supply Chain Management
Course CODE: MBAL582
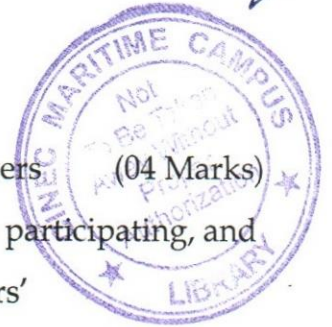
(c) Briefly describe how charismatic leaders influence their followers (04 Marks)

(d) 'Leaders should adjust their leadership styles — telling, selling, participating, and delegating — in accordance with the readiness of their followers'

Critically evaluate the above statement with the help of a situational leadership model (06 Marks)

Question 07

The earliest studies of motivation involved an examination of individual needs. Specifically, early researchers thought that employees try hard and demonstrate goal-driven behavior in order to satisfy needs. For example, an employee who is always walking around the office talking to people may have a need for companionship, and his behavior may be a way of satisfying this need. At the time, researchers developed theories to understand what people need.

(a) List and very briefly explain THREE types of motivational theories (03 Marks)

(b) Job Characteristics Model is a conceptual framework for designing motivating jobs that create meaningful work experiences.

List and briefly explain the FIVE primary job characteristics described in the Job Characteristic Model (05 Marks)

(c) Briefly Describe a need based motivational theory (06 Marks)

(d) Herzberg believed that business organizations should motivate employees by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are, job rotation, job enlargement and job enrichment.

Describe the above THREE methods and illustrate how they can be considered as factors of 'motivators'. (06 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
Course CODE: MBAL582

Question 08

Organizational change occurs when a company makes a transition from its current state to some desired future state. Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization while simultaneously maximizing the effectiveness of the change effort.

Today's business environment requires companies to undergo changes almost constantly if they are to remain competitive. Factors such as globalization of markets and rapidly evolving technology force businesses to respond in order to survive.

(a)   State FOUR reasons for organizational 'change'   (04 Marks)

(b)   State FOUR reasons for the employees to resist 'change'   (04 Marks)

(c)   Briefly describe THREE strategies which will be helpful to manage 'change'
`successfully in organizations?   (06 Marks)

(d)   'Organizational Change is inevitable'.

        Critically evaluate the above statement.   (06 Marks)

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

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MODULE EXAMINATION
Transportation Law – TLAW110204

- This paper consists of THREE questions on Four (4) pages.
- Answer ALL Questions.
- This is an open-book examination
- Providing examples and case law will enable to secure maximum marks indicated
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2015.01.31   Pass mark: 50%   Time: 03 Hours

Question 01

Fernando is a leading exporter of rubber gloves having his factories in several parts of the island. His exports are shipped to countries such as United States, Germany and France under the name and style 'Handsfree' through his freight forwarder MSF Logistics.

On 25.05.2014 Fernando shipped 65,000 tons of cargo consisting of 350 boxes of rubber gloves in two (02) twenty feet (20") containers through MSF Logistics in MV Atlanta to New Jersey, United States of America on Cost and Insurance (C&F) terms. The particular cargo was received by Scan Hands Pte, an importer based in United States. Thereafter, on 15.08.2014 another consignment of 60,000 tons of same contents in 320 boxes in one (01) forty feet (40") container was shipped to Hamburg, Germany through the same freight forwarder via MV Rotterdam to be received by an importer based in Hannover, Germany named Guten Hands GmbH on the same C&F terms. Later on 30.11.2014 a further consignment of 62,000 tons of same contents in 335 boxes in two (02) twenty feet (20") containers were shipped to Southampton, United Kingdom through the same forwarder via MV British Empire to be received by an importer based in London, United Kingdom named Clean Fingers Pvt. Ltd., on the same C&F terms.

During the last financial audits conducted by the internal auditors of MSF Logistics, it was found that Fernando has failed to remit freight charges for all the abovementioned consignments that have been shipped amounting to LKR 4,565,248/-. In a further

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Course CODE: MBAL582

consignments that have been shipped amounting to LKR 4,565,248/-. In a further investigation with the handling agent at MSF Logistics, the said auditors were able to find that several other amounts payable by Fernando as provided below have not been furnished to this organization;

Demurrage bill – LKR 57,678/-

Port handling charges – LKR 43,250/-

Warf Fee / Charges – LKR 5,350/-

Internal transport (warehouse to port) – LKR 12,415/-

Document handling fees – LKR 2,100/-

Considering the given scenario, provide appropriate answers to the following:

(a) Identify the legal obligations of MSF Logistics within the context of law of agency when acting in dual capacity for both Fernando and shipping lines   (03 Marks)

(b) Justify the acts of MSF Logistics in meeting the freight requirements   (02 Marks)

(c) State whether the acts of Fernando in failing to furnish freight and other charges amount to any legally recognisable reliefs for MSF Logistics   (04 Marks)

(d) Discuss all possible actions in law available for MSF Logistics against Fernando and Identify their attainability   (04 Marks)

(e) Observing the provisions of the Government Gazette No. 1842/16 dated 27.12.2013 attached to this question paper, indicate types of claims attainable under the prevailing law in Sri Lanka   (05 Marks)

(f) Provide a legal opinion to MSF Logistics on total outcome of the given scenario and their entitlements within the context of carriage of goods by sea   (02 Marks)

Question 02

Fraser & Jobbs is a company registered with the Board of Investments of Sri Lanka that supply coir products used in the horticulture sector for various purposes such as flower paths, pots and landscaping. Their entire production volume is based on locally produced materials while a 15% total production is permitted to be sold in the domestic market. In a recent market survey, it was found that over 75% of its overseas shipments are conducted by way of air cargo transportation to clients based in several parts of Europe.

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Course CODE: MBAL582

018

Somewhere in April 2014, a shipment of cargo consisting of 25,000 kilogrammes (kg) processed coir sheets used for nursery plants were transported from the company's warehouse in Katunayake by truck to Cargo Village where 20,000 kg was later transferred for sea carriage from the port of Colombo while the other 5,000 kg was sent using an air carrier. With respect to the air cargo, an airway bill was received by the multi modal transport provider while the bill of lading for sea carriage wasn't issued at all by the respective sea carrier though the multi modal transporter issued a house bill of lading instead covering all related legs of carriage.

Both these consignments were consigned to one particular customer based in Paris, France, and the air cargo reached the particular consignee one (01) month before the sea cargo. After receiving the sea cargo, Fraser & Jobbs received a communication from the particular customer alleging that the contract of sale has been breached by the supplier, Fraser & Jobbs where the sea cargo were contaminated with water alleged to be sea water. Although, the payment with respect to the particular shipments have been paid in advanced by the customer due to continued ties it had with the company Fraser & Jobbs, but the said customer having been annoyed of the circumstances threatened to cancel all future purchases.

Considering the given scenario, provide appropriate answers to the following:

(a) Explain the terms 'contracts' and 'contracts of carriage'   (02 Marks)
(b) Describe legal implications of documents 'Airway Bill' and 'Bill of Lading' (02 Marks)
(c) Discuss the difficulties faced by Fraser & Jobbs in relation to framing liability against the sea carrier and its multi modal transport provider in the present scenario   (04 Marks)
(d) Considering the regimes relating to limits of liability, advice Fraser & Jobbs on the best alternative in selecting the mode of international carriage relying on the fact that Sri Lanka is a party to Hague-Visby Rules (SEA) and Warsaw Convention (AIR)   (05 Marks)
(e) Write a brief memo on the effectiveness of air carriage over sea carriage in relation to the law applicable in those two sectors with special emphasis on three identified key areas
                                                                                          (04 Marks)
(f) Propose the best alternative choice of law and jurisdiction clause that may be inserted by the multi modal transporter in a Combined Transport Bill of Lading considering circumstances relating to conflict of laws and forum non convenience   (03 Marks)

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Course CODE: MBAL582

Question 03

Outlining the different applicable laws, write an essay on the topic: "Planning Proper Infrastructural Framework for the Integrated and Effective Transportation System of Logistics for both Domestic and International Markets: A Legal Point of View" (20 marks)

This paper consists only 60% of the marks while the assignment on the subject covers the other 40%. The said given assignment in spiral bound shall be handed over to the Examination Department on or before the 28th February 2015. Late submissions would be subjected to the reduction of 01 Mark each per day of delay

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

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The Gazette of the Democratic Socialist Republic of Sri Lanka

EXTRAORDINARY

(Published by Authority)

PART I : SECTION (I) — GENERAL

Government Notifications

THE LICENSING OF SHIPPING AGENTS, FREIGHT FORWARDERS, NON-VESSEL OPERATING COMMON CARRIERS AND CONTAINER OPERATORS ACT, No. 10 OF 1972

REGULATIONS made by the President under Section 10 of the Licensing of Shipping Agents, Freight Forwarders, Non-Vessel Operating Common Carriers and Container Operators Act, No. 10 of 1972 read with Article 44(2) of the Constitution of the Democratic Socialist Republic of Sri Lanka

MAHINDA RAJAPAKSA,
President.

Colombo,
26th December, 2013.

Regulations

1. These regulations may be cited as the Shipping Agents, Freight Forwarders, Non-Vessel Operating Common Carrier and Container Operators regulations 2013 and shall come into operation with effect from January 6, 2014.

2. (1) Every licensed Shipping Agent, Freight Forwarder, Non-Vessel Operating Common Carrier and Container Operator (hereinafter referred to as the "licensed service provider") who carries on the business of a shipping agent, a freight forwarder, a non-vessel operating common carrier, a container operator or a consolidator of cargo shall issue a clean bill of lading which specifies the consignment of goods as a "Pre-Paid Freight" or "Freight Collect".

   (2) No Bill of Lading shall specify the consignment of goods as "Zero Freight".

3. (1) All charges on containerized cargo which cover entire cost of the carriage of goods referred to in the transport document from the origin to destination, shall be included in the all-inclusive freight specified in the Bill of Lading which shall be recovered only from the party who is contractually bound to pay the same.

   (2) The "all inclusive freight" referred to in Sub-sectin (1) shall necessarily include :

   (a) Charges on full container load ;

   (b) Terminal handling charges ;

   (c) Charges for the issuance of bill of lading or forwarders cargo receipt ;

   (d) Charges on less than container load cargo (if applicable).

This Gazette Extraordinary can be downloaded from www.documents.gov.lk.

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(3) For the purposes of these regulations "origin to destination" in relation to the carriage of containerized cargo means the carriage of goods from -

    (a) container yard to contianer yard ; or

    (b) container freight station to container freight station ; or

    (c) container yard to container freight station ; or

    (d) container freight station to container yard.

4. No licensed service provider shall charge from an importer in Sri Lanka, any charge other than the all-inclusive freight, where the importer is contractually liable to pay, subject to regulation 3(1) for the carriage of goods from the origin to destination as specified in the Bill of Lading ;

Provided however, any licensed service provider may charge a delivery order fee from the importer which shall be payable in Sri Lankan Rupees.

5. (1) Where a delivery order fee is being charged by a licensed service provider, the amount of delivery order fee so charged shall be informed to the Director of Merchant Shipping (hereinafter referred to as the "Director") by such licensed service provider, for purposes of record.

    (2) If any licensed service provider intends to increase the amount of delivery order fee, an application in that behalf shall be made to the Director together with the documentary evidence supporting such increase.

    (3) The Director may -

        (a) accept the proposed increase of delivery order fee upon verification of supporting documents ; or

        (b) reject the proposed revision of delivery order fee ; or

        (c) propose an alternative increase of the delivery order fee which he deems reasonable, after persual and where deemed necessary having made inquiry.

    (4) The decision of the Director shall be communicated to the relevant licensed service provider within forty-five (45) working days from the date of receipt of the application referred to in paragraph (2), with reasons for such decision which shall be binding on such licensed service provider.

6. No licensed service provider shall charge from an exporter in Sri Lanka, any charge other than the all-inclusive freight, where the exporter is contractually liable to pay, subject to regulations 3(1) for the carriage of goods from the origin to destination as specified in the Bill of Lading or Forwarder's Cargo Receipt.

7. (1) Any structure of charges levied by a licensed service provider in accordance with any existing contractual obligation entered prior to the date of operation of these regulations and binding on such licensed service provider which is contrary to the structure of charges on containerized cargo referred to in these regulations may be implemented until the date on which such contract expires or until April 30, 2014 which ever date is the earlier.

    (2) A copy of the contract referred to in paragraph (1) shall be filed with the Director by the licensed service provider, within two (2) weeks from the date of these regulations.

    (3) Any such existing contract which is operative beyond April 30, 2014 which contains a structure of charges contrary to the charges on containerized cargo referred to in regulation 3, shall be revised to ensure complinace with these regulations.

    (4) Any such existing contract not so revised shall be deemed to be null and void to the extent of the application of these regulations, with effect from April 30, 2014.

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~~Year 1 Semester I~~
MODULE EXAMINATION
Industrial Marketing –MRKT120332

- This is an Open Book Examination.
- Electronic devices capable of storing and retrieving data such as mobile phones and electronic dictionaries are not allowed.
- This paper consists of Five questions on Three (03) pages.
- Answer any Four Questions including Question 1 (Compulsory question).
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

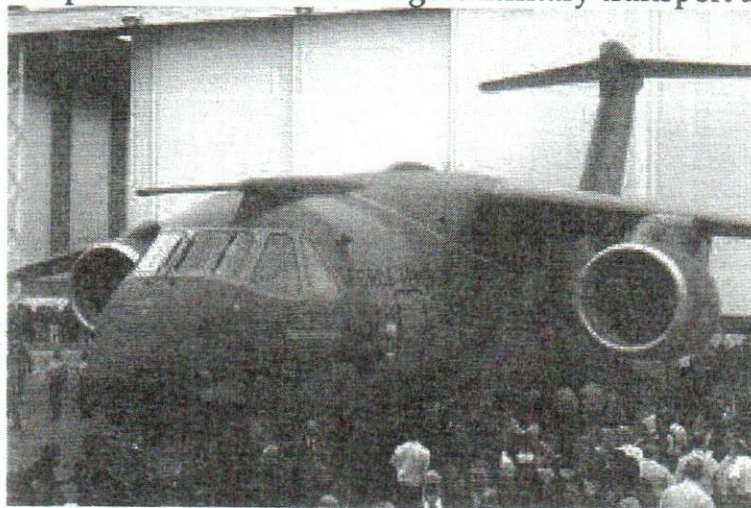Date: 2015.01.11   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)

CASE STUDY – This question has two components: (a) and (b).
(The following brief news item has been extracted from the 'World News' section of the 'Sunday Observer' dated 26-10-2014, Sri Lanka)

Brazilian plane maker unveils largest military transport aircraft

Brazillian aircraft manufacturer 'Embraer' Tuesday unveiled the first prototype of the largest self-made military transport plane.
Defense Minister Celso Amorim, Brazilian Air Force (FAB) commander Lt. Brigadier Gen. Juniti Saito and diplomats from 30 countries witnessed the unveiling of the KC-390

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aircraft at the company's Gaviavo Peixoto production hanger in the southeastern state of Sao Paulo.

This significant milestone of the KC-390 program demonstrates Embraer's ability to manage such a complex and high-technology project and to perform it on track, said Jackson Schneider, the company's president and CEO of defense and security.

The KC-390, to be used by FAB, is the result of a nearly 2 billion-U.S.-dollar deal between Embraer and FAB in 2009 on the production of two types of military planes.

In May, FAB signed a 2.9 billion-dollar contract to purchase from Embraer 28 of the planes, which will eventually substitute the force's aging fleet of U.S.-built Hercules C130s.

"The KC-390 will be the backbone of the FAB's air transportation network," Saito said.

(a)   Imagine that you are an analyst working in the 'military transportation industry' in Brazil. Prepare a write-up on the title of 'New trends in Military Transportation' to be produced at the next 'National Industrial Marketing Forum', by making reference to the given text above. (Whilst your presentation must entail relevant Industrial Marketing tools and concepts, it may not exceed 700 words.)   (20 Marks)

(b)   How would you propose to apply 'PESTLE' analysis into this scenario? What element/s of this analysis would have (a) strikingly bearing effect/s on both 'Embraer' and 'FAB'? Make insightful reference to domestic as well as international environments.   (20 Marks)

Question 02

Describe as to how effectively can an Industrial Marketer use Porter's 5 (Five) forces concept in developing appropriate strategies in order to achieve his set objectives Provide credible examples to justify your answer.   (20 Marks)

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Department of Logistics & Transport
MBA in Logistics and Supply Chain Management
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Question 03

'FedEx' had earned an enviable name in the 'overnight international package delivery' in its industry sometime ago. Explain, in your opinion, what factors might have helped the company to achieve possible 'Value Additions' in its operations? You are required to make reference to a relevant Model / Technique in enriching your presentation

(20 Marks)

Question 04

Most authoritative opinions on the subject tend to argue that Industrial Marketing as a distinctive branch is seemingly more comprehensive and procedural in comparison to Consumer Marketing. How would you respond to this contention? Provide a Critical evaluation

(20 Marks)

Question 05

Explain what contribution 'branding' process would provide the Industrial Marketer to achieve a competitive advantage in his industry or market. Build up your opinions in relation to appropriate 'Marketing Mix' elements with examples

(20 Marks)

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

- This paper consists of EIGHT questions on Two (02) pages.
- Answer FIVE Questions including Question 1.
- 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: 2014.12.20   Pass mark: 50%   Time: 03 Hours

Question 01: (Compulsory)
(a) Define Managerial Economics   (05 Marks)
(b) `Identify key managerial objectives   (05 Marks)
(c) "In reality, most firms are confronted with imperfectly competitive market conditions such as monopolistic competition and oligopoly" Discuss this briefly
                                                                   (10 Marks)

Question 02
Define "Managerial capitalism" and discuss its pervasive force in the organization (and the determination) of the contemporary entrepreneurial structures ˉ   (20 Marks)

Question 03
Identify the integral parts of the Agency Theory and discuss and survey and analyse the constituents of the agency-principal theory   (20 Marks)

Question 04
Identify the main characteristics of Transaction Cost Theory and survey its bearings with Managerial Economics   (20 Marks)

Question 05
Amongst those known as key pricing strategies identify the following and discuss their bearings in Managerial Economics
    (i)   Competition based pricing (price under perfect competition)
    (ii)   Psychological pricing
    (iii)   Price discrimination
    (iv)   Premium pricing   (20 Marks)

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Course CODE: MBAL582

Question 06

When is the consumer able to consider he/she has "enough" information to decide if to buy the product concerned. (Where appropriate, give examples)   (20 Marks)

Question 07

Discuss the market failures and what the public sector of the state may do in attempt to prevent market failures   (20 Marks)

Question 08

Survey Cross Price Elasticity and determine the appropriate decision of the entrepreneur about the price of the goods when the relative price of the complementary good declines (*ceteris paribus*)   (20 Marks)

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

Module Examination
Economics of International Trade and Shipping CIN701

- This paper consists of FIVE questions on Two (02) pages.
- Answer any Four (04) Questions.
- 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.
- Candidates are permitted to bring ONE A4 page of handwritten notes into the examination

Date: 2019.06.08   Pass mark: 40%   Time: 02 Hours

SOLENT UNIVERSITY

MARITIME OPERATIONS PROGRAMME - LEVEL 7

ECONOMICS OF INTERNATIONAL TRADE AND SHIPPING

Date: Saturday 8th June 2019

INSTRUCTIONS TO CANDIDATES

Time allowed for this examination is **TWO** hours.

This paper contains **FIVE** questions in total.

Candidates are required to answer **FOUR** questions.

All questions carry equal marks.

SPECIAL INSTRUCTIONS

One A4 page of handwritten notes allowed.

GUIDANCE FOR STUDENTS

Answer four (4) of the following five (5) questions.
Students' answers are marked based on two criteria:
  a) Appropriately summarising relevant theory
  b) Succinctly applying said theory to the current shipping context

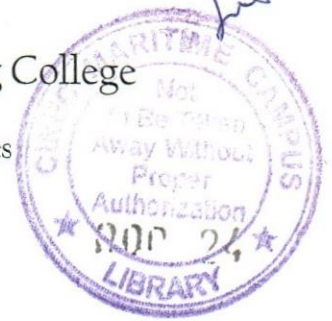## Colombo International Nautical and Engineering College

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Department of Logistics & Transport
MBA Maritime Management
Course CODE: MBAM570

Module Examination
Economics of International Trade and Shipping CIN701

- This paper consists of FIVE questions on Two (02) pages.
- Answer any Four (04) Questions.
- 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.
- Candidates are permitted to bring ONE A4 page of handwritten notes into the examination

Date: 2019.06.08   Pass mark: 40%   Time: 02 Hours

SOLENT UNIVERSITY

MARITIME OPERATIONS PROGRAMME - LEVEL 7

ECONOMICS OF INTERNATIONAL TRADE AND SHIPPING

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