



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



Year 4 Semester I

## SEMESTER END EXAMINATION

### Strategic Management – STMG0263

- This paper consists of EIGHT questions on THREE (03) pages.
- Answer FIVE Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write Legibly.

Date: 2023.03.26

Pass mark: 50%

Time: 03 Hours

### Question 01: Compulsory

You are working as a Strategist for a conglomerate that expanded its operations across 06 sectors. The board of directors has approached you to analyze each category and comment on future implications:

- Hotel - Hotel industry is growing in the post pandemic period with increasing tourists' visits. The Company is a new entrant with two small boutique hotels.
- Telecommunication - This is one of the fast-growing industries in the country, and the Company recently entered this industry with a joint venture with a new foreign firm.
- Detergent - This market is also growing rapidly and the Company owns the leading detergent brand in the country.
- Biscuit - This is a high-growth market in Sri Lanka that two local brands dominate. The Company recently entered this industry by acquiring a small biscuit company.
- Footwear - Sri Lankan footwear industry is becoming highly fragmented with the influx of small manufacturers and importers. However, the Company is the leading footwear manufacturer and the overall market growth rate is still increasing.
- Retailing- The market growth rate has decreased (low) due to reduced consumption. The Company recently acquired the leading supermarket chain in the country.

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

(b) Do you think this Company has a balanced portfolio? Explain your answer, highlighting future implications of the portfolio. (10 Marks)

### Question 02

(a) Identify and explain the main types of strategy with examples. (10 Marks)

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

### Question 03

(a) Identify and explain 04 barriers for strategy implementation. (10 marks)

(b) "Structure follows strategy; Strategy follows structure". Elaborate this statement with relevant concepts. (10 marks)

### Question 04

(a) Identify and explain 04 main reasons for diversifications with appropriate practical examples. (10 marks)

(b) What are the main issues with related diversification? Explain 03 main issues with examples. (10 marks)

### Question 05

Stakeholder management involves systematically identifying stakeholders; analyzing their needs and expectations; and planning and implementing various tasks to engage with them.

Select a business organization of your choice and identify 06 main stakeholder groups and their influences. Assess/ prioritize these stakeholders with an appropriate model or framework and comment on their importance. (20 marks)

### Question 06

Porter (1990) posits that national competitive advantage finds its source in a combination of strategic management and international economics.

Explain the key determinants of National Advantage with relevant international examples. (20 Marks)

**Question 07**

In business, a competitive advantage is an attribute that allows an organization to outperform its competitors.

Critically discuss bases of achieving competitive advantage using Porter's Three Generic Strategy Model with appropriate examples (20 Marks)

**Question 08**

Corporate governance is the system by which companies are directed and controlled. Boards of directors are responsible for the governance of their companies.

Differentiate 'Shareholder' and 'Stakeholder' systems/Models of corporate governance, highlighting their advantages and disadvantages. (20 marks)

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

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

- This paper consists of EIGHT questions on SEVEN (07) pages.
- Answer FIVE (05) Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write Legibly.

Date: 2023.03.18

Pass mark: 50%

Time: 03 Hours

**Question 01 (Compulsory)**

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

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

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

## Question 02

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

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

- (i) Distinguish the customer focused distribution strategies of the two organizations. (03 Marks)
- (ii) "Readers Point" wants to change its distribution network design. Highlight four supply chain costs that could be impacted due to the decision. (02 Marks)
- (iii) State the two key decision-making questions associated with designing a distribution network. (02 Marks)
- (iv) "Readers Point" is planning to source packing materials from "Paper Mate" who uses **Manufacturer Storage with Direct Shipping** as the distribution option. Briefly evaluate this option with advantages. (04 Marks)

### Question 03

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

### Question 04

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

ABC Analysis: dispatch volumes

FMS Analysis: order frequencies

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

- (a) You will be required to provide answers for this section by considering the above analysis
- Provide your interpretation on the above analysis by highlighting on the critical categories to be focused. (04 Marks)
  - Briefly explain the inventory strategies the organization should follow to manage the A, B and C category items. (03 Marks)
  - Briefly explain the importance of performing inventory analysis in the field of supply chain management. (03 Marks)
- (b) Briefly explain four factors that give rise to **current stock** in a typical store. (04 Marks)
- (c) Briefly explain four inventory counting methods practiced by organizations. (04 Marks)
- (d) Explain the view of purchasing department of an organization with respect to inventory control. (02 Marks)

### Question 05

- (a) Briefly explain the concept agile supply chain with the applicable illustrations. (04 Marks)

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

### Question 06

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



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

### Question 07

- (a) Provide answers for the below area by considering your knowledge on formulating strategies for supply chain management.
  - (i) State the key elements of supply chain strategy. (02 Marks)
  - (ii) State four supply chain strategies with examples from global firms. (04 Marks)
  - (iii) Managers should consider organizational structure as an element of strategy formulation, as a resource, which can help to improve performance (Pertusa-Ortega et al., 2010). Interpret how organizational structure influences on formulating supply chain strategies. (04 Marks)
- (b) Integration of supply chain processes provide effective means by which costs can be reduced and customer service levels can be improved.
  - (i) State four recommendations from organization's change perspective for making collaborative relationships among supply chain partners. (02 Marks)
  - (ii) Explain the resource/structure -capability performance relationship with the illustration of the model. (05 Marks)

- (iii) Name three concepts that underpin strategic supply chain management and explain one concept briefly. (03 Marks)

### Question 08

- (a) Explain supply chain management with a high-level flow diagram. (02 Marks)
- (b) Briefly explain the key elements of supply chain management. (04 Marks)
- (c) Explain the push and pull strategies in supply chain management. (02 Marks)
- (d) Briefly explain a supply chain network designing framework. (05 Marks)
- (e) Briefly explain the value of using Information Technology in supply chain management. (05 Marks)

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



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Year 4 Semester I

SEMESTER END EXAMINATION

Foreign Trade Insurance – FTIN0335

- This paper consists of EIGHT questions on THREE (03) pages.
- Answer FIVE Questions including Question 01.
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
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- Write Legibly.

Date: 2023.03.12

Pass mark: 50%

Time: 03 Hours

### Question 01 (Compulsory)

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

### Question 02

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

\* EXW

\* CIF

\* FOB

\* FCA

### Question 03

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

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

### Question 04

Explain the following and state whether covered by the usual Marine Cargo Insurance?

(4\*5 Marks)

- (a) Particular Average Loss
- (b) Salvage Charges
- (c) Actual Total Loss
- (d) Constructive Total Loss
- (e) General Average Loss

### Question 05

- (a) Discuss the role played by the Protection and Indemnity (P&I) Clubs in covering risks which are not covered by the traditional insurance market. (10 Marks)
- (b) Explain the Commercial and Non-Commercial risks covered under Export Credit Insurance. (10 Marks)

**Question 06**

- (a) Discuss why "packing", is considered as an important factor by the cargo insurance underwriters. (06 Marks)
- (b) Explain the advantages in using containers in transportation of goods from one country to another. (08 Marks)
- (c) What insurance covers are available for the containers and containerized cargo? (06 Marks)

**Question 07**

- (a) Describe eight (8) perils which may cause losses / damages to cargo during a sea voyage. (08 Marks)
- (b) Give examples of five dangerous cargoes (05 Marks)
- (c) Discuss the effect of natural phenomena on global trade? (07 Marks)

**Question 08**

- (a) Explain why insurance policies have exclusions, (08 Marks)
- (b) Describe the common Exclusion Clauses appearing in modern cargo insurance policies. (12 Marks)

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