

FINAL EXAMINATION

Programme Name	:	BSC (HONOURS) MARITIME BUSINESS & LOGISTICS 3+0 IN COLLABORATION WITH UNIVERSITY OF PLYMOUTH
Course Code & Name	:	MAL3016 STRATEGIC MANAGEMENT AND GOVERNANCE
Duration	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FIVE (5)** questions.
3. Answer **ONE (1)** question in section A and **TWO (2)** questions in section B.
4. Answers to the questions are to be written in the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination paper(s) used or unused out of the examination hall.

WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

(This booklet contains 4 printed pages including this page)

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO

Section A: Maritime Policy And Governance

You must answer ONE (1) out of the TWO (2) questions in this section. **[25 marks]**

1. Malaysia's government formulated the National Transport Policy (NTP) to develop a sustainable transport sector. With reference to examples, analyse the impact of National Transport Policy (NTP) on port sustainability. (25 marks)
Total: [25 marks]

2. The International Maritime Organization (IMO) has implemented a range of environmental friendly measures within the maritime industry. Explain the rationale of these **FIVE (5)** measures. (25 marks)
Total: [25 marks]

Section B: Shipping Finance

You must answer **TWO (2)** out of the **THREE (3)** questions in this section. **[50 marks]**

1. a) Explain **THREE (3)** types of mezzanine financing. (15 marks)

b) Explain **FOUR (4)** advantages of mezzanine financing. (10 marks)
Total: [25 marks]

2. a) Discuss **THREE (3)** characteristics of a Leveraged Buyout (LBO). (9 marks)

b) Compare the benefits and drawbacks of Private Equity (PE) in shipping sector. (16 marks)
Total: [25 marks]

3. a) Compare the advantages and disadvantages of building new ships. (10 marks)

b) Different factors drive the decision of numerous shipping companies to pursue Initial Public Offerings (IPOs) as a means to foster growth and expand their shipping businesses. Analyse **FIVE (5)** significant reasons contributing to this decision. (15 marks)
Total: [25 marks]

- END OF QUESTIONS -

National Transport Policy (2019-2030)

5 Policy Thrusts and 23 Strategies

Policy Thrust 1: Strengthen governance to create a conducive environment for the transport sector

- S1.1:** Strengthen coordination among agencies and industry players
- S1.2:** Enhance skills development in the transport sector and make the sector an attractive career option
- S1.3:** Strengthen and streamline the regulatory framework
- S1.4:** Embed a robust evidence-based assessment in planning and development of transport sector to meet the market demands
- S1.5:** Improve efficiency of clearance process by agencies for logistics

Policy Thrust 2: Optimise, build and maintain the use of transport infrastructure, services and networks to maximise efficiency

- S2.1:** Implement smarter and more efficient use of existing infrastructure and in developing new infrastructure
- S2.2:** Increase the utilisation of rail service for passengers and goods
- S2.3:** Upgrade hinterland connectivity to gateways and connect corridors for improved economic distribution
- S2.4:** Reinforce the maintenance regime of transport infrastructure
- S2.5:** Enhance competitiveness in air cargo operation to support Malaysia in becoming a regional distribution centre
- S2.6:** Modernise integrated logistics to reduce the cost of doing business

Policy Thrust 3: Enhance safety, integration, connectivity and accessibility for seamless journey for passenger and goods

- S3.1:** Strengthen enforcement to ensure adherence to rules and regulations to improve safety, service quality and reliability
- S3.2:** Adopt a safe system approach that advocates safer road, rail, maritime and aviation users, infrastructure and vehicles
- S3.3:** Ensure that Malaysia's transport sector's safety and security are in accordance to international standards
- S3.4:** Strengthen transport infrastructure and intensify the use of digitalisation to enhance connectivity

Policy Thrust 4: Advance towards a green transport ecosystem

- S4.1:** Enforce compliance to acts/regulations and shift towards international environmental standards

- S4.2:** Prioritise public transport network as fundamental structure in charting out sustainable spatial and transportation growth in urbanised areas
- S4.3:** Accelerate implementation of low carbon mobility initiatives
- S4.4:** Institute measures to control pollution, noise and waste from the transport sector
- S4.5:** Develop effective communication, education and public awareness (CEPA) to create behavioural change towards practices of sustainable transport

Policy Thrust 5: Expand global footprint and promote internationalisation of transport services

- S5.1:** Create an environment that facilitates local transport industry operators to become regional or global players
- S5.2:** Facilitate regional cooperation and agreements that improve the transport industry
- S5.3:** Ensure transport-related agencies are sufficiently equipped to support drive in improving Malaysia's ranking in global competitiveness indices